

中國香港 rugby 總會



HONG KONG
CHINA RUGBY

Hong Kong China Rugby New Strategic Plan

2024

OUR 10-YEAR STRATEGY

An integrated strategy across our three strategic pillars focused on optimising positive social impact for Hong Kong through rugby

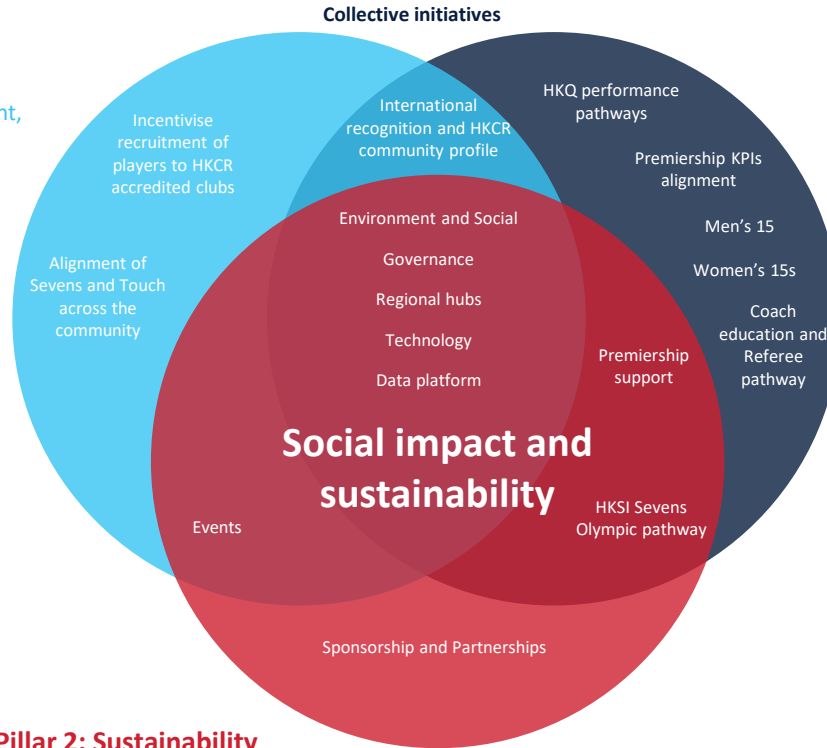
Purpose: “To optimise positive social impact for Hong Kong through rugby”

Mission: “To build a connected, sustainable ecosystem of rugby in Hong Kong”

Pillar 1: Community & Participation

Optimise societal impact through enhanced engagement, participation and retention

- Participation, engagement, and fan viewership of HKCR population to increase by **>10% annually** from 2024/25 to 2028/29 season through a vibrant rugby community built around **Regional Hubs**
- Generate **15,000 registered participants** participating in the playing pathway and target **equal gender focus** recruitment efforts to change the gender split to **60:40 by 2027** across all ages
- Rugby Sevens to be ranked in the **top 3 team** sports by participation for both HKSSF and USF for boys and girls **by 2027**
- Rugby introduced to **local school PE Curriculum** by 2027 and **GBA clubs, local schools and universities integrated** into domestic club community



Pillar 2: Sustainability

Ensure HKCR can achieve its goals on a sustainable basis

- Generate a more diverse revenue base from **3 major sources**: a) the HK7s, b) hosting a second major annual event and c) HKCR's digital platform
- Recognised as a **leader** in the sports industry across **sustainability – Environmental, Social and Governance**

Pillar 3: Representative Rugby

Create famous HKCR role models who inspire people to engage in Rugby

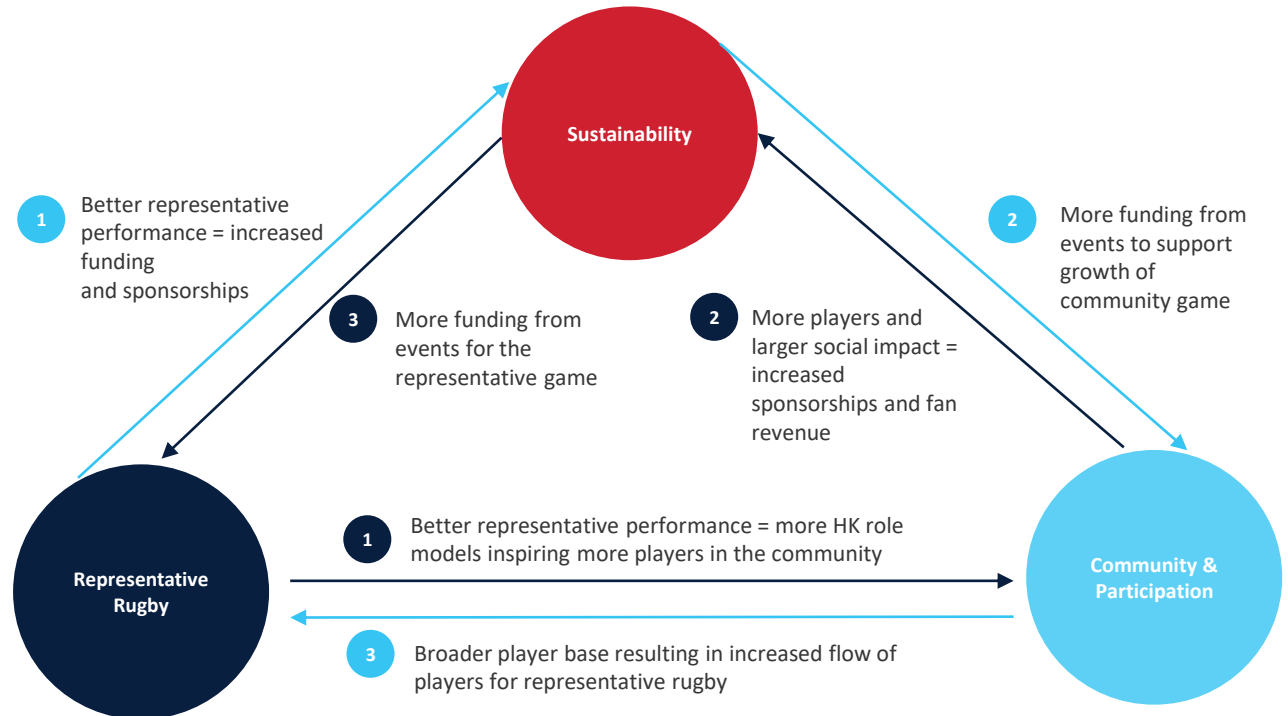
- Achieve **4-year Tier A categorisation** at HKSI
- Qualify for Men's and Women's **Olympics in 2028 and 2032**
- Win Men's and Women's **Asian Games 2026 and 2030**
- Accelerated provision for Women's Representative and Premiership to qualify for **Women's RWC 2025 & 2029**
- Continued **development** of the **Men's 15s programme** to ensure competitiveness in relevant regional and global competitions

OUR INTEGRATED STRATEGY

A connected and sustainable ecosystem of rugby

- Hong Kong China Rugby (“HKCR’s”) strategy encompasses **3 pillars** (1. Community & Participation (“C&P”), 2. Sustainability and 3. Representative Rugby (“RR”)) which **brings together** our overall mission for a **“connected and sustainable ecosystem of rugby”**
- Each pillar supports the other in providing **more participants** to the community game, **more funding** and **revenue generation** and **better representative performance**

Connected and sustainable ecosystem of rugby



STRATEGIC EXECUTION FRAMEWORK

Executing our strategy and 10-year vision

Purpose: “To optimise positive social impact for Hong Kong through rugby”

Mission: “To build a connected, sustainable ecosystem of rugby in Hong Kong”

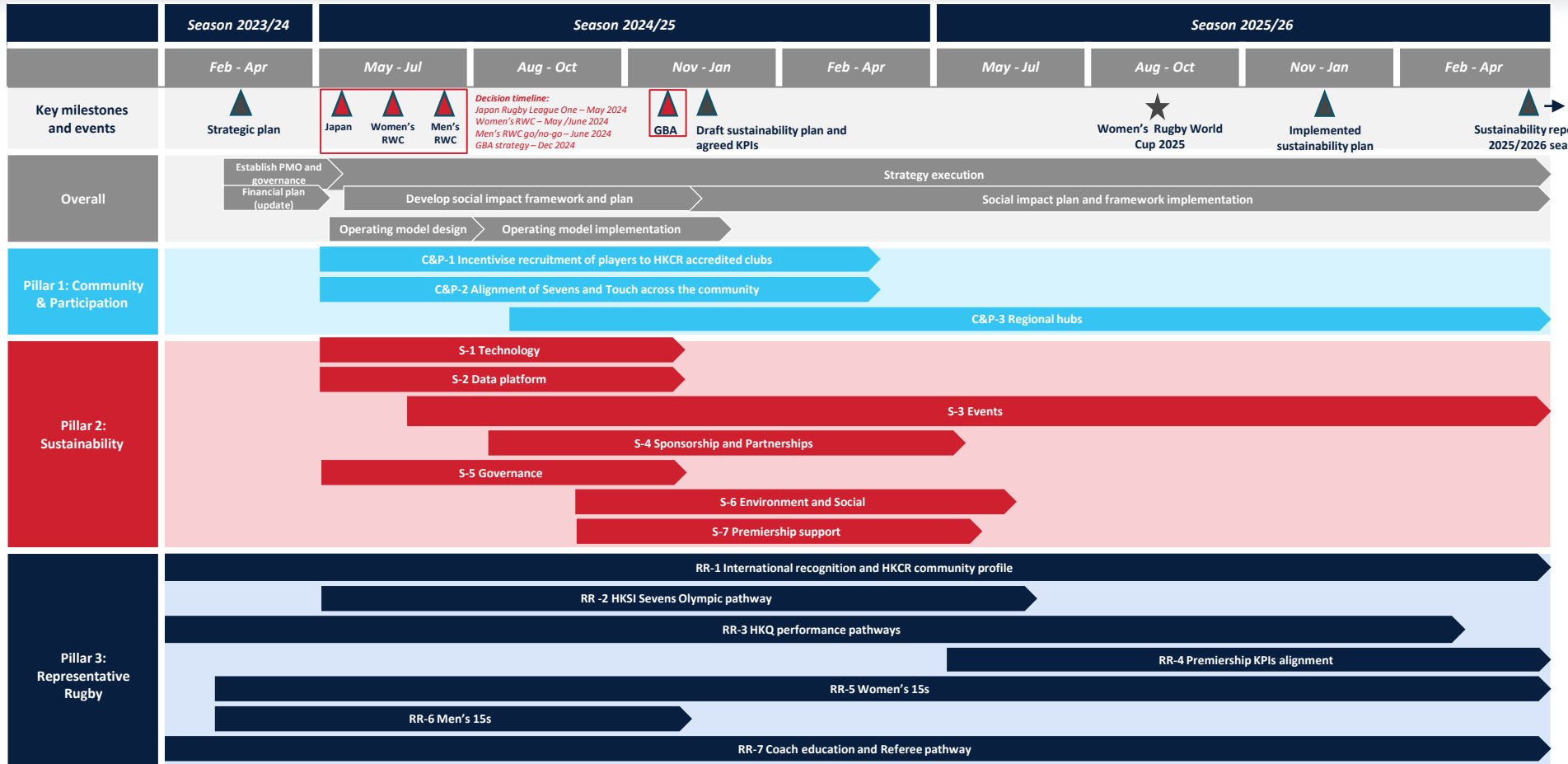
Social impact and sustainability (annual review and reporting)

 <p>Objectives</p>	<p>Pillar 1: Community & Participation Optimise societal impact through enhanced engagement, participation and retention</p>	<p>Pillar 2: Sustainability Ensure HKCR can achieve its goals on a sustainable basis</p>	<p>Pillar 3: Representative Rugby Create recognised HKCR role models who inspire people to engage in Rugby</p>																																								
 <p>Long term KPIs <small>Refer to subsequent slides for short to medium term KPIs</small></p>	<ul style="list-style-type: none"> Participation, engagement, and fan viewership of HKCR population to increase by >10% annually¹ from 2024/25 to 2028/29 season through a vibrant rugby community built around Regional Hubs Generate 15,000² registered participants participating in the playing pathway and target equal gender recruitment efforts to change the gender split to 60:40² by 2027 across all ages Rugby Sevens to be ranked in the top 3 team sports by participation for both HKSSF and USF for boys and girls by 2027 Rugby introduced to local school PE Curriculum by 2027 and GBA clubs, local schools and universities integrated into domestic club community 	<ul style="list-style-type: none"> Generate HK\$180m surplus annually by 2034 from 3 major sources: a) the HK7s b) hosting a second major annual event c) HKCRU's digital platform monetisation Recognised as a leader in the sports industry across sustainability – Environmental, Social and Governance 	<ul style="list-style-type: none"> Achieve 4-year Tier A categorisation at HKSI Qualify for Men's and Women's Olympics in 2028 and 2032 Win Men's and Women's Asian Games 2026 and 2030 Accelerated provision for Women's Representative and Premiership to qualify for Women's RWC 2025 & 2029 Continued development of the Men's 15s programme to ensure competitiveness in relevant regional and global competitions 																																								
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<p>Capabilities we need to develop</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>Social impact narrative</p> </div> <div style="text-align: center;">  <p>Social impact framework</p> </div> <div style="text-align: center;">  <p>Inspiring international brand elevation</p> </div> <div style="text-align: center;">  <p>Technical competency for new and existing competitions</p> </div> <div style="text-align: center;">  <p>Coach and referee development</p> </div> </div>																																										
<p>Technology to support</p>	<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  <p>CRM system</p> </div> <div style="text-align: center;">  <p>E-commerce platform</p> </div> <div style="text-align: center;">  <p>HKCR website integration to CRM and e-commerce</p> </div> <div style="text-align: center;">  <p>“Fan first” digital app / data platform</p> </div> <div style="text-align: center;">  <p>Database for player, medical and sport science</p> </div> <div style="text-align: center;">  <p>Player performance measurement tool</p> </div> </div>																																										

¹Current participants of 9,600 as of February 2024; ²Current gender split of 70:30 as of February 2024

ROADMAP (24 months)

Strategy implementation in the first 24 months



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