

INTERNATIONAL RUGBY BOARD



STRATEGIC PLAN

2010–2020



A group of rugby players in black tracksuits are celebrating on a field at night. They are holding a large, ornate silver trophy high in the air. The players are smiling and cheering, with some raising their fists. The background is filled with blurred lights, suggesting a stadium setting. A large, semi-transparent white circle is overlaid on the right side of the image.

STRATEGIC PLAN

2010-2020

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**INTERNATIONAL
RUGBY BOARD**

**STRATEGIC PLAN
2010-2020**

INTRODUCTION

Rugby is currently experiencing unprecedented global growth, popularity and interest. There are now over 3.5 million men, women and children playing the Game worldwide while the Rugby family continues to expand with 118 Unions in Membership of the International Rugby Board.

At the very heart of this growth was the groundbreaking 2004 IRB Strategic Plan. For the first time the Game's governing body had a blueprint for growth that would enable the sport to be truly global and reach out to new audiences and participants around the world while maintaining the values that bind the Sport together.

Central to the Plan was the mission to create an environment in which the IRB and its Member Unions could flourish in developing and expanding the Game globally. Seven years on, unprecedented strategic investment, a record-breaking Rugby World Cup and Rugby's return to the Olympic Games are testament to the direction and vision that the 2004 Strategic Plan has given the IRB.

The new seven-goal 2010-2020 Strategic Plan has been developed with the collaboration of IRB Member Unions, Regional Associations, Elected Members and IRB staff and seeks to balance the needs of all Rugby stakeholders.

It spells out our vision and values, our goals and our strategies for achieving them and provides a roadmap leading up to Rugby World Cup 2019 and beyond to grow the global Rugby family beyond the traditional strongholds for the Sport.

It also refocuses our activities and will help us make important investment decisions based on strategic considerations, while ensuring that the major Unions can continue to flourish and are able to provide the showcase that, in the long term, will benefit everyone in Rugby.





VISION

RUGBY A SPORT FOR ALL TRUE TO ITS VALUES





MISSION

GROWING THE GLOBAL RUGBY FAMILY

PASSION
INTEGRITY
SOLIDARITY
RESPECT



INTEGRITY

Integrity is central to the fabric of the Game and is generated through honesty and fair play.



PASSION

Rugby people have a passionate enthusiasm for the Game. Rugby generates excitement, emotional attachment and a sense of belonging to the global Rugby Family.

ON

DISCIPLINE

RESPECT

CORE VALUES



SOLIDARITY

Rugby provides a unifying spirit that leads to life long friendships, camaraderie, teamwork and loyalty which transcends cultural, geographic, political and religious differences.



DISCIPLINE

Discipline is an integral part of the Game both on and off the field and is reflected through adherence to the Laws, the Regulations and Rugby's core values.



RESPECT

Respect for team mates, opponents, match officials and those involved in the Game is paramount.

IRB STRATEGIC GOALS

- 1 Protect and promote Rugby, its values, spirit and ethos
- 2 Increase global participation
- 3 Drive player welfare best practice
- 4 Maximise the value of all RWC/IRB properties
- 5 Increase sustainability and competitiveness of International Rugby
- 6 Optimise Olympic participation
- 7 Provide strong and effective leadership

IRB STRATEGIC GOALS

Strategic Goals

Key Performance Indicators

1 Protect and promote Rugby, its values, spirit and ethos

- Charter and Laws seen to reflect the values, spirit and ethos and are adhered to
- No growth of actions tarnishing the image of the Game
- Tangible examples of IRB promoting values
- Promotion of Rugby's Core Values adopted within Union Strategic Plans
- Robust Regulatory Framework delivered

2 Increase global participation

- 6 million players worldwide
- 400,000 women playing the Game
- 205 Unions in IRB Membership
- Rugby to be taught in schools within all Union territories

3 Drive player welfare best practice

- World class Player Welfare Educational Programmes in place
- Leading Anti-Doping Programme in place
- Rugby acknowledged as a Player Welfare leader in Sport

4 Maximise the value of all RWC/IRB properties

- Values of all properties increased
- Revenue, broadcast and legacy goals set and met
- World class tournaments delivered

5 Increase sustainability and competitiveness of International Rugby

- Movement in IRB rankings
- Average points spread lower
- New teams qualify to RWC
- RWC Tournament is more competitive

6 Optimise Olympic participation

- Global funding from Olympic bodies and governments increased
- All Unions to be NOC Members
- Competitiveness and Number of Women's Teams to mirror Men's
- Sevens Strategic Plan delivered

7 Provide strong and effective leadership

- IRB viewed as world class Governing Body
- IRB to maintain control of Marquee Properties
- IRB to deliver Framework for continued growth
- IRB seen to take the lead on issues in the Game and resolve them



STRATEGIES

FOR EACH STRATEGIC GOAL



1 PROTECT AND PROMOTE RUGBY, ITS VALUE, SPIRIT AND ETHOS

Ensure that Rugby has a suitable and sustainable disciplinary regulatory framework

Establish an Elite Panel of Disciplinary Personnel for the Professional Game

Ensure that all Disciplinary Personnel have access to tools to assist their work

Ensure the IRB Communicates effectively with key partners and stakeholders

Promote the Game and its Core Values

Lead the Law review and amendment process

Provide high quality, comprehensive and independent Game Analysis

Maintain and further develop leading Anti Doping programmes

Continue to develop high quality training and education processes

Develop high quality training and education resources

Continue to develop the trainer and educator workforce

Provide world class leadership and governance of the IRB

Develop external relationships so that the IRB is seen as a leading IF

Deliver excellent services to the members of the IRB

Ensure the most effective regulatory system is in place and enforced for Rugby Union and the IRB

2 INCREASE GLOBAL PARTICIPATION STRATEGIES

Develop a sustainable Sevens programme

Develop a sustainable Women's Rugby programme

Support Regional Associations and Member Unions in the development of the Game

Develop participation programmes

Drive global promotional strategies that optimise exposure in existing and developing markets

Position Rugby as a Game for All Shapes and Sizes, putting Players First

Provide comprehensive event promotion programmes that maximise the profile and positioning of

IRB events on the world stage

Embrace other forms of the Game

Continue to develop high quality training and education processes

Develop high quality training and education resources

Continue to develop the trainer and educator workforce

Deliver excellent services to the members of the IRB



3 DRIVE PLAYER WELFARE BEST PRACTICE STRATEGIES

Position Rugby as a Game for All Shapes and Sizes, putting Players First

Lead the development of a robust artificial turf regulatory framework

Ensure that players clothing meets the required standards to protect players interests

Develop high quality player welfare policies, strategies and resources

Continue to develop the trainer and educator workforce

Deliver excellent services to the members of the IRB

4 MAXIMISE THE VALUE OF ALL RWC/IRB PROPERTIES STRATEGIES

Ensure that all IRB and RWC funds are properly managed and controlled

Develop and maintain best practice controls and strategies

Ensure risk management processes are established and monitored for IRB and RWC

Ensure IRB and RWC contractual arrangements and commercial programmes operate in an optimal fiscal environment

Put in place appropriate budgetary processes for all significant IRB and RWC activities

Deliver a legal framework to support RWC goals

Maximise net revenues from RWC

Generate additional revenue streams

Generate additional broadcast coverage

Develop positive media coverage

Maximise spectator attendance

Put in place a comprehensive marketing strategy



4 MAXIMISE THE VALUE OF ALL RWC/IRB PROPERTIES STRATEGIES

- Increase Rugby's share of the global sports market
- Put in place a comprehensive Rights Protection Programme
- Put in place a prudent financial management process
- Put in place appropriate risk management strategies
- Maximise RWC profitability
- Maximise the promotion and marketing of RWC
- Increase the commercial value of IRB Competitions
- Develop the commercial value of IRB properties
- Optimise the promotion of Rugby World Cup
- Implement a comprehensive RWC communications programme
- Deliver excellent services to the members of the IRB

5 INCREASE SUSTAINABILITY AND COMPETITIVENESS OF INTERNATIONAL RUGBY STRATEGIES

Develop a sustainable international programme of matches for Strategic Investment Unions

Invest in high performance programmes

Comprehensive promotion of the IRB's strategic initiatives

Comprehensive promotion of the IRB's strategic initiatives

Continue to develop high quality training and education processes

Develop high quality training and education resources

Deliver excellent services to the members of the IRB



6 OPTIMISE OLYMPIC PARTICIPATION STRATEGIES

Develop an Olympic programme to maximise the benefits of Olympic inclusion

Develop a sustainable Sevens programme

Promotion of Rugby Sevens as the perfect Olympic Games Sport

Promotion of the IRB as a model member of the Olympic Family

Promotion of a new era for Rugby through Rugby Sevens

Deliver excellent services to the members of the IRB

7 PROVIDE STRONG AND EFFECTIVE LEADERSHIP STRATEGIES

Provide Member Unions with appropriate assistance in financial and fiscal matters in the form of information, advice, presentations and documentation

Develop a sustainable Women's Rugby programme

Ensure the IRB Communicates effectively with key partners and stakeholders

Position the IRB as a model International Federation

Lead the Law review and amendment process

Provide high quality, comprehensive and independent Game Analysis

Continue to develop high quality training and education processes

Develop high quality training and education resources

Continue to develop the trainer and educator workforce

Provide world class leadership and governance of the IRB

Develop external relationships so that the IRB is seen as a leading IF

Deliver excellent services to the members of the IRB

Ensure the most effective regulatory system is in place and enforced for Rugby Union and the IRB



STRATEGIES

BY FUNCTION



1 FINANCE STRATEGIES

- 1.1** Ensure that all IRB and RWC funds are properly managed and controlled (Goal 4)
- 1.2** Develop and maintain best practice controls and strategies (Goal 4)
- 1.3** Ensure risk management processes are established and monitored for IRB and RWC (Goal 4)
- 1.4** Provide Member Unions with appropriate assistance in financial and fiscal matters in the form of information, advice, presentations and documentation (Goal 7)
- 1.5** Ensure IRB and RWC contractual arrangements and commercial programmes operate in an optimal fiscal environment (Goal 4)
- 1.6** Put in place appropriate budgetary processes for all significant IRB and RWC activities (Goal 4)

2 LEGAL STRATEGIES

- 2.1** Ensure that Rugby has a suitable and sustainable disciplinary regulatory framework (Goal 1)
- 2.2** Establish an Elite Panel of Disciplinary Personnel for the Professional Game (Goal 1)
- 2.3** Ensure that all Disciplinary Personnel have access to tools to assist their work (Goal 1)
- 2.4** Deliver a legal framework to support RWC goals (Goal 4)



3 RWC STRATEGIES

- 3.1** Maximise net revenues from RWC (Goal 4)
- 3.2** Generate additional revenue streams (Goal 4)
- 3.3** Generate additional broadcast coverage (Goal 4)
- 3.4** Develop positive media coverage (Goal 4)
- 3.5** Maximise spectator attendance (Goal 4)
- 3.6** Put in place a comprehensive marketing strategy (Goal 4)
- 3.7** Increase Rugby's share of the global sports market (Goal 4)
- 3.8** Put in place a comprehensive Rights Protection Programme (Goal 4)
- 3.9** Put in place a prudent financial management process (Goal 4)
- 3.10** Put in place appropriate risk management strategies (Goal 4)

4 COMMERCIAL STRATEGIES

- 4.1 Maximise RWC profitability (Goal 4)
- 4.2 Maximise the promotion and marketing of RWC (Goal 4)
- 4.3 Increase the commercial value of IRB Competitions (Goal 4)
- 4.4 Develop the commercial value of IRB properties (Goal 4)



5 DEVELOPMENT AND PERFORMANCE STRATEGIES

- 5.1** Develop a sustainable international programme of matches for Strategic Investment Unions (Goal 5)
- 5.2** Invest in high performance programmes (Goal 5)
- 5.3** Develop a sustainable Sevens programme (Goal 2 and 6)
- 5.4** Develop a sustainable Women's Rugby programme (Goal 7 and 2)
- 5.5** Support Regional Associations and Member Unions in the development of the Game (Goal 2)
- 5.6** Develop participation programmes (Goal 2)
- 5.7** Develop an Olympic programme to maximise the benefits of Olympic inclusion (Goal 6)

6 COMMUNICATIONS STRATEGIES

- 6.1** Ensure the IRB Communicates effectively with key partners and stakeholders (Goal 1 and 7)
- 6.2** Promote the Game and its Core Values (Goal 1)
- 6.3** Drive global promotional strategies that optimise exposure in existing and developing markets (Goal 2)
- 6.4** Position Rugby as a Game for All Shapes and Sizes, putting Players First (Goal 2 and 3)
- 6.5** Provide comprehensive event promotion programmes that maximise the profile and positioning of IRB events on the world stage (Goal 2)
- 6.6** Optimise the promotion of Rugby World Cup (Goal 4)
- 6.7** Implement a comprehensive RWC communications programme (Goal 4)
- 6.8** Comprehensive promotion of the IRB's strategic initiatives (Goal 5)
- 6.9** Promotion of Rugby Sevens as the perfect Olympic Games Sport (Goal 6)
- 6.10** Promotion of the IRB as a model member of the Olympic Family (Goal 6)
- 6.11** Promotion of a new era for Rugby through Rugby Sevens (Goal 6)
- 6.12** Position the IRB as a model International Federation (Goal 7)



7 TECHNICAL SERVICE STRATEGIES

- 7.1** Lead the development of a robust artificial turf regulatory framework (Goal 3)
- 7.2** Ensure that players clothing meets the required standards to protect players interests (Goal 3)
- 7.3** Lead the Law review and amendment process (Goal 1 and 7)
- 7.4** Provide high quality, comprehensive and independent Game Analysis (Goal 1 and 7)
- 7.5** Maintain and further develop leading Anti Doping programmes (Goal 1)
- 7.6** Embrace other forms of the Game (Goal 2)
- 7.7** Develop high quality Player Welfare policies, strategies and resources (Goal 3)
- 7.8** Continue to develop high quality training and education processes (Goal 1, 2, 5 and 7)
- 7.9** Develop high quality training and education resources (Goal 1, 2, 5 and 7)
- 7.10** Continue to develop the trainer and educator workforce (Goal 1, 2, 3 and 7)

8 EXTERNAL AND MEMBER RELATIONS STRATEGIES

- 8.1 Provide world class leadership and governance of the IRB (Goal 1 and 7)
- 8.2 Develop external relationships so that the IRB is seen as a leading International Federation (Goal 1 and 7)
- 8.3 Deliver excellent services to the members of the IRB (All Goals)
- 8.4 Ensure the most effective regulatory system is in place and enforced for Rugby Union and the IRB (Goal 1 and 7)
- 8.5 Deliver excellent service to the internal organisation (Goal 7)
- 8.6 Develop external relations to ensure that the benefits of Olympic participation are optimised (Goal 6)



APPENDIX 1

DETAILS OF IRB STRATEGY DELIVERY



1 FINANCE – STRATEGY DELIVERY

1.1 Ensure that all IRB and RWC funds are properly managed and controlled

We will do this by:

- Ensuring all IRB/RWC books and records are properly recorded and documented
- Reviewing all IRB and RWC books of account for regular reconciliation
- Ensuring all non reconciling items are followed up and clarified on a timely basis
- Ensuring the IRB Finance Department receives required information from third parties on a timely basis
- Reviewing IRB Investments regularly to ensure compliance with IRB Investment Policies

1.2 Develop and maintain best practice internal controls and related strategies

We will do this by:

- Reviewing the existing control environment across all areas to ensure it is appropriate for the organisation
- Introducing additional controls and procedures as considered necessary
- Co-operating fully with our external auditors and implementing any control recommendations from them
- Engaging outside professional assistance in key regions of the IRB as required
- Ensuring IRB finance staff maintain an ongoing educational programme and CPD hours
- Maintaining bi-annual Audit and Risk Committee meetings

1 FINANCE – STRATEGY DELIVERY

1.3 Ensure risk management processes are established and monitored for IRB and RWC

We will do this by:

- Documenting key risks in the form of risk registers for both RWC and IRB
- Reviewing risk registers quarterly with IRB management team to ensure key risks are being managed appropriately
- Reporting on a bi-annual basis to the IRB Audit and Risk Committee which in turn reports to the IRB Council

1.4 Provide Member Unions with appropriate assistance in financial and fiscal matters in the form of information, advice, presentations and documentation

We will do this by:

- Organising a meeting of the Tier 1 Finance Directors to update on all IRB Corporate matters affecting Tier 1
- Providing input to all IRB Regional meetings as required
- Assisting Unions with all financial and other corporate enquiries as required
- Providing third party advice and assistance in areas affecting Finance, Taxation and other Corporate matters



1 FINANCE – STRATEGY DELIVERY

1.5 Ensure IRB and RWC contractual arrangements and Commercial programmes operate in an optimum fiscal environment

We will do this by:

- Reviewing the current fiscal environment for all our tournaments with IRB/ RWC advisers and applying changes where required
- Submitting and maintaining on time all fiscal and statutory returns on a global basis
- Reviewing and discussing all significant fiscal issues with Host Unions on an ongoing basis
- Reviewing and amending as appropriate all IRB and RWC contracts from a fiscal perspective

1.6 Put in place appropriate budgetary processes for all significant IRB and RWC activities

We will do this by:

- Documenting detailed budgetary amounts and rationales for IRB activities
- Producing monthly financial accounts for IRFB Services and quarterly for RWC
- Reporting on a regular basis and at least quarterly the actual against budget outcomes for the relevant period to the Board of both RWC and EXCO (IRFB Services)
- Monitoring budgets with all budget holders and recommending adjustments up or down as appropriate
- Establishing benchmark currency exchange rates in Q1 for euro, dollar and NZ dollar (2010 and 2011 only) against sterling

2 LEGAL – STRATEGY DELIVERY

2.1 Ensure that Rugby has a suitable and sustainable disciplinary regulatory framework

We will do this by:

- Reviewing the prevailing disciplinary regulation to ensure that it is appropriate to all Players at all levels of Rugby
- Introducing guidelines to assist in the implementation of the disciplinary programme by all stakeholders
- Establishing an education programme to support the training of Citing Commissioners, Judicial Officers and administrators
- Establishing a working group to regularly review the disciplinary regulations and guidelines
- Promoting the disciplinary regime by having an appointed disciplinary officer in every Union and Association
- Placing discipline at the heart of the Game
- Fostering an environment where all participants recognise the value of discipline in the Game and the need for appropriate sanctions where there are transgressions



2 LEGAL – STRATEGY DELIVERY

2.2 Establish an Elite Panel of Disciplinary Personnel for the Professional Game

We will do this by:

- Identifying individuals with appropriate skills and experience for the elite panel
- Providing ongoing education to this group at the top end of the Game
- Bringing the group together annually to share learning, experiences and promote the ongoing development of the disciplinary regime
- Using members of the panel to assist in the general disciplinary education programme
- Monitoring the performance of the elite panel through a selection committee structure which will provide performance feedback to the elite panel

2.3 Ensure that all Disciplinary Personnel have access to tools to assist their work

We will do this by:

- Creating and maintaining a database of precedents for International Matches and making it available to all Unions and Associations
- Issuing memoranda on key aspects of discipline to assist the interpretation of the disciplinary rules

2 LEGAL – STRATEGY DELIVERY

2.4 Deliver a legal framework to support RWC goals

We will do this by:

- Creating a solid contractual framework to ensure that partners/sponsors and the IRB/RWC obtain optimum value from the rights acquisition/delivery
- Developing and implementing a trade mark strategy for evolving RWC/IRB properties which fits into the overall commercial programme
- Developing, managing and implementing a rights protection programme for RWC/IRB properties which accords with the commercial value / development level of the property



3 RWC – STRATEGY DELIVERY

3.1 Maximise net revenues from RWC

We will do this by:

- Selecting hosts for tournaments who provide a likely base for strong revenues
- Identifying and implementing commercial strategies to maximise revenues
- Appointing commercial agents where appropriate to maximise contract values
- Working as appropriate to avoid restrictive legislation in key revenue markets
- Maintaining strong partnerships with existing commercial partners
- Creating competitive rights tenders where possible

3.2 Generate additional revenue streams

We will do this by:

- Assessing the commercial potential of each RWC/IRB property
- Implementing appropriate rights programmes around each property
- Maximising potential revenues into global Rugby from Olympic inclusion
- Reviewing investment policies to balance security with potential revenues

3 RWC – STRATEGY DELIVERY

3.3 Generate additional broadcast coverage

We will do this by:

- Reviewing current market/region strategy to ensure appropriateness
- Maximising coverage in deals
- Identifying and implementing targeted strategies in key growth markets
- Ensuring match schedules fully consider broadcast requirements

3.4 Develop positive media coverage

We will do this by:

- Building and maintaining positive relationships with key media figures
- Ensuring key appropriate IRB/RWC personnel are available to discuss specific issues with the media
- Working closely with the IRB Communications team to ensure communications staff understand current issues
- Communicating proactively with media to stay ahead of stories where possible
- Conducting media briefings with key media



3 RWC – STRATEGY DELIVERY

3.5 Maximise spectator attendances

We will do this by:

- Developing match schedules and kickoff times to consider spectator requirements
- Implementing an Official Travel Programme to maximise international attendance at RWC and IRB events
- Implementing ticket pricing and sales strategies to balance revenue generation and maximised attendances
- Maximising targeted global promotions prior to ticket launches
- Maintaining cooperative and transparent handback processes between RWC stakeholders to ensure unused allocations are reallocated
- Maximising the atmosphere at RWC matches to ensure all sold tickets are used

3.6 Put in place a comprehensive marketing strategy

We will do this by:

- Developing an appropriate international promotional and marketing campaign
- Using commercial partners to activate an integrated campaign
- Working with Regional Associations and Member Unions to create synergies in marketing
- Ensuring consistency of messaging where appropriate

3 RWC – STRATEGY DELIVERY

3.7 Increase Rugby's share of the global sports market

We will do this by:

- Assisting the development of Regional Associations and Member Unions to develop their own commercial models and markets
- Maximising the growth of Sevens and other forms of the Game
- Ensuring plans are in place to convert exposure to revenues in key strategic markets
- Providing compelling quality product

3.8 Put in place a comprehensive Rights Protection Programme

We will do this by:

- Identifying core RPP principles which can be implemented appropriately across different tournaments
- Working with Host Unions to develop supportive government legislation where possible
- Maintaining a strong registration and enforcement regime internationally
- Working with government to implement supportive domestic regimes



3 RWC – STRATEGY DELIVERY

3.9 Put in place a prudent financial management process

We will do this by:

- Implementing and maintaining strictly controlled budgets and expenditure
- Implementing competitive tender processes for all expenditures on goods and services
- Maintaining disciplined spending while meeting all other goals

3.10 Put in place appropriate risk management strategies

We will do this by:

- Refining existing risk management frameworks which can be implemented as appropriate across all tournaments
- Developing risk registers for each tournament which include all high level stakeholders
- Ensuring regular reviews of risk registers
- Linking risk registers to strategic plans and operational and contingency planning

4 COMMERCIAL – STRATEGY DELIVERY

4.1 Maximise RWC profitability

We will do this by:

- Achieving agreed revenue targets across each area of the RWC commercial programme
- Achieving agreed profit targets for RWCL
- Developing and managing the commercial programme
- Optimising performance and value of commercial brokers and other advisors
- Getting the best deal in each category
- Building medium and long term partnerships with commercial partners
- Maintaining strict budget management to reach RWCL profit targets
- Working with Host Unions to maximise net Tournament revenue
- Utilising RWC to maximise opportunities for other IRB properties
- Creating a four year activation cycle for the commercial programme
- Maximising the revenue potential from advance knowledge of 2015 and 2019 RWC locations



4 COMMERCIAL – STRATEGY DELIVERY

4.2 Maximise the promotion and marketing of RWC

We will do this by:

- Reaching global and specific target audience levels
- Maximising global cumulative broadcast audiences
- Establishing targets for global broadcast audiences and broadcast targets for each key market
- Negotiating broadcast contracts to reflect commercial and broadcast targets
- Developing a broadcast strategy for each Participating Union
- Establishing RWC as the recognised leader in Rugby broadcast production and presentation
- Increasing the brand value of the RWC mark
- Raising the profile of RWC during the four year cycle

4.3 Increase the commercial value of IRB competitions

We will do this by:

- Assessing commercial opportunities for each tournament
- Developing a commercial plan for each project
- Integrating the planning process in the overall commercial programme
- Developing plans and proposals to increase the commercial performance of the IRB Sevens

4 COMMERCIAL – STRATEGY DELIVERY

- Working with Host Unions to increase the value of commercial opportunities
- Developing an understanding and working relationship of the Olympic commercial programme and integrate with the qualification process for Olympic Sevens 2016

4.4 Develop the commercial value of IRB properties

We will do this by:

- Developing a sponsorship and partnership strategy for Game promotion
- Utilising IRB branding at every opportunity
- Extending the scope of commercial partnerships so that partners become involved in IRB promotional initiatives
- Ensuring IRB ideals and values are reflected in commercial partner activation
- Exploring and developing commercial deals to develop the widest platform for the Game
- Ensuring that the appropriate resources are in place to maximise the commercial value of all IRB Tournament commercial inventory
- Developing an IRB commercial strategic plan with clearly outlined revenue generation targets for all IRB Tournament commercial inventory
- Ensuring that all IRB Tournaments are resourced appropriately so that they can be delivered to world class standards to protect and enhance their commercial values



5 DEVELOPMENT AND PERFORMANCE – STRATEGY DELIVERY

5.1 Develop a sustainable international Rugby programme for Strategic Investment Unions

We will do this by:

- Confirming and maintaining an international match schedule for all High Performance and Performance Unions which encompasses at a minimum two RWC cycles
- Establishing and funding an effective international matches and tournaments programme for Strategic Investment Unions
- Ensuring Argentina's participation in an expanded Tri Nations tournament is successful
- Ensuring that the application of Regulation 9 is monitored and enforced globally and that any breaches are dealt with expeditiously and firmly
- Implementing and investing in appropriate IRB Age Grade World Championship tournament structures providing a platform for developing young world class players
- Facilitating and investing in the establishment of appropriate sub-international cross border competitions for Strategic Investment unions

5 DEVELOPMENT AND PERFORMANCE – STRATEGY DELIVERY

5.2 Invest in high performance programmes

We will do this by:

- Ensuring that the IRB is resourced appropriately to provide world class High Performance advice and support to our member Unions
- Implementing a merit and KPI based system for prioritising Unions for IRB Strategic Investment funding
- Codifying the playing conditions that will support best practice player welfare policies and ensuring that they are implemented in all IRB funded international and Regional tournaments.
- Ensuring that all Strategic Investment Union High Performance plans have IRB driven best practice player welfare programmes and strategies in place
- Ensuring that a clearly defined IRB Strategic Plan for High Performance refereeing is in place and resourced appropriately

5.3 Develop a sustainable Sevens programme

We will do this by:

- Developing a new IRB Sevens Strategic Plan up to 2020
- Organising a competitive and commercially successful annual IRB Sevens World Series
- Investing in appropriate Regional Sevens tournament structures that are sustainable and can underpin qualification in to the IRB Sevens World Series
- Creating a clearly defined development strategy to introduce Rugby Sevens to new countries



5 DEVELOPMENT AND PERFORMANCE – STRATEGY DELIVERY

5.4 Develop a sustainable Women's Rugby programme

We will do this by:

- Ensuring that there are clearly defined IRB strategies for the development of Women's Rugby and that these are funded and resourced appropriately
- Ensuring that there is appropriate KPI driven investment in development programmes for Women and Girls in the Regions and Member Unions
- Developing and investing in a Strategic High Performance Programme for the Women's Game.
- Organising and investing in appropriate Regional and international Sevens tournaments for Women
- Ensuring that Women's Rugby has appropriate representation in IRB governance structures

5.5 Support Regional Associations and Member Unions in the development of the Game

We will do this by:

- Investing in appropriate Regional tournament structures for men and women at Senior and Age Grade levels
- Providing resources and strategic advice to our Regions to assist them to maximise the commercial opportunities for their Regional tournaments

5 DEVELOPMENT AND PERFORMANCE – STRATEGY DELIVERY

- Ensuring that all IRB funding programmes are reviewed annually and benchmarked against the IRB Strategic Goals
- Strengthening the organisational, governance and financial management structures of Unions.
- Ensuring that appropriate IRB Human Resource strategies are in place to provide appropriate support to our Regions and Member Unions ensuring that the goals of our respective strategic plans can be achieved
- Ensuring all IRB funding programmes promote the value, spirit and ethos of Rugby
- Ensuring all stakeholders are aware of the IRB Playing Charter and Regulations and that these are utilised to protect our values

5.6 Develop participation programmes

We will do this by:

- Implementing a cost-effective global player registration system so that global participation numbers can be measured with reasonable accuracy every RWC cycle
- Implementing sustainable global development programmes to increase participation in all forms of the Game
- Developing a mass participation template which can be applied to introducing Rugby to new countries



5 DEVELOPMENT AND PERFORMANCE – STRATEGY DELIVERY

- Ensuring that IRB Development Grant funding is targeted at specific projects in Unions that will result in increased playing numbers
- Continuing to target and invest in Major Markets and ensure that the IRB is resourced appropriately to service these Unions
- Providing opportunities for Unions to balance the growth of both the Fifteens and Sevens forms of the Game

5.7 Develop an Olympic programme to maximise the benefits of Olympic inclusion

We will do this by:

- Ensuring that both the 2016 and 2020 Olympic events are successful and that our Olympic status is secured beyond 2020
- Developing a transparent and fair Olympic qualification process that reflects the universality of our sport and ensures that the best teams participate in the Olympic Games
- Maximising the opportunities to leverage Olympic Solidarity funding for our Regions and Member Unions
- Providing resources and strategic advice to our Unions to ensure that they maintain strong relations with their NOCs and are equipped to maximise national government funding opportunities
- Providing our Regional Associations with the appropriate resources and support to increase their membership in a sustainable and strategic way

6 COMMUNICATIONS – STRATEGY DELIVERY

6.1 Ensure the IRB Communicates effectively with key partners and stakeholders

We will do this by:

- Implementing a comprehensive media services programme
- Developing strategy based communications programmes to promote all IRB and Rugby activity
- Delivering a proactive and comprehensive global Rugby issues management policy
- Delivering world class websites
- Delivering quality promotional publications
- Delivering media training for key IRB staff

6.2 Promote the Game and its Core Values

We will do this by:

- Integrating a cross-Union Core Values educational and communications campaign
- Building a Core Values ambassador programme
- Integrating campaigns with Member Unions
- Implementing broadcasting and media programmes



6 COMMUNICATIONS – STRATEGY DELIVERY

- Representing Rugby in key groups and forums
- Delivering globally renowned IRB Hall of Fame and History of the Game websites
- Promoting a corporate responsibility programme that aligns Rugby with non-Rugby charitable organisations
- Delivering an internationally renowned annual IRB Awards programme
- Delivering an annual IRB Lecture in key markets, tackling issues facing the Game

6.3 Drive global promotional strategies that optimise exposure in existing and developing markets

We will do this by:

- Delivering *Total Rugby Television* and *Total Rugby Radio* to key and new markets worldwide, sustainably increasing coverage
- Developing and delivering 24 hour Radio output
- Developing a cross-Union best-practice Communications protocol to promote Rugby in developing markets
- Implementing a comprehensive media services programme
- Delivering pre and post tournament legacy promotional programmes

6 COMMUNICATIONS – STRATEGY DELIVERY

6.4 Position Rugby as a Game for All Shapes and Sizes, putting Players First

We will do this by:

- Leading the global delivery of communications strategies across all player welfare, medical and regulatory programmes
- Delivering an integrated communications campaign across all Unions
- Producing quality publications
- Implementing a comprehensive media services programme
- Positioning of IRB-led research in key medical and sports media

6.5 Provide comprehensive event promotion programmes that maximise the profile and positioning of IRB events on the world stage

We will do this by:

- Delivery of comprehensive communications and crisis management programmes across all IRB properties
- Delivery of world class media operations programmes across all IRB properties
- Developing and integrating a comprehensive global event-specific communications and promotional programme
- Building a tournament promotion programme that will include:
 - Enhanced liaison with IRB departments and Unions
 - Promotion of key legacy goals
- Establishing a special project Game promotion programme



6 COMMUNICATIONS – STRATEGY DELIVERY

6.6 Optimise the promotion of Rugby World Cup

We will do this by:

- Identifying and targeting key emerging markets with comprehensive media promotional strategies
- Ensuring the delivery of world class media services and facilities
- Delivery of a world class Rugby News Service as the Official Tournament News Agency
- Increase the brand value of the RWC mark
- Raising the profile of RWC throughout the four-year cycle

6.7 Implement a comprehensive RWC communications programme

We will do this by:

- Creating and delivering a comprehensive communications programme in collaboration with the Host Union and Participating Unions
- Optimising the link to RWC Commercial partners, including rights holding broadcasters
- Delivering a world class RWC media services programme that allows the media to cover the tournament in a professional manner
- Delivering world class RWC publications
- Developing a world class Accreditation Programme

6 COMMUNICATIONS – STRATEGY DELIVERY

- Delivering a RWC Ambassadors Programme
- Delivering a festival that engages the Rugby family, portraying Rugby in a positive light

6.8 Comprehensive promotion of the IRB's strategic initiatives

We will do this by:

- Delivering a communications programme which fully promotes and increases understanding of the IRB's strategic investment and associated initiatives
- Implementing a buddy programme to promote Communications best practice across Tier 2 and 3 Unions
- Providing Best Practice Media Management Training to Tier 2 and 3 Unions
- Delivery of Regional Association Media Management support and Media Training programmes

6.9 Promotion of Rugby Sevens as the perfect Olympic Games Sport

We will do this by:

- Increasing worldwide media and broadcast exposure of Rugby Sevens and its core attributes in line with the Sevens Strategic Plan
- Developing strategy based communications programmes to promote Rugby Sevens globally



6 COMMUNICATIONS – STRATEGY DELIVERY

- Driving a comprehensive communications campaign for Unions, highlighting the value of Olympic Games inclusion and National Olympic Committee Support
- Increasing exposure of the Women’s Game worldwide, especially within emerging markets
- Delivering a Rugby Sevens Ambassador Programme
- Delivering a monthly Olympic media briefing and associated activity in the build up to Rio 2016.

6.10 Promotion of the IRB a model member of the Olympic Family

We will do this by:

- Maximising the profile of the IRB’s role within the Olympic family via a comprehensive communications programme
- Promoting Rugby Sevens within the IOC and IOC Membership to ensure that profile remains high within the Olympiad
- Positioning IRB within key decision making and discussion forums across all global sports, media, business and political platforms

6 COMMUNICATIONS – STRATEGY DELIVERY

6.12 Promotion of a new era for Rugby through Rugby Sevens

We will do this by:

- Promoting Rugby's Core Values via an integrated new market communications and promotional programme
- Delivering a comprehensive communications programme to launch the Sevens Strategic Plan and Olympic Games Qualification structure

6.13 Position the IRB as a model International Federation

We will do this by:

- Developing and integrating a comprehensive global communications and promotional programme that increases the global profile of the organisation
- Developing and delivering world class irb.com and rugbyworldcup.com websites
- Delivering market-leading Total Rugby television and radio properties
- Maintaining a high level of collaboration with Member Unions on identified strategies
- Publishing all official publications in at least three languages
- Ensuring communications programmes fully promote and increase understanding of the IRB's Strategic Investments and associated initiatives



7 TECHNICAL SERVICES – STRATEGY DELIVERY

7.1 Lead the development of a robust Rugby turf regulatory framework

We will do this by:

- Developing a regulation that protects players and enables the playing of all levels of Rugby on artificial turf
- Contracting accredited Test Institutes to deliver testing to the required standards
- Establishing a Preferred Producer programme that ensures the quality of artificial turf and process of manufacturing, installation and maintenance
- Establishing an expert group to continually review performance standards for testing protocols
- Promoting IRB Rugby Turf for playing Rugby
- Establishing an expert group to examine the feasibility of standards for natural turf
- Protecting Rugby Bodies from those attempting to exploit them by setting unworkable standards

7 TECHNICAL SERVICES – STRATEGY DELIVERY

7.2 Ensure that players clothing meets the required standards to protect players interests

We will do this by:

- Maintaining contact with manufactures and WSGFI to ensure compliance and to keep abreast of industry developments
- Advising manufacturers on products and their likely adherence to Regulation 12
- Working closely with Test Institutes to ensure compliance
- Reviewing standards as technology develops

7.3 Lead the Law review and amendment process

We will do this by:

- Establishing a consultative Laws Review Group for reviewing Law amendments over each 4 year period following a RWC
- Designing and delivering Rugby Conferences ensuring that the desired outcomes are delivered
- Providing accurate data and information on the shape of the Game
- Ensuring compliance with Bye Law 9.10
- Ensuring that Law amendments are consistent with the Charter on the Game
- Maintaining the Laws education website to the highest standard
- Managing the annual production of the Law book and ensuring distribution occurs early in January each year
- Increasing the number of laws test completions



7 TECHNICAL SERVICES – STRATEGY DELIVERY

7.4 Provide high quality, comprehensive and independent Game Analysis

We will do this by:

- Codifying all major international matches in accordance with rigorous criteria
- Providing analyses on competitions and tournaments at the elite level to identify trends in the Game
- Providing data and information to be utilised in the Law amendment process
- Contributing to the development of training and education resources

7.5 Maintain and further develop leading Anti Doping programmes

We will do this by:

- Maintaining compliance with the WADA Code
- Ensuring all Member Unions adopt and apply Regulation 21
- Providing Member Unions, Players and Player Support Personnel with effective anti-doping education
- Implementing a fair and transparent results management and judicial process
- Implementing In Competition Testing Programmes at all IRB funded tournaments
- Implementing intelligent Out of Competition Testing Programmes for Players from Member Unions who participate in RWC and RWC Sevens tournaments

7 TECHNICAL SERVICES – STRATEGY DELIVERY

- Being a world leader amongst International Federations in our approach to anti-doping
- Implementing an anti-doping curriculum into all IRB High Performance Programmes
- Maintaining a strong partnership with WADA
- Integrating all Member Unions into WADA's online Anti-Doping Administration and Management Database
- Integrating all Member Unions with their National Anti-Doping Organisation (NADO) or Regional Anti-Doping Organisation (RADO)
- Ensuring all Member Unions have access to the tools to implement anti-doping education within their domestic jurisdiction
- Ensuring all Regional Associations have access to the tools to implement anti-doping education within their regions

7.6 Embrace other forms of the Game

We will do this by:

- Ensuring Beach Rugby Laws are adopted by Council
- Developing the Touch Rugby Laws and have them adopted
- Developing Tag Rugby Laws for adoption by Council
- Monitoring the development of any Rugby related sport
- Assisting the International Wheelchair Rugby Federation in strategic planning and technical activities



7 TECHNICAL SERVICES – STRATEGY DELIVERY

7.7 Develop high quality player welfare policies, strategies and resources

We will do this by:

- Developing policies in association with experts, working groups and IRPA relating to player welfare
- Producing web based solutions for disseminating policies and educational products associated with medical and player welfare
- Managing research projects associated with player welfare issues
- Work to ensure that the integrated season match calendar takes account of player welfare needs

7.8 Continue to develop high quality training and education processes

We will do this by:

- Undertaking Regional Training & Education needs analysis
- Producing 6 Regional Training & Education plans
- Ensuring Member Unions have Training & Education plans
- Ensuring that Unions move towards sustainability by increasing their own funding levels for Training & Education
- Ensuring 90% of Unions are engaged in IRB face-to-face training activities
- Ensuring all major Unions provide support to developing Unions within their region

7 TECHNICAL SERVICES – STRATEGY DELIVERY

- Ensuring Level 3 Coach & Match Official courses are run annually in every region
- Increasing the number of Rugby Ready completions (on-line & face-to-face)
- Increasing the number of accredited coaches
- Increasing the number of accredited match officials
- Increasing the number of accredited S & C coaches
- Ensuring that there is an increase in female participation in all Training & Education activities
- Delivering a range of Sevens training interventions to include accreditation and information courses

7.9 Develop high quality training and education resources

We will do this by:

- Providing core resources in a minimum of 6 languages and find best value translation solutions where demand exists

7.10 Continue to develop the trainer and educator workforce

We will do this by:

- Maintaining the quality of Trainers & Educators through annual CPD & QA
- Ensuring Trainers & Educators are active and re-licensed.
- Supporting Union employed Technical Directors/ RDOs with training



8 EXTERNAL AND MEMBER RELATIONS – STRATEGY DELIVERY

8.1 Provide world class leadership and governance of the IRB

We will do this by:

- Ensuring best practice governance at IRB level in accordance with functions and Bye-Laws
- Ensuring balanced and informed opinions / decisions are provided when required
- Providing support to the independent Officers to allow them to lead the Game
- Developing and publishing comprehensive CSR policies and best practice guideline
- Developing policies to ensure insofar as possible all IRB-sanctioned events are economically, socially and environmentally sustainable whilst encouraging Members to do the same
- Facilitating and maintaining the integrity of an agreed-upon International Matches & Tours Schedule for 2012-2019
- Demonstrating a corporate responsibility programme and good citizen philosophy through partnering with IRB approved third party organisations using Rugby and/or sport in general as a means for youth development and improved conditions for the underprivileged

8 EXTERNAL AND MEMBER RELATIONS – STRATEGY DELIVERY

8.2 Develop external relationships so that the IRB is seen as a leading International Federation

We will do this by:

- Representing the interests of Rugby with cross border governmental and NGO agencies
- Ensuring Rugby's voice is heard in the greater sphere of legislative development
- Undertaking appropriate bench marking against other sporting federations
- Ensuring that the IRB is active in and contributing to the international sporting family

8.3 Deliver excellent services to the members of the IRB

We will do this by:

- Encouraging closer cooperation between Members
- Ensuring that cultural and language requirements of Regions and Unions are considered and met
- Strengthening relationships with Regions and Unions
- Ensuring that disputes between Unions are resolved
- Responding to all incoming member queries within 24 hours



8 EXTERNAL AND MEMBER RELATIONS – STRATEGY DELIVERY

8.4 Ensure the most effective regulatory system is in place and enforced for Rugby Union and the IRB

We will do this by:

- Ensuring the regulatory system reflects the core values of the sport
- Administering regulatory reviews
- Ensuring that regulations are enforced

8.5 Deliver excellent service to internal clients

We do this by:

- Implementing best practice management structures and systems and on-going review of same
- Developing an optimal working environment appropriate to the organisation
- Managing IRB meeting processes effectively,

8 EXTERNAL AND MEMBER RELATIONS – STRATEGY DELIVERY

8.6 Develop external relations to ensure that the benefits of Olympic participation are optimised

We will do this by:

- Working closely with IOC, ASOIF, SportAccord and other International Federations to maximise benefits of deeper Olympic involvement
- Educating Members regarding access to Olympic funding
- Encouraging/fostering closer cooperation between Members and Regional Associations with relevant NOCs and Olympic Continental Bodies
- Ensuring IRB is an active contributor to the Olympic Family
- In partnership with Regional Associations and NOCs, promote benefits of Rugby being a sport for all through education and training in tandem with existing policies for participation in sport



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