

AUSTRALIAN CRICKET STRATEGY 2017-2022



CRICKET IN AUSTRALIA

OVER 100,000 VOLUNTEERS

15M
Over 15 million broadcast reach per season

2,020,864
TOTAL ATTENDANCE IN 2016-17

Cricket's national digital channels combined (Cricket Network) have 20 million social fans/followers



ATTENDANCE
110% GROWTH
BBL HAS GROWN SIGNIFICANTLY OVER THE PAST 4 SEASONS

OVER 14M
PEOPLE PARTICIPATE IN CRICKET
9% growth in 16-17

393,735 ↑ 25%
Female participants

241,105 ↑ 28%
Multicultural participants

185,015
Indoor participants

54,346 ↑ 47%
Indigenous participants

23,172 ↑ 32%
Participants with a disability

1,037,268 CHILDREN
PLAY CRICKET THROUGH COMPETITIONS, CLUBS AND SCHOOLS

3,995 CLUBS
23,667 TEAMS



A NOTE FROM JAMES



Dear colleagues,

On behalf of Australian Cricket, I am delighted and excited to introduce our next five-year strategy.

Delighted, because this strategy represents more than 12 months of honest, ambitious and innovative debate by representatives from all levels of cricket. At its heart, this strategy is driven by our love of the game, and our shared belief that cricket plays an important and valuable role in Australian society. Our communities are healthy when cricket is healthy.

Excited, because this strategy also provides clarity, a collective sense of what it will take to make cricket Australia's favourite sport and, most importantly, a sport for all Australians. As the Chief Executive Officers of Cricket Australia and all State and Territory associations, we look forward to bringing the strategy to life.

The challenges are many, and all of us face tough and determined competitors. What I find particularly pleasing is the additional work that has created How We Play, the behaviours that will underpin the manner in which we will tackle the task ahead.

That combination, of a clear strategy and a defined approach, will ensure our success.

I'm looking forward to working with you all to achieve our aspirations outlined in this strategy.

Yours sincerely,

James Sutherland
CEO, Cricket Australia



Cameron French
Cameron French
CEO, Cricket Australian Capital Territory



Andrew Jones
Andrew Jones
CEO, Cricket New South Wales



Troy Watson
Troy Watson
CEO, Northern Territory Cricket



Max Walters
Max Walters
CEO, Queensland Cricket



Keith Bradshaw
Keith Bradshaw
CEO, South Australian Cricket Association



Nick Cummins
Nick Cummins
CEO, Cricket Tasmania



Tony Dodemaide
Tony Dodemaide
CEO, Cricket Victoria



Christina Mvevs
Christina Mvevs
CEO, Western Australian Cricket Association

OUR PURPOSE
TO INSPIRE EVERYONE
TO LOVE CRICKET

OUR VISION
AUSTRALIA'S FAVOURITE SPORT
- A SPORT FOR ALL AUSTRALIANS

UNRIVALLED HISTORY IN AUSTRALIAN SPORT

HOW AUSTRALIAN CRICKET FUNCTIONS



NATIONAL WOMEN'S LEAGUE SINCE 1930



THE INVINCIBLES 1948



INDIGENOUS AUSTRALIAN TEAM 1868

We are Australia's national sport, embedded in our country's identity.

Cricket is a fundamental part of Australian culture. It is part of our vernacular and our history.

In 1787 Lord's (Marylebone Cricket Club) established the laws of cricket to ensure uniformity and fairness for cricketers worldwide. We adopted these laws and still follow them today.

Cricket is now played by millions of Australians. International games and domestic leagues like the Big Bash are the leading sports entertainment across the summer, and our game inspires and connects people of all backgrounds and interest.

Australian Cricket is led nationally by Cricket Australia, in partnership with the State and Territory Cricket Associations who lead and serve the many local Associations across the country.

On the field, **we compete** in domestic competitions that inspire fans and develop Australian players of the future.

Off the field, **we collaborate** in all areas where it is beneficial to leverage the scale of cricket nationally.

Working as a unified sport, **we co-design** national plans and enable localised delivery of those plans to cricket communities across each State and Territory.

We all act collectively in the best interests of the game we love and serve.



AUSTRALIAN CRICKET'S ACHIEVEMENTS OVER THE PAST FIVE YEARS

RESPONDING TO A RAPIDLY CHANGING WORLD OF SPORT AND ENTERTAINMENT

WHO IS INTERESTED IN AUSTRALIAN CRICKET?



Australia's most popular mobile sports game 4 million downloads

ON-FIELD ACHIEVEMENTS



Won Men's Ashes in 2014 (5-0)



Won ICC Men's World Cup in 2015



Won ICC Women's World Cup in 2013



Won T20 Women's World Cup 2014



Regained Women's Ashes in 2015

WOMEN'S TEAM NO.1 IN ALL THREE FORMATS

CRICKET, FROM STRENGTH TO STRENGTH

- New revised junior formats for children to inspire a lifelong involvement in cricket.
- Grew attendance to the men's Big Bash League significantly and launched the women's Big Bash League.
- Through cricket, women can pursue a fully professional sporting career in our game.
- Implemented independent governance and a new financial model for Australia cricket.
- Unified Australian Cricket through the One Team transformation.

Cricket Network (all CA digital platforms combined) is the No.1 digital sports destination across summer, and No.1 cricket destination year-round in Australia.



OUR WORLD IS CHANGING

- Rapidly changing media landscape and shrinking attention spans.
- Better facilities and support needed for grassroots cricket communities and volunteers.
- New sporting powers emerging, led by China and other nations.
- Greater fusion of sports and entertainment, with live sport gaining more traction.
- Fans increasingly expecting personalised experiences.

SPORT AND ENTERTAINMENT ARE CHANGING



TV audiences want to watch what they want, when they want... except for sport. They want to watch sport live!



Video games have become bigger than sports for participation

ESPORTS

Esports are challenging sports for fans



People are more time-constrained



Gen Z (8 – early 20s) want to interact with the content – not just watch, share it or comment



TO MEET THE DEMANDS OF THE FUTURE...

DEVELOPING OUR STRATEGY TOGETHER



Our strategy needs to be grounded in **GIVING THE BEST POSSIBLE EXPERIENCE TO OUR FANS, PARTICIPANTS, VOLUNTEERS AND PLAYERS**



WE WANT TO BE VISIONARY, FLEXIBLE AND COLLABORATIVE while continuing to respect the tradition of cricket

WE WANT TO BE A LEADER IN EMBRACING DIVERSITY
In particular, being the sport of choice for women and girls

We want to have a **DEEPLY ENGAGED WORKFORCE**

WE WANT THE WORLD T20 TO BE THE BIGGEST CRICKET EVENT EVER including a full house for the women's final



COLLABORATION

A true collaborative effort by hundreds of people over the last 12 months to develop Australian Cricket's new five-year strategy.

Every person made a valuable contribution to how we are going to set ourselves up for a successful future.



MORE THAN 600 EMPLOYEES 8,000 FANS
current and past players, and coaches contributed to developing the five year strategy



OVER 8,000 FANS WERE SURVEYED
and asked a series of questions about their vision for the future of cricket

OVER 200 PEOPLE CAME TOGETHER
listened to experts, and each other at the Australian Cricket Conference 2016



WE RAN 26 WORKSHOPS WITH 400 EMPLOYEES
across Australian Cricket – Cricket Australia and the state and territory associations

OVER 50 EMPLOYEES IN 7 WORKING GROUPS
further developed our aspirations and activities to complete the new strategy

AUSTRALIAN CRICKET STRATEGY

2017-2022

HOW WE PLAY

Be real, smash the boundaries,
make every ball count,
stronger together

OUR PURPOSE

To inspire everyone
to love cricket



FANS

No.1 for fans

We will give fans
what they want and
grow the Big Bash



PARTICIPANTS AND VOLUNTEERS

No. 1 for participation

We will create the best
participation experiences
to grow junior cricket



ELITE PLAYERS AND TEAMS

No. 1 in all formats

We will deliver the best
High Performance
system for players



We will be the leading sport for women and girls



We will promote cricket to inspire love for the game



We will use technology to deliver great experiences for fans, participants and volunteers



We will maximise long-term sustainable revenue to drive investment in the game

WE WILL SUPPORT OUR STRATEGY BY:



Transforming how we
lead, serve and unite the
cricket community



Attracting and
developing great
people



Using the World T20 in 2020 as
a springboard for cricket before,
during and after the event



DRIVING TO THE NEXT LEVEL – STEP BY STEP



THEME

SETTING UP FOR SUCCESS

INCREASING OUR MOMENTUM

LIVE THE NEW STRATEGY

ENTERING NEW HORIZONS

SUCCESS HOME AND AWAY IN WORLD EVENTS AND THE ASHES INSPIRES MILLIONS TO LOVE THE GAME

IGNITING THE COUNTRY WITH CRICKET

MEN'S WORLD T20 IS THE BIGGEST CRICKET EVENT EVER AND IS A SPRINGBOARD FOR GRASSROOTS CRICKET AND THE BIG BASH

REACHING THE NEXT LEVEL

HOME ASHES REINFORCE EVERYONE'S LOVE FOR CRICKET AHEAD OF AN IMPENDING NEW STRATEGIC DIRECTION FOR CRICKET

AGENDA

ALIGN OUR ACTIVITIES TO THE NEW STRATEGY

FY19

FY20

FY21

FY22

ACTIVITIES

FY18

- Embed the new strategy and 'how we play' across Australian Cricket.
- Gender pay equity achieved for the first time in World Cricket.
- Deliver a successful expanded men's Big Bash League.
- Launch new and innovative grassroots apps.
- Key media rights and commercial deals are finalised.

- New funding agreements in place for States and Territories.
- Increased resourcing for grassroots cricket.
- Use data to provide personalised digital experiences for the cricket community.
- Women's World T20 in West Indies.

- Junior pathway is fully integrated.
- Away Ashes series.
- Junior cricketers in all competitions are playing revised formats.
- Women's World T20 in Australia.

- Men's World T20 in Australia.
- Both Big Bash competitions experience rapidly growing viewership and attendance.
- Overwhelming demand from kids to play cricket in light of the World T20.

- Home Ashes Series.
- Half of the GMD field force are women.
- All States and Territories have elite facilities.
- The Women's Big Bash League is the leading women's league in the world.



AUSTRALIAN CRICKET WILL...



**BE NO.1 FOR
FANS**



**BE NO.1 FOR
PARTICIPATION**



**BE NO.1 IN ALL
ELITE FORMATS**

GIVE FANS WHAT THEY WANT AND GROW THE BIG BASH



- Schedule compelling cricket when fans want to watch it (from October to March), offering formats for all fans, including Test cricket, ODIs, T20Is and Big Bash.
- Grow the Big Bash with more games and globally recognised brands.
- Continue to develop the WBBL so it is the leading women's league in the world.
- Develop stronger domestic competitions that prepare players for the challenges of international and Big Bash competitions.
- Provide fan-friendly content into overseas growth markets.
- Collaborate with the ICC to ensure that every men's and women's international game means more to fans, and increase the quality and sustainability of international cricket.

CREATE THE BEST PARTICIPATION EXPERIENCES TO GROW JUNIOR CRICKET



- Cricket is in every school, is a trusted partner of the education sector, and inspires every child to have a lifelong love of cricket.
- Play fun formats in quality facilities that excite and delight children at all levels.
- Make every club a fun and safe place for children.
- Grassroots cricket welcomes people of all cultures and backgrounds, reflecting the diversity of the Australian population.
- Better support schools, clubs, associations and volunteers.
- Grow the number of Australians who feel connected with and passionately support the Big Bash clubs and Australian teams.

DELIVER THE BEST HIGH-PERFORMANCE SYSTEM FOR PLAYERS



- Prepare adaptable, resilient and competitive male and female elite players and teams.
- Transform into the best high-performance model in Australian sport, with ground-breaking use of technology.
- Develop the leading talent pathway with a paradigm shift in alignment to the T20 format.
- Entice and retain talented athletes at every level.
- Our people will be the best in Australian sport – players, officials, coaches, curators and all involved in the game.
- Innovatively develop and maximise the use of elite training and playing facilities across Australian Cricket, and prioritise player safety and wellbeing.

BE THE LEADING SPORT FOR WOMEN AND GIRLS



- Achieve gender equity across Australian Cricket.
- Accelerate opportunities for women in all areas and levels of our game.
- Grow female participation sustainably, and make sure women and girls find cricket clubs welcoming and enjoyable places to be.
- Be a viable professional career for female talented athletes, who will be supported by an expansive and structured pathway.
- Grow women's elite cricket, with the World T20 the largest women's sports event seen in Australia, while remaining number one in all formats.
- Deepen cricket's fan base by entertaining women and girls, including through the BBL and international men's cricket.



AUSTRALIAN CRICKET WILL...



**BE NO.1 FOR
FANS**



**BE NO.1 FOR
PARTICIPATION**



**BE NO.1 IN ALL
ELITE FORMATS**

PROMOTE CRICKET BETTER TO INSPIRE EVERYONE'S LOVE FOR THE GAME



- Cricket has a modern, positive and progressive voice in Australian sport and around the world.
- Storytelling makes cricket the highest profile and preferred sport for children, parents and grassroots communities.
- Our stories are relevant for women and girls, reflecting a gender equal sport.
- Cricket has the most inclusive and compelling stories, making our elite players the most recognised and respected Australian athletes.
- Australian Cricket has a clear identity that connects and inspires employees, who are empowered and harnessed as sport's best storytellers.

USE TECHNOLOGY TO DELIVER GREAT EXPERIENCES FOR FANS, PARTICIPANTS AND VOLUNTEERS



- Seamless and engaging technology is available throughout the community, allowing cricket to be played anywhere, any time, by anyone.
- Tailor and deliver exciting digital experiences across all customer touchpoints.
- Develop the number one cricket digital network in the world.
- Deliver enhanced at-match experiences that are personalised to customers' needs, driving higher engagement and increased attendance.
- Transform match viewing to deliver highly engaging, customised experiences wherever our fans are.
- Cricket has the best digital sports games in Australia that attract new cricket fans and drive deeper engagement with existing fans.

MAXIMISE LONG-TERM SUSTAINABLE REVENUE TO DRIVE INVESTMENT IN THE GAME



- Significantly grow media, digital and commercial revenue and develop more socially responsible partnerships.
- Increase revenue from international markets through innovative content, new partnerships and by reaching more of the global cricket family.
- Unlock the rapidly growing commercial markets for women's cricket.
- Create the strongest partnerships with government to maximise federal, state and local government investment in the cricket community.
- Expand our operations to strategically create new long-term revenue streams in sport and entertainment.



HOW WE PLAY

What we aspire to achieve is one thing, but how we play to achieve it, is equally important.

Over 400 people across Australian Cricket collaboratively developed a shared set of behaviours for all of us to live by.

As part of Australian Cricket, we commit to being real, smashing the boundaries, making every ball count and being stronger together.

How We Play will inspire everyone to love cricket and become Australia's favourite sport – a sport for all Australians.

HOW WE PLAY



BE REAL

WE'RE ABOUT CRICKET'S FUTURE

SHOW RESPECT, TALK STRAIGHT.
NEVER BE AFRAID TO CHALLENGE OR BE CHALLENGED.



SMASH THE BOUNDARIES

GO FOR IT... CHANGE THE WORLD

INNOVATE. BE COMFORTABLE BEING UNCOMFORTABLE.
CHALLENGE THE STATUS QUO WITHOUT FEAR OF FAILURE.



MAKE EVERY BALL COUNT

BE RELENTLESS... PLAY TO WIN

DO WHAT YOU SAY. DELIVER.
MAKE DECISIONS.



STRONGER TOGETHER

GO FURTHER... COLLABORATE

EMBRACE DIVERSITY. LISTEN. CUSTOMER'S VOICE 1ST.
DO WHAT'S BEST FOR CRICKET.



OUR FUTURE

By Achieving our aspirations...



WOMEN AND GIRLS

LOVE CRICKET AS MUCH
AS MEN AND BOYS



PARTICIPANTS

ARE EXCITED AND INSPIRED TO KEEP
LEARNING AND PLAYING THE GAME



ELITE PLAYERS

FEEL AT THE TOP OF THEIR GAME
WITH THE BEST HIGH-PERFORMANCE
SYSTEM IN WORLD CRICKET



FANS

ARE THRILLED, ENJOYING
MORE CRICKET THE WAY
THEY WANT TO WATCH IT



VOLUNTEERS

FEEL VALUED AND SUPPORTED
BETTER THAN EVER BEFORE

EMPLOYEES

LOVE WHAT THEY DO AND
THEIR ROLE IN OUR SPORT



**INSPIRE EVERYONE
TO LOVE CRICKET**

**AUSTRALIA'S
FAVOURITE SPORT,
AND A SPORT FOR
ALL AUSTRALIANS**