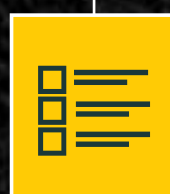




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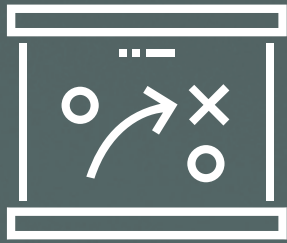
STRATEGIC PLAN | 20 VISION | 27

30 January 2024

Elevating **people**.

Elevating **business**.

Elevating **society**.



ON THE FIELD



Where We Find Ourselves

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Where We Find Ourselves



South Africa vs England
November 26, 2022



What led to the strategy?

The board and management reflecting on where SARU finds in the context of its mandate and vision in the current global operating environment context





Cornerstone of our journey/SARU



Purpose / Mandate

We are all things to all rugby



Our Vision

To be the leading Rugby
Nation, inspiring all South
Africans



Our Values

Excellence
Inclusivity
Innovation
Ethical
Collaboration



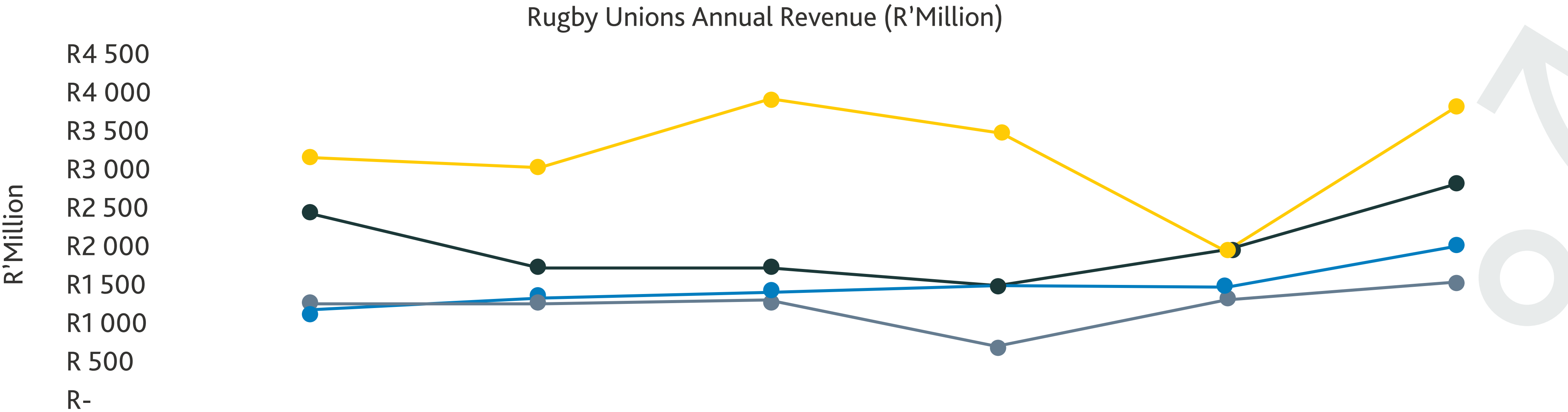
Mission Statement

High-performing people,
processes and systems
providing sustainable,
well-governed, world-
class innovative sporting
entertainment to make South
Africa the leading Rugby
Nation.



Competitor Financial Performance landscape for the past XXX Years

External operating environment



	2017	2018	2019	2020	2021	2022
SA	R1 218	R1 264	R1 296	R 710	R1 284	R1 548
NZL	R2 433	R1 337	R1 781	R1 497	R1 975	R2 806
ENG	R3 172	R3 041	R3 933	R3 525	R1 973	R3 816
IRE	R1 152	R1 338	R1 416	R1 489	R1 469	R1 989



Challenges

- ▶ Inadequate commercial revenue.
- ▶ Lack of sponsors for major domestic competitions.
- ▶ National team and franchises / amateur sometimes competing for commercial opportunities.
- ▶ Not enough funding to support the cost of rugby participation and grassroots investment to make it sustainable.
- ▶ SARU not fully professionalised and commercially orientated in its operations and outlook.
- ▶ Self-interest from members.
- ▶ Inadequate promotion and investment in Women's Rugby.



Opportunities

- ▶ Inadequate commercial revenue.
- ▶ Lack of sponsors for major domestic competitions.
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- ▶ Inadequate promotion and investment in Women's Rugby.





Our Strategic Journey

Our journey of formulating SARU's four-year strategy aligned to the mandate and vision





To determine our path to achieve this ambition, wide engagement across stakeholder groups and focused research was performed to drive informed decision-making...

- ▶ Pre-reading material was sent to senior management and Exco to set scene in terms of the external global operating context in the sporting industry
- ▶ Questionnaires were sent to EXCO and management ahead of the workshop to set the scene for the areas of focus and alignment
- ▶ One on one consultation with management for alignment ahead of the in-person session
- ▶ The in person collaboration process was then held at Arabella spa from Friday the 19 Jan 24 to 21 Jan 24 attended by the members of EXCO and management

Management Team
EXCO Team
BDO Facilitators

* Additional input was obtained from emails received as well as interviews notes and survey results from SARU Exco and Management, and through facilitated discussion using Participlan during the Strategic sessions,





President set the scene

to contextualize the scene for the next three days as follows: for the next three Purpose of the Strategic Plan Session

- ▶ To assert control over SA Rugby strategic trajectory, ensuring a proactive stance in shaping our future.
- ▶ To perform a critical evaluation of our position in an ever-changing market, adapting our strategies accordingly.
- ▶ To gain a clear understanding of our current challenges and how they impact our business operations.
- ▶ To determine and implement a revised direction for our business in response to market trends and demands.
- ▶ To reinforce and improve our standing in the rugby, ensuring we maintain a competitive edge.
- ▶ To align and focus our operational team's efforts towards common goals, enhancing overall organisational effectiveness.
- ▶ To revisit and refine our business's core purpose, ensuring it aligns with our long-term objectives.
- ▶ To identify and assess both opportunities for growth and potential obstacles, enabling informed decision-making.
- ▶ To highlight and prioritise key areas within our business that require development or intervention.
- ▶ To expand our capacity for handling complex challenges and pursuing innovative solutions.
- ▶ To enhance internal communication, promoting clarity and collaboration across different departments and unions.





Ingredients of a Successful Strategy





Strategy Formulation Principles



S

Specific



M

Measurable



A

Achievable



R

Realistic



T

Timeous



The leadership team requires **CLARITY** in the direction of the team and **ALIGNMENT** on the areas of **FOCUS** that are going to propel us to where we want to be.

Strategy Formulation & Management Process



Overarching Purpose & Values
~10+ Years



Headline Strategy
~4 Years



5 Strategic Themes
~4 Years



Strategic Objectives and Indicators Of Success
Annually And Quarterly

How We Want To Achieve This

The Power of Purpose

Purpose / Mandate

"We are all things to all rugby"

Where we want to be /
What we want to be.

Vision / Mission

To be the leading Rugby Nation, inspiring all South Africans. High performing people, processes and systems providing, sustainable, well-governed, world-class innovative sporting entertainment.

What we are going to
achieve

Objectives Strategy -
2027

Supports our vision and motivates our recognition of our purpose

Key action programs
required to achieve
goals

Strategic Actions

On Field

Off Field

Brand

Culture / Community

What we need to
achieve over time /
How we will measure
success of strategies

Targets/ Measures

Organisational Structure

4 pillars

The business was broken down into 4 pillars to allow streamlined process Of FOCUS that are going to propel us to where we want to be

The five areas that form the pillars of our strategy to reach our ambition over the next four years



On the Field



Off the Field



Brand



Culture / Community



Organisational Structure





Where we landed by end of day three



SA Rugby's **OVERARCHING** **STRATEGIC OBJECTIVE** by 2027





The Way Forward to 2027



Where we see SA Rugby in 2027

To be financially sustainable to deliver on a shared vision and strategy to be the leading rugby nation, inspiring all South Africans



On the Field - deliver top tier national teams



Brand - double the sponsorship revenue by 2027 through the commercial growth of all our brands



Off the Field - deliver profitable and environmentally sustainable SA Rugby / WR events



Culture / Community - Develop and embed shared values within the rugby ecosystem that make rugby inclusive

Overarching Strategic Objective:

To be financially sustainable in order to deliver on a shared vision and strategy to be the leading rugby nation, inspiring all South Africans.

Where do we see SA Rugby ON THE FIELD in 2027?

Strategic Actions

High Performance:

Strategic Objective: Deliver top tier national teams.

- ▶ M15
 - ▶ Winning pinnacle world rugby and regional events culminating in our premier brand – Springboks winning the RWC in 2027
 - ▶ Consistently in the top three in the world rankings and win SAAB in 2026 and win the TRC once in the four years.
- ▶ W15
 - ▶ Maintain the top ranking in Africa, and continually qualify for RWC
- ▶ and improve ranking to top eight globally.
- ▶ Springboks 7s
 - ▶ M – Consistently be medal winners at every HSBC 7s event, Olympics and commonwealth games.
 - ▶ F – Continuously secure participation in the HSBC (remain in the top 8)
 - ▶ Junior Boks – Annually finishing top three at the U20 JWC.
- ▶ U18 must play in the finals every year

How to get there:

- ▶ Appropriate coaching and management set ups for all national teams.
 - ▶ Springboks to have all specialists’ coaches that will be seconded to support the other teams which should have only head coach, assistant and team manager
- ▶ Appropriate resources in financial budget, technology and people (additional 10 million on the existing budget).

Participation:

Strategic Objective: Restructure the rugby department to focus on participation and growth in collaboration with unions.

- ▶ To showcase 4 referees (gender inclusive) at international level
- ▶ Women coaches to be elevated into coaching the Springbok Women
- ▶ Coaches coming through the coaching programme; coach at provincial level (incentivize unions to absorb the coaches)
- ▶ URC licenses with our franchises – twice in the cycle participate in final and all franchises qualifying to play in Champions Cup.
- ▶ By 1 January 2025 – to showcase 6 professional Women’s teams competing.

How to get there:

- ▶ Provide sufficient budget to support growth of coaches, players and administrators
- ▶ Develop / adopt qualifications and licenses requirement for coaches
- ▶ Sponsor the appointment of the identified qualified coaches at provincial level
- ▶ Develop and implement a Referee Recruitment Strategy – make being a referee cool
- ▶ Fully professionalise Women’s Rugby
- ▶ Engage SARSA on establish girls schools’ rugby structure





Strategic Actions

Where do we see the SA Rugby BRAND in 2027?

Brand Commercial Uplift:

Strategic Objective:

"To double the sponsorship revenue in 2027 using 2023 as a base (R1 billion) in 2027 through the commercial growth of all our brands."

How to get there:

- ▶ Develop new commercial strategy
- ▶ Appoint international sponsorship company
- ▶ Defined sponsorship matrix
- ▶ Go Global – Growth in revenue from the international market. Earn at least 50% of our sponsorship revenue from the global market.
- ▶ Established digital capability to provide better consumer insights to make decisions that enhance commercial value through JVs/ partnerships by 2027.
 - ▶ Appoint an international fan engagement company.
- ▶ Focusing on all competitions – to build strong brand and commercialize
- ▶ Owning remote viewing rights of rugby events
 - ▶ Outsource





Where do we see SA Rugby OFF THE FIELD in 2027?

Strategic Actions

Events:

Strategic Objective:

"To have a world class events delivery team and programme to deliver profitable SA Rugby owned events and WR events."



Targets:

- ▶ Professional and well capacitated event delivery team
- ▶ Leverage the SARES entity to maximise World Rugby and SA Rugby events
- ▶ Generate higher profits – minimum target R200 million in 2027
- ▶ Create a better and standardised fan / supporter event experience
- ▶ Better stakeholder engagement

How to get there:

- ▶ Be selective of the WR events that SARU hosts and to factor in a management fee to deliver these events.
- ▶ To support the global rugby season / calendar.
- ▶ Continuous development and upskilling on industry norms, trends and changes for senior management team.
- ▶ Explore changes to the delivery model:
 - ▶ Currie Cup
 - ▶ Be creative with our Competitions to make them fit for purpose
 - ▶ SARU events
 - ▶ Create a better and standardised fan / supporter event experience
- ▶ Build and strengthen relations with key stakeholders – government, unions and have representation in key positions at World Rugby

Strategic Objective:

“Develop and embed shared values within the rugby ecosystem that make rugby inclusive contributing to social cohesion and nation building”

Targets:

- ▶ Open and transparent SARU
- ▶ Transformation and employment equity
- ▶ Rugby is inclusive - a game for all South Africans.
- ▶ Entrench and revitalize stakeholder relationships with our communities, rugby industry and South Africa.
- ▶ Cultivate and entrench culture which embodies the “South African Rugby way” – service ethos
- ▶ Employer of choice in Sport
- ▶ Agreed Rules of Engagement with clear delegation of authority
- ▶ Shared vision, values, culture by all entities involved in rugby (develop shared values by 2024 and embed by 2027).

How to get there:

- ▶ Appoint a senior manager (PR) to be responsible for culture and communication. Furthermore, this individual person will be responsible for community engagement with a focus and commitment to the community, bring and take rugby there with its sole focus on Community and Culture.
- ▶ Communicate (open and transparent) this strategy to ensure that the SA public keeps the SARU honest – have a press conference, reveal to the media that we won the 2023 RWC, we have rest and have a plan from 2024 – 2027.
- ▶ Improve communication all round. Regular and meaningful communication with stakeholders.
- ▶ Cultivate a welcoming and nurturing culture that create an environment for people to flourish at SA Rugby
- ▶ Design an outreach strategy. Take the game of rugby to the rural communities - bring schools/ clubs to the URC matches. Involve local government.

Where we see SA Rugby in 2027

To be financially sustainable to deliver on a shared vision and strategy to be the leading rugby nation, inspiring all South Africans



On the Field - deliver top tier national teams



Brand - double the sponsorship revenue by 2027 through the commercial growth of all our brands



Off the Field - deliver profitable and environmentally sustainable SA Rugby / WR events



Culture / Community - Develop and embed shared values within the rugby ecosystem that make rugby inclusive

A photograph of South African women's rugby players in green and white uniforms, running with a rugby ball. The image is overlaid with a semi-transparent dark green rectangle containing the title text and navigation icons. There are also large, faint white geometric shapes (a circle and an 'X') in the background.

Management Reflections towards SA Rugby's vision 2027?

Rugby

- ▶ Springboks to be consistently ranked Number 1 or 2 in the World.
- ▶ The Springboks winning the Rugby Championship once during the four-year cycle.
- ▶ Springbok Women's Sevens be ranked top in Africa and qualify for the World Rugby Women's Sevens Series.
- ▶ A fully professionalized Women's Rugby by the end of the cycle.
- ▶ Junior Springboks to consistently return as medalist from the Junior World Under 20 Championships and taking honors once in every three-year cycle.
- ▶ Springboks winning the Rugby World Cup in 2027.
- ▶ Springbok Sevens to regularly win the World Sevens Series, Commonwealth Games and the Olympic Games.
- ▶ South African Under 18 consistently unbeaten at the International Under 18 Series.
- ▶ Springbok Women's Team to be the top ranked team in Africa and consistently qualifying for the Women's World Cup.



Operations

Vision: “To be a global leader in the delivery of world-class competitions, tournaments and events.”

Mission: “To support SA Rugby’s business by creating world class international and domestic platforms through professional Event and Competition Delivery Teams.”

Objective:

- ▶ To annually deliver world class, professional international events which showcases SA Rugby’s brand.
- ▶ To transforming and innovate the fan and spectator experience at these events into something engaging and memorable.
- ▶ To establish and deliver attractive and sustainable competitions and tournaments – nationally and internationally.
- ▶ To foster and strengthen excellent relationship management with key international and local stakeholders (EPCR, URC, SANZAAR, World Rugby).
- ▶ To effectively align SA Rugby’s different departments and role players to professionally deliver on all our competitions, tournaments and events.



Brand

Management Reflections



- ▶ An agreed, sport-wide Brand Messaging of a shared vision for rugby, ensuring consistent communication of key brand objectives, values, and promises by all.
- ▶ The development of our Brand Story to build a deeper connection with the global audience (our “why?”).
- ▶ Delivery of a Brand Promise to provide outstanding products and services for all stakeholders at every touch point (for the fan, player, broadcaster and commercial partner)
- ▶ A realisation of true Brand Value with a commercial re-purposing.
- ▶ A Brand Extension into new commercial endeavours and markets.
- ▶ A one-to-one Brand Conversation with known fans
- ▶ A unique and instantly recognisable Brand Identity (Logo/Color Palette/Typography) ensuring uniformity in the presentation of the brand across all channels, maintaining a cohesive and recognisable image
- ▶ A consistent, world-class Brand Experience at matches and events showcasing all of the above.

Culture / Community

Community

▶ Beacon of Hope

▶ Inspiring

▶ Engaging

▶ Activating

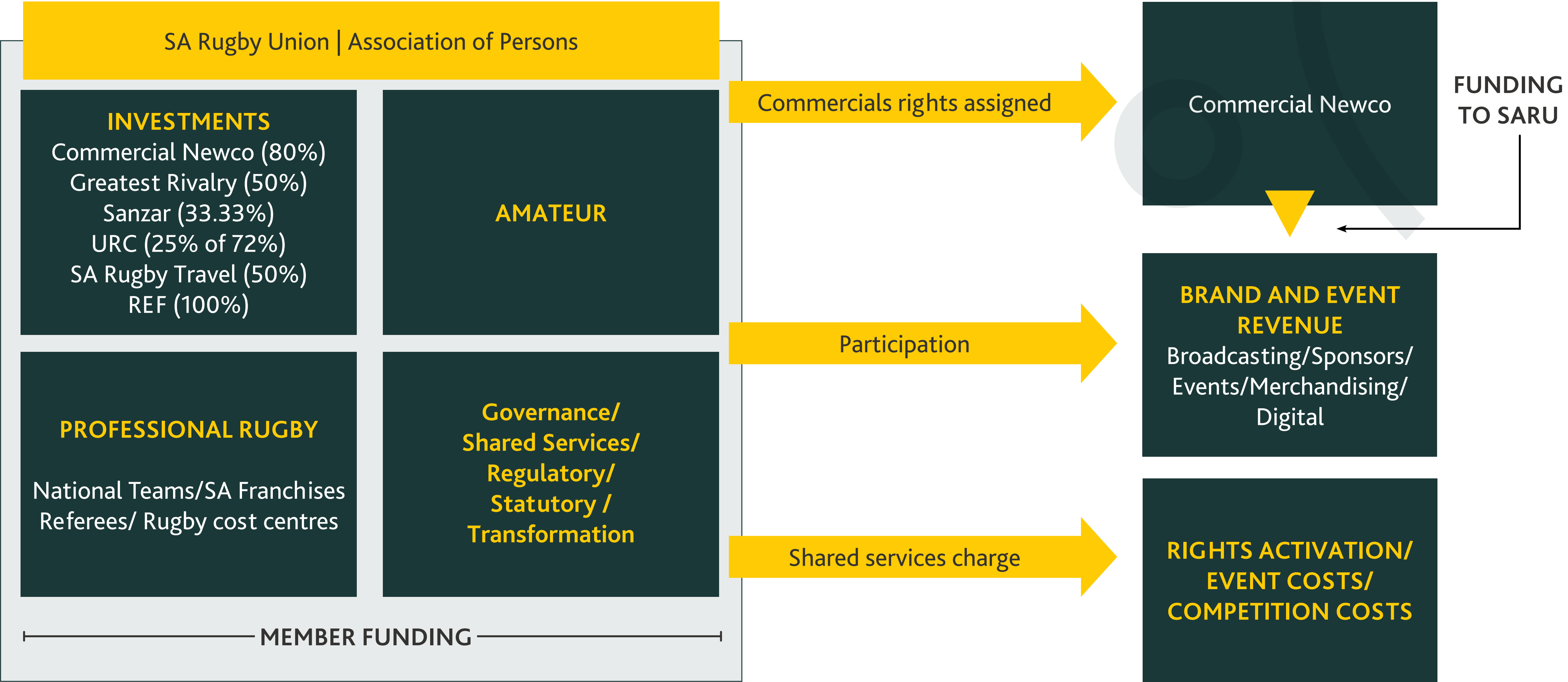
Culture

▶ Communication,
respect, stakeholders

▶ Actions

Organisational Structure

Management Reflections



Framework

Strategic Actions

“When we achieve our vision, how will we look to our Fans/Customers”

ON THE FIELD PERSPECTIVE

Strategic Action	Measures	Resources	Timescale	By Whom

“When we achieve our vision, how will we look to our Fans/Customers”

CULTURE / COMMUNITY PERSPECTIVE

Strategic Action	Measures	Resources	Timescale	By Whom

“When we achieve our vision, how will our business processes operate”

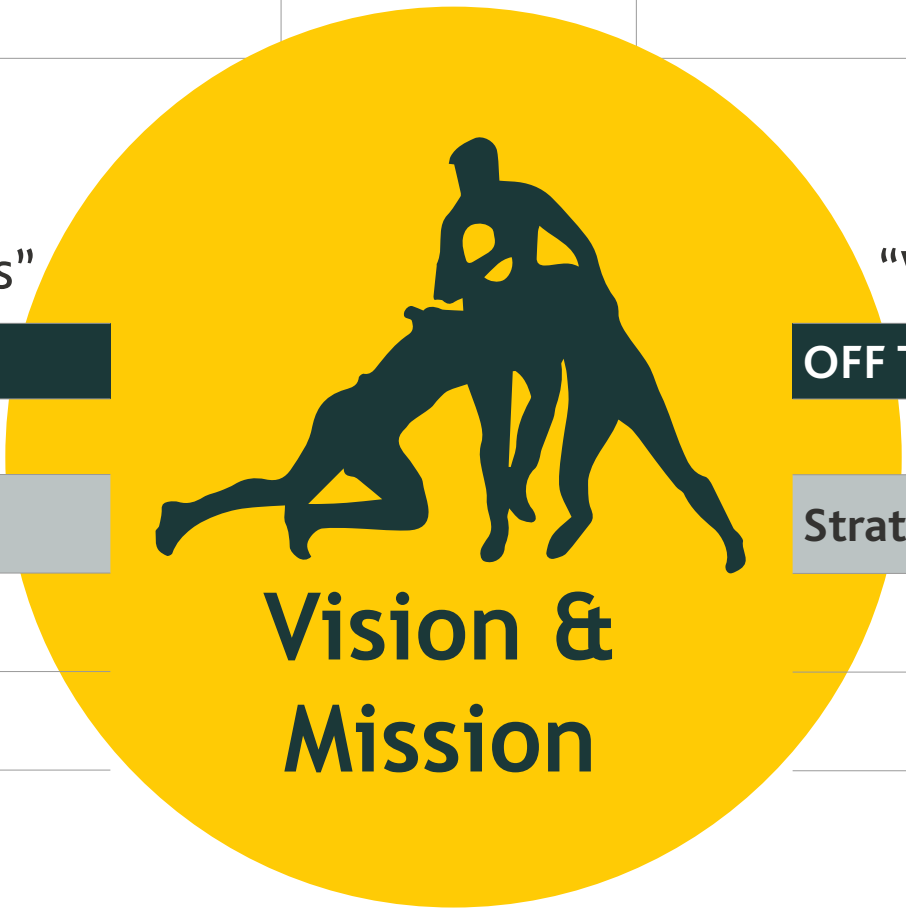
OFF THE FIELD PERSPECTIVE

Strategic Action	Measures	Resources	Timescale	By Whom

“When we achieve our vision, how will we look to our Stakeholders?”

BRAND PERSPECTIVE

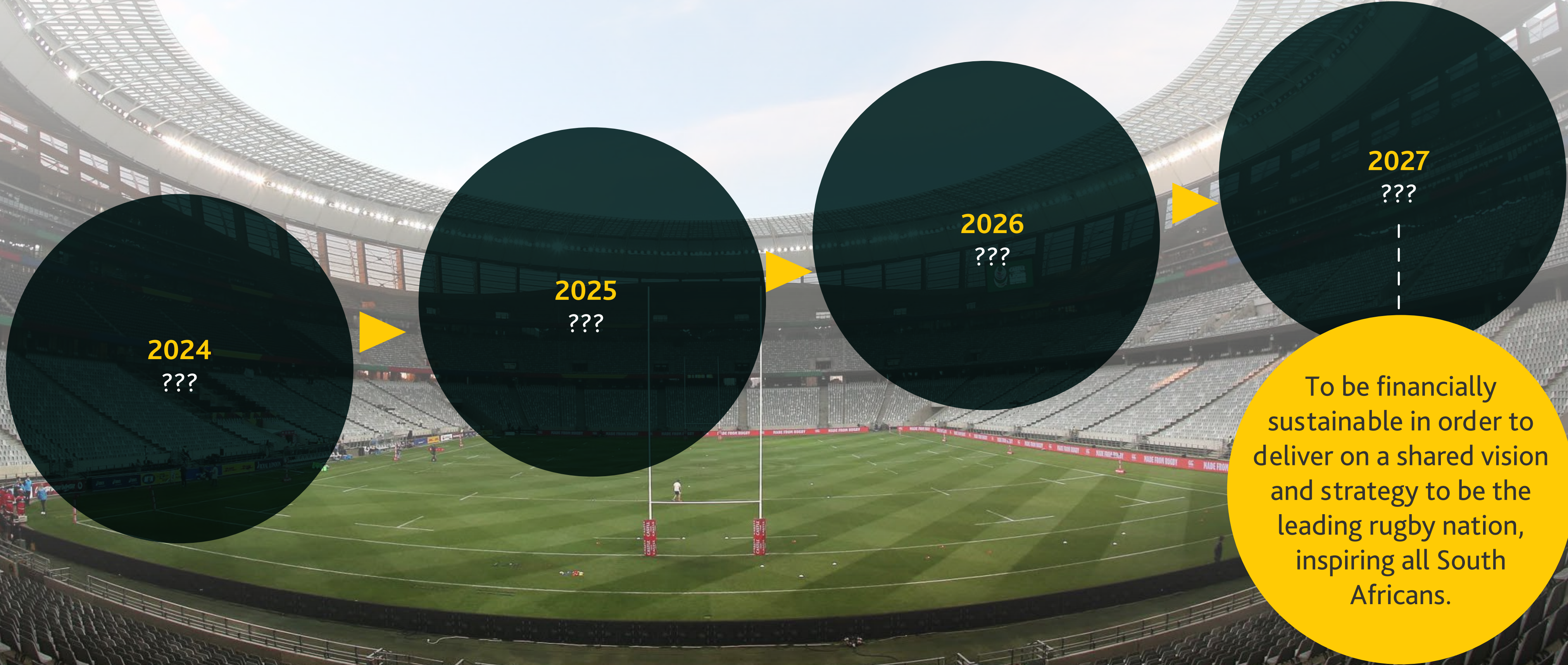
Strategic Action	Measures	Resources	Timescale	By Whom



Vision & Mission

Vision 2027

Our Action Plan



On the Field (2024 to 2027)

Strategic Actions

“When we achieve our vision, how will we look to our Fans/ Customers”

ON THE FIELD PERSPECTIVE

Strategic Action	Measures	Resources	Timescale	By Whom

Off the Field (2024 to 2027)

Strategic Actions

“When we achieve our vision, how will our business processes operate”

OFF THE FIELD PERSPECTIVE

Strategic Action	Measures	Resources	Timescale	By Whom

Brand (2024 to 2027)

Strategic Actions

“”When we achieve our vision, how will we look to our Stakeholders?”

BRAND PERSPECTIVE

Strategic Action	Measures	Resources	Timescale	By Whom

Culture / Community (2024 to 2027)

Strategic Actions

“When we achieve our vision, how will we look to our Fans/Customers”

CULTURE / COMMUNITY PERSPECTIVE

Strategic Action	Measures	Resources	Timescale	By Whom



Annexure A: Strategic Planning Workshop





Agenda

Organising Team - Preparation Day

ORGANISING TEAM ARRIVE IN CAPE TOWN

Thursday 18th January 2024 - 14H00 – 15:30 | Venue: Southern Sun The Cullinan

	Speaker	Time	Timeslot
Welcome and introductions	Mark Alexander	15 min	14:00 – 14:15pm
Logistics	Chantal du Pisani	15 min	14:15 – 14:30pm
Re-cap on expected outcomes of the session	Mark Alexander and Rian Oberholzer	30 min	14:30 – 15:00pm
BDO Outline and feedback	BDO	30 min	15:00 – 15:30pm

Day 2

Saturday 20th January 2024 - 08H30 – 17H00 | Venue: Arabella Hotel Golf & Spa

	Speaker	Time	Timeslot
Structure and Agenda	BDO	45 min	08:30 – 9:15am
Recap on Objectives and Expectations	Mark Alexander /BDO	15 min	09:15 – 09:30am
Challenges Identification Participlan	BDO	60 min	09:30 – 10:30am
Tea Break		15 min	10:30 – 10:45am
Challenges Prioritization	BDO	75 min	10:45 - 12:00pm
Lunch		60 min	13:00- 14:00pm
Opportunity Identifications Participlan	BDO	60 min	14:00– 15:00pm
Tea Break		15 min	15:00 – 15:15pm
Opportunities Prioritization	BDO	60 min	15:15 – 16:15pm
Close or Recap of the Day	BDO	45 min	16:15 – 17:00pm
Dinner			18:00pm

Day 1

ALL PARTICIPANTS ARRIVE IN HERMANUS BY 1PM

Friday 19th January 2024 - 14H00 – 16H30 | Venue: Arabella Hotel Golf & Spa

	Speaker	Time	Timeslot
Welcome and Introductions	Mark Alexander	20 min	14:00- 14:20pm
Setting the scene - Internal Reflections and the Environment	Mark Alexander	60 min	14:20 – 15:20pm
Setting the Scene – External Environment	BDO	70 min	15:20 - 16:30pm
Dinner			18:00pm

Day 3

Sunday 21st January 2024 - 09H00 – 13H30 | Venue: Arabella Hotel Golf & Spa

	Speaker	Time	Timeslot
Core Team Meeting at 8am to Align and Recap	Core Organising Team	60 min	08:00 – 09:00am
Opening and Re-cap	BDO/Rian Oberholzer	30 min	09:00 – 09:30am
Key Themes Presentation	BDO/Mark Alexander	60 min	09:30 – 10:30am
Tea break		10 min	10:30 – 10:40am
Outcomes and Roadmap	BDO/Mark Alexander	60 min	10:40 - 11:40am
Closing and Group Photo	All	30 min	11:40 – 12:10pm
Lunch	All	60 min	12:10 – 13:10pm
Departure	All	20 min	13:10 - 13:30pm



Participants

Executive Council	Designation
Mr. Mark Alexander	President
Mr. Francois Davids	Deputy President
Mr. Rian Oberholzer	CEO
Mr. Abubakar (Boebie) Saban	CFO
Mr. Pat Kuhn	Elected Official
Mr. Randall September	Elected Official
Mr. Hennie Baartman	Elected Official
Mr. John Smit	SARPA Official (Elected Via Myplayers Union)
Ms. Mary-Anne Musekiwa	Independent Member
Ms. Melody Lekota	Independent Member
Ms. Mimi Tau	Independent Member
Mr. Jannie Louw	Elected Official

General Managers – SARU	Designation
Ian Schwartz	Strategic Performance Management
Andy Colquhoun	Commercial
Yusuf Jackson	Operations
Chantal Du Pisani	Legal
Ingrid Mangcu	HR
Charles Wessels	Rugby Dept

Coordinators	Designation
Ms. Yandiswa Ntlanganiso	Legal
Ms. Kholiswa Kibi	Finance
Mr. Siraaj Ismail	IT



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