

中國香港欖球總會



HONG KONG
CHINA RUGBY



HONG KONG CHINA RUGBY

CHIEF EXECUTIVE OFFICER

CANDIDATE BRIEFING DOCUMENT



ODGERS BERNDTSON



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WELCOME TO HKCR

FROM THE CHAIRMAN



Thank you for your interest in this exciting role at Hong Kong China Rugby (HKCR).

Rugby in Hong Kong has a long and proud history, and HKCR has earned a solid reputation as one of the leading rugby unions in Asia. We are now looking to build upon this legacy with a view to not only retaining this position but also continuing to enhance the activities of HKCR both on and off the pitch.

In Hong Kong we have a thriving domestic competition which we are looking to grow. We also have a strong community programme and undertake a wide range of philanthropic activities via our charitable foundation, Rugby for Good. Our Cathay/HSBC Hong Kong Sevens tournament is a landmark on the global Sevens circuit and a commercial success that contributes significantly to the funding of the wide range of activities which we undertake.

From a representative perspective, both our Men's and Women's teams have a strong track record in both the 7s and 15s formats of the game. Like all organisations we faced extreme disruption in the pandemic era – however, we successfully navigated the challenges and are now looking to the future with confidence and focus.

As we move forward to the next stage of our evolution, there are a wide range of opportunities for Hong Kong China Rugby to build upon the platform which has been created over many years. We are looking to recruit a Chief Executive Officer who has the ambition and drive to optimise these opportunities both on and off the pitch.

We are seeking a strategic, commercially attuned leader with a passion for rugby who can help further enhance the role which HKCR plays in terms of both the game of rugby in Hong Kong as well as the unique social fabric of the city.

If you have led talented, dedicated teams to deliver extraordinary results, have the requisite skills to manage a complex stakeholder environment, and bring that special combination of excitement about possibilities and a willingness to navigate uncharted waters, then we would definitely like to hear from you.

Further details regarding the role and application process are set out in the pages that follow and we look forward to receiving your application.

Christopher Brooke

Chairman
Hong Kong China Rugby



ABOUT HONG KONG CHINA RUGBY

Established in 1952, Hong Kong China Rugby (HKCR) is the governing body for rugby in Hong Kong and a full member of World Rugby and the Sports Federation & Olympic Committee of Hong Kong, China.



Our Vision

For HKCR to be a vibrant and multi-ethnic sports community, comprising people of all ages playing, coaching, refereeing, supporting and administering a dynamic, competitive and enjoyable game that emphasises fair play, teamwork, leadership, endeavour, family and social inclusion.

Our Purpose

To optimise positive social impact for Hong Kong through rugby.

Our Mission

The overall mission of HKCR is to build a connected, sustainable ecosystem of rugby in Hong Kong.

HKCR wishes to be recognised as an organisation that combines sustainable operations with the achievement of the highest standards of player and team performance at all levels within a caring, competent and vibrant rugby community.

Founded in 1952, HKCR is the governing body of rugby in Hong Kong and a non-profit organisation where all revenue is channelled back into developing the game.

Domestically, HKCR has flourished with 57 men's teams playing in 7 Divisions and 24 women's teams in 3 Divisions. We offer competitive and social rugby to Tertiary and Junior (Youth, Schools and Mini) players in Hong Kong as well as bespoke coaching and referee courses for those who do not want to play rugby but wish to be involved. On the representative side, our senior men and women's 15's teams have shown great improvement, with the men's team qualifying for the RWC 2023 Repechage, and the women's team competing in the 2017 Women's RWC in Ireland.

For the extended community, HKCR is committed to bringing the excitement of rugby through HKCR organised events such as the Natixis Cup, Super Rugby, Asia Rugby Championship and the annual Cathay/HSBC Hong Kong Sevens. To give back to the community, we engage in many social initiatives that aim to bring the value-added benefits of the game. Initiatives include: REAL (Rugby English Action Learning), Rugby For Good, Don't Drop the Ball, and Operation Breakthrough, amongst others. To learn more about HKCR and the landscape of rugby in Hong Kong, we welcome you to explore our website.

Our Values

The HKCR community upholds four core values: inclusivity, respect, integrity, and excellence. These values serve as a foundation for creating a positive and supportive rugby culture.

Inclusivity

We will consciously work to ensure equal opportunities for those who might otherwise be excluded. We will engage others and their thoughts to add varying, diverse perspectives and approaches.

Respect

We will respect others and their time by always being punctual. We will respect others and ourselves by always engaging in open and honest dialogue. We will respect others and their opinions by being open minded, listening without interrupting and being adaptable.

Integrity

We will be authentic with others and ourselves. We will behave and make decisions for the greater good, independent of personal gain.

Excellence

We will approach each day with purpose, with the aim of performing above the norm. We will continually strive for self-improvement and encourage and support the improvement of others.





OPPORTUNITY

The HKCR Board has exclusively appointed Odgers Berndtson exclusively to undertake a global search for the organisation's next Chief Executive Officer ("CEO"). This new CEO will take over the reins from an incumbent who has successfully built HKCR into one of the premier Unions in the Asia region with a thriving domestic competition and community programme; established the Hong Kong Sevens as a commercial success and landmark on the global Sevens Tournament calendar; and steered the organisation through some of the most disruptive times in its recent history.

The CEO of HKCR is responsible for the leadership, strategic planning and oversight of all operations of HKCR, an organisation of approximately 90 people which generates annual revenue of about HK\$200 million (approximately US\$25 million). The role includes leadership across all representative and domestic rugby programmes as well as the commercial and community activities of HKCR. Our Men's and Women's 7's teams are also highly competitive both in Asia and globally.

In addition, the CEO is responsible for the pro-active management of relationships with external partners such as World Rugby and Asia Rugby, as well as domestic stakeholders including the Government of the Hong Kong Special Administrative Region, the Sports Federation & Olympic Committee of Hong Kong, China, member Clubs, commercial partners and the wider Hong Kong community.

HKCR is presently completing an updated strategic plan covering short-, medium- and long-term strategic objectives based upon three key pillars of Representative Rugby, Community and Participation and Sustainability. The CEO will be responsible for finalising the details of the plan with the Senior Management Team and then leading its execution and any evolution of the strategy as may be deemed appropriate in response to predicted and potentially unforeseen changes in context and operating environment. This will be undertaken in close collaboration with the Board of Directors, stakeholders, and the Hong Kong rugby community.

The CEO will be tasked with maintaining and further enhancing HKCR's reputation on the global, regional, and domestic stage, fostering partnerships and ensuring the long-term sustainability of the organisation. The CEO will be the face of HKCR, representing the organisation as well as the values and spirit of the game in domestic and international forums, including the expansion of the women's game at all levels and non-contact formats such as T1 Rugby.

A landmark event in HKCR's calendar is the Cathay/HSBC Sevens event on the World Rugby Sevens Series, which in 2025 is likely to move from its long-standing home stadium to a new venue. The CEO will play a crucial role in ensuring a successful transition to this new phase of the Sevens history.





Core responsibilities

- Set and drive the vision, mission and strategic objectives of HKCR in alignment with the Board of Directors.
- Guide and assist both internal and external stakeholders (potentially including those within China's Greater Bay Area) to align with HKCR's vision for the development of commercial, competitive and community areas.
- Oversee HKCR's financial health, ensuring transparency and compliance, sustainability and growth.
- Manage a diverse internal staff of employees and contractors across multiple work streams and focus areas.
- Foster a culture of excellence, diversity and inclusion within the organisation.
- Lead HKCR's strategic partnership with World Rugby to ensure the successful continuation of the Cathay/HSBC Sevens tournament as it transitions to a new venue.
- Oversee the development of effective working relationships with key World Rugby staff to ensure the continued involvement of HKCR in relevant international competitions.
- Lead and represent HKCR in its international, regional and domestic relationships, including relationships with World Rugby, Asia Rugby and their respective councils and committees, as well as other international rugby unions and regional associations.
- Lead and represent HKCR in its domestic relationships with the Culture, Tourism and Sports Bureau, Leisure & Cultural Services Department, Hong Kong Jockey Club, Hong Kong Sports Institute, HKCR member Clubs and other key stakeholders.
- Lead and nurture relationships with existing and potential sponsors, partners and other commercial stakeholders.
- Develop, implement and oversee the short-, medium- and long-term business development and sustainability strategy of HKCR.
- Advocate for the development of rugby as a Game For All at all levels, from grassroots to elite, including the women's game at all levels and non-contact forms, ensuring clear pathways for progression and the identification and development of talent.
- Develop, implement and manage HKCR's domestic participation growth strategy, with a specific focus on growth of the game as measured by an increase in active participants, membership and viewership, as well as strengthened competitions and sub-entities.
- Lead the HKCR team to measure and communicate the social impact of rugby in Hong Kong.
- Engage with Hong Kong's broader rugby community, promoting the values, spirit and benefits of the sport.
- Oversee player welfare, ensuring the health, safety and wellbeing of all athletes and support staff associated with HKCR.
- Other duties as may be required in accordance with the vision, mission and strategic objectives and priorities of HKCR.



ORGANISATIONAL CHART

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HONG KONG
CHINA RUGBY





THE INDIVIDUAL

Essential qualifications

- At least three years of pre-pandemic experience in a senior leadership position.
- Proven leadership experience at Executive level, working within a high-paced environment with multiple pressures from the needs and expectations of diverse stakeholders.
- Experience of setting and delivering against long-term strategic plans, annual business plans and the oversight of budgets.
- Demonstrated ability to lead diverse teams and foster a collaborative work environment with internal teams and external stakeholders.
- Strong interpersonal skills and a proven ability to be able to engage successfully with key stakeholders.

Desired qualifications

- Leadership experience in a professional sports association, preferably where both high performance and community competition exist.
- Experience operating at the international/representative level of sport.
- Professional rugby knowledge or experience.
- Experience within a sporting organisation that has an elite/high performance department or professional team.
- Proven ability to negotiate and secure major sponsorships and partnerships particularly with Hong Kong-headquartered corporates.
- Strong network within the Hong Kong business community and domestic and international sports industry.
- Strong commercial and marketing experience within sport.
- Experience leading cross-cultural teams, especially with Cantonese-speaking staff.

Skills, Abilities and Knowledge: Essential

- Dynamic and visionary leader with the ability to inspire and motivate teams, coupled with the practical, pragmatic sense to be able to navigate complex and at times conflicting stakeholder relationships.
- Highly motivated and action-oriented 'doer' unafraid to roll their sleeves up and make things happen. Leads by example.
- Strategic thinker and planner with the ability to prioritise, manage multiple tasks and draw disparate elements into a coherent strategy and purpose. Comfortable with the '30,000 foot view' while knowing when and how to get into the details.
- Strong business and financial acumen.
- Excellent communication skills (written and verbal) and the ability to establish, maintain and invest time in a wide variety of internal and external relationships (including across language and cultural boundaries).
- Commitment to promoting diversity, equity and inclusion with the organisation and the sport.

Skills, Abilities and Knowledge: Desirable

- Full senior executive professional proficiency in English, knowledge of Cantonese (first priority) and/or Mandarin.
- Evidence of successfully implementing change in a complex organisation.
- Skilled interviewee with ability to manage PR & Media effectively.
- Expert knowledge of commercial and marketing strategies in sport.
- Understanding and knowledge of the technical aspect of the game of rugby.



THE SEARCH PROCESS

Approach candidates

We will have an initial discussion with you over the phone to determine your interest and suitability for this role and discuss a little about your background and aspirations.

Interview candidates

Once your interest and suitability has been determined we will arrange for you to meet with the Partner leading this search. Ahead of the shortlist stage, we require every candidate to sign the authorisation and consent form for data protection purposes and to enable us to complete the professional qualifications check(s). The form explains the additional personal data that we will be collecting and the rationale for consent under data protection legislation.

Short listing

Having met with candidates who will differ on experience, ambition and background, we will put forward a number of candidates who we feel most meet the criteria.

Meeting our clients

HKCR will meet the candidates on the shortlist. This will give you the opportunity to really understand the role, the company culture and their expectations of you. Candidates progressing through first and second round interviews will have multiple meetings with key stakeholders.

Due diligence

You will have conducted due diligence on HKCR and they will expect us to do the same for the candidates who they anticipate would really bring that 'something special' to activities of HKCR.

Offer and acceptance

HKCR puts together an offer for the successful candidate which we will convey to them. We will fully support all candidates throughout this search process.

Confidentiality

We guarantee that any approach we make to you and any discussions we have will be in the strictest confidence. Any discussions will be conducted under the terms of a formal nondisclosure agreement.

ABOUT ODGERS BERNDTSON

For over 50 years, Odgers Berndtson has helped some of the world's biggest and best organisations find the senior talent to drive their agendas.

We deliver executive search, assessment and development to businesses and organisations varying in size, structure and maturity. We do that across over 50 sectors, whether commercial, public or not-for-profit and draw on the experience of more than 300 Partners and their teams in 32 countries.

Search partnerships

Odgers Berndtson's strength lies in the partnerships we develop to address that need. We form strong relationships with the most talented people, with those seeking them and between our own teams globally to bring both sides together. It is because of our deep, non-transactional and lasting partnerships, that our clients can acquire, develop and retain their strongest leaders.

Client partnerships

We're in the business to help clients uncover the best people for their strategies. We take the time to immerse ourselves in your business and learn the challenges you face. At times, we may challenge your thinking to take the best possible people into consideration.

We remain with you as partners beyond the search. These deep, long-term partnerships provide us with the perspective to get each search right. And building those partnerships starts with a single conversation.

A focus on candidate care

Whether we are contacting you about a search or offering career guidance, we strive to always be professional, courteous, rigorous and honest.

We invest in building non-transactional partnerships outside the search process, whether the client appoints you or not. Our focus on a constructive candidate experience does not just provide clients with engaged candidates, it means that you can trust our advice throughout your executive career.

A freethinking, collaborative culture

Odgers Berndtson is a global partnership of businesses unrestricted by rules, short-term thinking or silos. We combine the freedom to consider the future with the agility to act today.

Across our global network we draw on our experience, expertise and contacts to deliver the best possible search.

In so doing, we build teams combining sector, function and regional knowledge. We prefer these partnerships to big personalities. It's why clients consistently tell us that our culture is a point of difference, and a position of strength.

HOW TO APPLY

An executive search is being undertaken by Odgers Berndtson in parallel with the public advertisement of the position.

Applications for the position will need to include the following:

Candidate's statement

A brief Statement of Application outlining what the candidate feels they would bring to this position.

As part of the Statement of Application, please address the key elements of the selection criteria on page 9.

Curriculum vitae

- Covering positions held, including dates and details of present position and key achievements.
- Details of education, professional training and qualifications (and dates of degree completion).
- Any other relevant information, such as offices held in professional bodies.

Referees

Full contact details of three referees who the Consultant may contact. Referees will only be contacted after prior consultation with the candidate.

Date of commencement

An indication of the earliest date on which the candidate could commence in the position.

Applications close **Friday 16 February 2024**.

Applications should be submitted via the Odgers Berndtson website www.odgers.com/90785

Panel interviews with the selection committee will take place in **March 2024** in **Hong Kong**.



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Our global reach

66 offices in 32 countries

