

# Strategic Plan

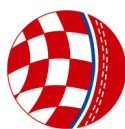


# 2010- 2014



**CROATIAN  
CRICKET  
FEDERATION**





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## **1. Vision**

To develop Cricket into a major minority sport in Croatia, played competitively and recreationally across all regions of the country by men, women, boys, girls and those with special needs.

## **2. Mission Statement**

The Croatian Cricket Federation shall remain the sole governing body, compliant with the ICC's and COC's membership criteria, responsible for the organisation, growth and development of the sport of cricket in Croatia, by offering innovative, fun and exciting programs to schools, welfare organisations and local communities and also through the successful inclusion and integration of Croatian residents and citizens living domestically and abroad. We aim to be recognised by local and international businesses as a strong and successful partner for promoting products, services and activities to younger generations that nurture a responsible, active and well-balanced lifestyle.

## **3. Core Values**

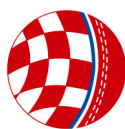
The core values that shall guide us and determine the path by which we achieve our mission are:

- Respect – for the spirit and laws of the game, for individuals and their needs, for communities and their needs, for our team and their efforts
- Inclusion – ensure an inviting environment that accepts and includes all
- Responsibility – foster exemplary and responsible behaviour on and off the field
- Belief – instil the belief that 'everything is possible'
- Recognition – for achievement, commitment, sacrifice, support

## **4. Objectives**

With the aim of achieving our mission, over the period of this Strategic Plan, i.e. between 2010 and 2014, our objectives are summarised below:

- Increase the number of senior men's teams playing in an organised competition to be in line with, or above, the number stipulated by the ICC Affiliate Membership criteria;
- Increase the number of junior players within each of our member clubs and organise a national junior competition in accordance with the requirements as stated in the ICC Affiliate Membership criteria;
- Substantially increase the number of women playing the sport, and have a minimum 2-team competition in place by 2012, in accordance with the requirements as stated in the ICC Affiliate Membership criteria;



- Continuously work on improving the ranking of our national senior men's team;
- Have a junior boys national team competing in European international competitions at U/13 or U/15 level from 2012 onwards;
- Continuously work on educating umpires, coaches and scorers at our local clubs to improve knowledge of the game at all levels;
- Have Croatian umpires and scorers officiating at tournaments sanctioned by ICC Europe from 2012 and beyond;
- Support our members with the development and improvement of playing facilities, increasing their membership numbers and governance practices and policies;
- Ensure regular media coverage of cricket and related events in Croatian media both domestically and amongst expatriate communities;
- Regularly review our internal governance procedures and documents to ensure maximum efficiency and hence benefit for our members;
- Implement a structured international marketing and sponsorship campaign, targeting domestic businesses and Croatian communities abroad, to provide the funding necessary to achieve the goals set out herein.

## 5. Strengths, Weaknesses, Threats & Opportunities

This strategic plan addresses the following key strengths, weaknesses, threats and opportunities which apply to the Croatian Cricket Federation now and in the foreseeable future:

<b>Strengths:</b>	<b>Weaknesses:</b>
<ul style="list-style-type: none"><li>• Passionate Members</li><li>• Contacts with Embassies</li><li>• Successful National Team</li><li>• Extensive Network in Croatia and abroad</li><li>• Media Contacts</li></ul>	<ul style="list-style-type: none"><li>• Average Age of Club Members</li><li>• Minimal Expat Community</li><li>• Number of Clubs</li><li>• Number of Playing Members</li><li>• Lack of Media Coverage</li></ul>
<b>Threats:</b>	<b>Opportunities:</b>
<ul style="list-style-type: none"><li>• Football Culture</li><li>• Lack of suitable existing facilities / Cost of developing facilities</li><li>• Unknown Sport</li><li>• Lack of Funds</li></ul>	<ul style="list-style-type: none"><li>• Introductions to Schools</li><li>• Open Days</li><li>• New Sponsorship Avenues and Possibilities</li><li>• Large potential player base in regional / underdeveloped areas</li><li>• Co-operation with other 'minor sport' federations</li></ul>



## 6. Key Strategies

The following key strategies will be pursued in order to achieve the objective set out earlier.

### 6.1. Governance and Administration

The constitution has been overhauled during Q4 2009, and has been approved by the Federation's General Assembly. The main aim of the above is to centralise the Executive arm of the Federation in order to ensure a more pro-active and efficient approach to achieving the Federation's objectives over the term of this document. The Federation's new structure is attached hereto in Schedule 1.

In accordance with the above, the Federation appointed a full-time Chief Administrator in Q4 2009, whose main roles are defined in Schedule 2 hereto. By Q1 2012 our activities and income will have shown enough growth to warrant the employment of a second full time employee.

### 6.2. Income

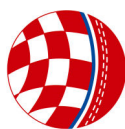
Currently the Federation's non-ICC income is insufficient to meet the current expenditure needs of the Federation. It will be the key responsibilities of the Chief Administrator, together with the Executive committee, to increase this income annually by 20% - 25%.

Income Strategies Include:

- Setting up an exclusive 'Supporters Club' for Croatian families living locally and abroad. The annual membership fees, tiered at \$200 - \$500 - \$1000, would be used for educational programs and the growth of the game in Croatia and would entitle the members to certain benefits and privileges when travelling to and within Croatia;
- Conducting annual overseas based fundraising activities (e.g. selling 100 raffle tickets at \$200 with the 1<sup>st</sup> prize being a holiday for two in Croatia – air tickets and 2-weeks' hotel accommodation to be covered by the Federation);
- Merchandising official Croatian Cricket Federation caps, polo shirts, shorts etc.;
- Opening a 'Cricketer's Bar' in Zagreb, where members and other expats can meet, with a percentage of the proceeds going to the Federation.

The above incentives, together with other planned events and activities are expected to result in significant increases in revenue over the period of this plan, and the projected income is shown in the table below.





		All amounts in '000 USD				
Income Source	Year	2010	2011	2012	2013	2014
ICC		15	15	15	15	15
COC		11	14	14	16	17
Subscriptions		2	3	4	5	6
Supporters Club		5	7	10	12	15
Donations		5	5	8	10	12
Sponsorship		10	15	20	25	30
Merchandising		3	5	7	10	12
Fundraising		25	25	30	35	40
Other		4	4	5	5	6
<b>Total</b>		<b>80</b>	<b>103</b>	<b>113</b>	<b>133</b>	<b>153</b>

### 6.3. Juniors

In order to promote awareness of the game, and increase junior playing numbers, the following activities shall be undertaken:

- Creation of attractive flyers and other promotional materials to generate awareness and create interest with both boys and girls;
- Securing the inclusion of cricket and related skills activities within school physical education curriculums;
- Combining cricket training with other interesting and useful programmes for children – e.g. learning English, life skills, social awareness skills;
- Giving the juniors ‘something more to play for’ – regional and national age competitions, hosting international tournaments, coaching camps at coastal locations;

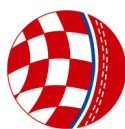
Our goals for junior involvement numbers are set out in the table below.

Breakdown	Year	2010	2011	2012	2013	2014
Boys		60	100	120	150	225
Girls		30	60	120	150	175
<b>Total</b>		<b>90</b>	<b>160</b>	<b>240</b>	<b>300</b>	<b>400</b>

### 6.4. Seniors

Currently there are four active clubs in existence, and the aim of the Federation and the duty of each club to ensure its membership numbers are substantially increased over the ensuing period.

In order to meet the ICC criteria from 2010 onwards, we required to have a minimum 8 team league. Our aim is to have the following number of teams involved in a national competition, as shown in the table below.



City / Region	Year	2010	2011	2012	2013	2014
Zagreb		3	3	3	5	5
Podravina			1	1	1	1
Western Slavonia				1	1	2
Eastern Slavonia				1	1	2
Istria				1	1	1
Split		2	2	3	3	3
Vis		1	1	1	1	1
Komiža		1	1	1	1	1
Šibenik		1	1	1	1	2
Zadar			1	1	2	2
<b>Total</b>		<b>8</b>	<b>10</b>	<b>14</b>	<b>17</b>	<b>20</b>

## 6.5. National Teams

Our Senior Men's National Team is the symbol by which we are judged on the International front. The Federation aims to qualify 15 new players within the next 3-5 years. Our goal is achieve promotion to ICC Europe Division 2 in 2011 and entrance into the World Cricket League structure by 2013.

The success of the Senior Men's team is critical for the perception and image of the sport in Croatia, given the success of national teams in the more established local sports like football, handball, water polo and basketball.

Planned National Team ranking:

Competition	Year	2010	2011	2012	2013	2014
ICC Europe Division		3	3	2	2	2
WCL Division				8	8	7

The Croatia 'A' national men's team has proven to be a good opportunity for local players to gain exposure to cricket at a higher level and also provides a good incentive for domestic league players who cannot qualify for ICC events. As such, we shall continue to support the existence of an 'A' team.

We also aim to form a junior boy's national team at either the U/13 or U/15 level and enter this team into ICC Europe competitions from 2012 onwards, as an added incentive and means of attracting new youngsters to the sport.

## 6.6. Education

### 6.6.1. Umpires

A great improvement has been seen in the standard of umpiring in the last twelve months due to conducted umpire training courses. The Federation aims to qualify 20 umpires over the course of the next five year period.



We aim to have 3 active umpires on the European stage and 4 accredited umpiring instructors by 2013.

Umpires	Year	2010	2011	2012	2013	2014
Level 1		15	18	21	26	29
Level 2			2	4	4	6
<b>Total</b>		<b>15</b>	<b>20</b>	<b>25</b>	<b>30</b>	<b>35</b>

### 6.6.2. Coaches

With our aim of developing junior cricket the Federation aims to have the following levels of coaches by 2014.

Coaches	Year	2010	2011	2012	2013	2014
Level 1		6	8	12	15	15
Level 2		1	3	5	5	5
Level 3			1	1	2	3
<b>Total</b>		<b>7</b>	<b>12</b>	<b>18</b>	<b>22</b>	<b>23</b>

### 6.6.3. Scorers

Accuracy and statistics are vital aspects of cricket, and the Federation aims to ensure dramatic improvements in the quality of scorecards and statistics associated with cricket in Croatia. In order to achieve this, we have put in place an educational programme for juniors and seniors to teach them the art of scoring, which will involve Introductory Courses (run internally) and Advanced Courses run by the ICC.

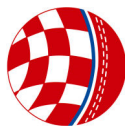
Scorers	Year	2010	2011	2012	2013	2014
CCF Accredited		10	20	30	35	40
ICC Level 1		1	3	5	8	12
ICC Level 2				2	4	6
<b>Total</b>		<b>11</b>	<b>23</b>	<b>37</b>	<b>47</b>	<b>58</b>

## 7. Strategy Abroad

With a large membership base abroad, the Federation aims to include our overseas based members at a higher level, by involving them in the promotion of our activities to Croatian expatriate based communities as well as fundraising efforts.

By 2011 we aim to have an exchange program in place, whereby local cricketers will travel to and spend 1-3 months in countries like Australia and New Zealand learning





cricket and English, and young cricketers from these countries shall spend the summer in Croatia learning Croatian and helping to teach cricket to local youngsters.

## **8. Secondary Strategies**

Whilst the primary strategies have been addressed in the earlier sections of this document, the following secondary strategies will need to be effectively combined with them in order to achieve the ambitious goals laid out for the next 5 years.

### **8.1. Media Strategy**

The Federation feels one major component of our success is to involve the media in our events on a regular basis. With media coverage we believe we can increase both our player base and possible income from sponsorship.

### **8.2. Special Needs Cricket**

An important aspect of our value system is cricket development and promotion, as well as serving our community. The Federation plans to serve our community by setting up a special needs cricket programme within the next 24 months.

### **8.3. Indoor Cricket**

In order to make cricket a game played and enjoyed by all, the Federation aims to have an indoor league start in Zagreb once a suitable venue has been located.

### **8.4. Women's Cricket**

To give us a wider audience and with the increase of both senior and junior members, the Federation aims to introduce cricket to women and have a mixed competition start by end 2010 or early 2011.

### **8.5. Major Sponsor**

With the growing number of players and initiatives the Federation plans to secure one of Croatia's leading brands as our 'major' Sponsor by the end of 2011.

## **9. A Closing Word**

It is particularly pleasing to see that, in a time of global financial crisis and increased demands placed on us by the sport's international governing bodies and our own members, we have responded positively and chosen to embark on this ambitious journey and thereby capitalise on, and be rewarded for, all of the dedication, hard work and personal sacrifice that has been put in over the past decade in which cricket has been played in Croatia.



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This decade has been marked by our core values, particularly Belief and Respect, and these have been greatly responsible for the success achieved over that time frame. And it shall be the extended awareness and focus on the other Core Values – Inclusion, Recognition and Responsibility – that will ensure continued success and realisation of the goals set out in this document.

This is an exciting time for the sport in Croatia as well as for those who are fortunate enough to be involved in the implementation of this strategy. With the energy and drive that we all have, we can look forward to looking back in 5 year's time and taking pride in the great step ahead that we have taken over this period.