



European Hockey Federation

Strategic Plan

2010 to 2016



**The European Hockey Federation fully endorses the
International Hockey Federation's Strategic Plan and Key
Objectives as revised on 15th March 2010**



Mission Statement

“To encourage, promote, develop and administer hockey in Europe at all levels in order to maintain hockey as a sport on the Olympic Program and maximise participation, standards, enjoyment and community involvement.

The work of the EHF and its efforts shall be based on values to include respect, democracy, loyalty, equality and especially recognising the importance of our volunteers”



Introduction

- **EHF is committed to the development and growth of hockey from beginner to elite level**
- **EHF is committed to continuing to build a quality hockey product**
- **EHF is structured and managed in a transparent and up-to-date way to support the necessary integration, effectiveness and efficiency of decision making**
- **EHF establishes priorities on which actions will be based**
- **This plan will guide activities in the period 2010 to 2016**



PROMISE, VALUES AND CHALLENGE



EHF PROMISE

The EHF continues to develop hockey as a popular European sport by providing active support and leadership through

- Providing **inspiration**
- Sharing **knowledge** and **expertise**
- Achieving **excellence**
- Promoting **access**
- Creating a **sense of belonging** for **all** our stakeholders



VALUES

- **Performing with respect and integrity by players, umpires, technical and team officials, board and committee members**
- **An inclusive sport for all irrespective of gender, age, race, religion, skill level**
- **Competitive, with and against friends**



Key Performance indicators:

- **Establish a European Policy on values and communicate to National Associations by 2014**



CHALLENGE

- The challenge is to **grow our sport** while maintaining our **values** and delivering required services to **our members and partners**
- This necessitates the continued **support of our core ongoing activities** while developing **new strategic directions**



STRATEGIC PRIORITIES



STRATEGIC PRIORITIES 2010 TO 2016

- **To raise the profile of hockey in Europe**
- **To close the performance gap between top level playing nations and the rest**
- **To enhance and keep up to date the European competition schedule**
- **To strengthen governance, transparency and coordination structures for the EHF and for hockey**
- **Increase EHF revenue**



SP1: RAISE THE PROFILE OF HOCKEY IN EUROPE

- **Enhance relationships with the FIH and key stakeholders**
- **Operate a communication plan related to stakeholder and general public needs**
- **Enhance the image of athletes and officials by providing opportunities for them to contribute to the development and management of hockey**



SP1: RAISE THE PROFILE OF HOCKEY IN EUROPE

Key Performance indicators:

- **FIH's Market Research, by 2012, to have included research relevant to EHF**
- **Increase broadcast audience for EuroHockey Championships and EHL by 2016**
- **Increase website visitors**



SP2: CLOSE THE PERFORMANCE GAP AND RAISE THE EUROPEAN STANDARD OF PLAY

- **Implement standards for competitions, coaching and officiating together with improving regulations and guidelines**
- **Provide development opportunities and support for officials and coaches**
- **Enable the transfer of hockey know-how**
- **Work with National Associations (NA's) to develop hockey in their regions and enhance competition structures and systems**
- **Work with NAs to develop effective infrastructures and to increase participation levels and playing capability**



SP2: CLOSE THE PERFORMANCE GAP AND RAISE THE EUROPEAN STANDARD OF PLAY

Key Performance indicators:

- **Increase the number of countries participating in each of the women's and men's EuroHockey Championships as follows:**

2011: Women 26	Men 32
2013: Women 27	Men 33
2015: Women 28	Men 34
- **Increase the number of European countries with FIH world rankings to 24 for women and 31 for men by 2014 and 25 for women and 33 for men by 2016**
- **Increase number of qualified coaches, officials and young leaders**



SP3: ENHANCE AND KEEP UP TO DATE THE EUROPEAN COMPETITION SCHEDULE

- **Review and refresh EuroHockey Championships on an ongoing basis**
- **Develop and manage Euro Hockey League**
- **Establish a Euro Hockey League for women**
- **Increase the number of entries and offers to host for all competitions**
- **Increase participation in Youth Zonal Competitions**
- **Fix dates at least four years in advance for EuroHockey tournaments**
- **Co-operate and assist in the development of variations of the game of hockey with special attention to Hockey for the Disabled**



SP3: ENHANCE AND KEEP UP TO DATE THE EUROPEAN COMPETITION SCHEDULE

Key Performance indicators:

- **Establish a Euro Hockey League for Women by 2014**
- **Link disability activity with European events**



SP4: STRENGTHEN GOVERNANCE, TRANSPARENCY AND CO-ORDINATION STRUCTURES FOR THE EHF AND FOR HOCKEY

- **Continue to operate a streamlined decision-making structure with defined roles and responsibilities for elected or appointed volunteers and staff**
- **Maximize the experience and know-how of volunteers and utilise the contributions from experienced and knowledgeable professionals**
- **Enhance and support the governance capacity of National Associations**
- **Encourage and support NAs to contribute to EHF strategic priorities**
- **Base decisions on the strategic priorities identified in this plan**



SP4: STRENGTHEN GOVERNANCE, TRANSPARENCY AND CO-ORDINATION STRUCTURES FOR THE EHF AND FOR HOCKEY

Key Performance indicators:

- **Review Statutes by 2011**



SP5: INCREASE EHF REVENUE IN THE PERIOD 2010-2016

- **Allocate EuroHockey top competitions to venues which maximize commercial value and public attention**
- **Implement EHF controlled rights models for top tier and second tier properties**
- **Develop and build the EuroHockey brand and thereby increase the commercial worth of hockey**
- **Prioritise the allocation of resources to support key actions and in ways which will increase future revenues**
- **Increase TV Exposure**
- **Develop sustainable partnerships**



SP5: INCREASE EHF REVENUE IN THE PERIOD 2010-2016

Key Performance indicators:

- **Increase revenue by 10% by 2016**



KEY CONTRIBUTIONS FROM NATIONAL ASSOCIATIONS

- **National Associations establish and implement plans for the development of hockey in their countries**
- **Promote an attitude of respect on and around the pitch**
- **Develop a communication plan to raise the profile of hockey in their countries**
- **Increase the level of financial resources available to develop hockey**
- **Enhance playing and coaching levels**
- **Develop technical officials and umpires with particular focus on women**
- **Improve the availability of facilities and equipment**
- **Establish and enhance a club structure**



MONITORING PLANS

- **The Executive Board will develop, monitor and manage this Strategic Plan**
- **The plan will be reviewed and revised where necessary**



***"We can be proud of what we have achieved in recent years
but it will mean nothing if we do not build on these
foundations"***

**Martin Gotheridge,
President.**

25th September 2010



Strategic Plan

2010 to 2016

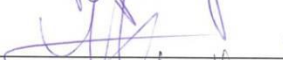
As approved by the Executive Board on 25th September, 2010, in Kazan, Russia.

Signed on behalf of the Executive Board:


Martin Gotheridge, President




Marijke Fleuren, Vice-President




Jorge Alcover, Vice- President



Sergio Melai, Hon Treasurer



R.David Balbirnie, Hon General Secretary



Leonardas Caikauskas



Jean-Christophe Capelle



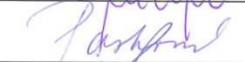
Sergey Chechenkov



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