OUR STRATEGY FOR WELSH RUGBY
THIS IS NOT A SPORT. IT’S WHAT WE LIVE FOR. IT’S NOT JUST 80 MINUTES. OH NO. THIS IS A LIFETIME.
THESE ARE NOT STADIUMS. THESE ARE OUR HOMES. IT’S NOT A PITCH OR A PLAYING FIELD.
IT’S THE LAND OF OUR FATHERS. CROWDS? NO. THIS IS OUR FAMILY. THEY’RE NOT JUST CHEERS,
BUT OUR INSPIRATION. AND THESE DAYS IT’S NOT JUST A MAN’S GAME. WE ARE NOT 15.
WE’RE AN ARMY OF MILLIONS. THESE AREN’T PLAYERS. THEY’RE LEGENDS IN THE MAKING.
IT’S NOT A JERSEY. IT’S OUR SKIN. NOT A LAUGH. BUT A BOND. WE DON’T LEARN THIS,
BECAUSE IT’S IN OUR BLOOD. IT’S NOT BRAVERY. IT’S OUR DUTY. WE DON’T WIN OR LOSE.
WE STRIVE FOR GREATNESS. IT’S NOT A RULEBOOK. IT’S A MORAL GUIDE. WE’RE NOT COACHED,
BUT MENTORED. WE DON’T WATCH IT. WE FEEL IT. HEARTBREAK? THERE WILL BE NO SHORTAGE
OF THAT. IT’S NOT JUST REWARD WE SEEK. IT’S HONOUR. THIS SURPASSES COMMITMENT.
IT’S OUR OATH. RATHER THAN RECALL HISTORY. WE REWRITE IT. IT’S NOT JUST HOPE.
IT’S UNWAVERING FAITH. THIS IS OUR GAME. THIS IS WELSH RUGBY.
Established in 1881 the Welsh Rugby Union (WRU) was one of rugby’s founding governing bodies.

The WRU is a non-profit governing body true to its mission:

TO DEFINE WALES & TO UNITE COMMUNITIES

The WRU is the strongest brand in Wales and one of the world’s most respected sporting brands and our strategic vision will ensure the future of the game, retaining the heritage and history of rugby.
PRINCIPALITY STADIUM

Principality Stadium, Europe’s largest indoor multi-purpose stadium & largest European venue with a retractable roof has generated over £1.4 billion of economic impact for Wales since it opened its gates in 1999.

With a capacity of 74,500 and a city centre location, it is the venue of choice for the World’s greatest sporting and music events, having played host to over 320 in the last 15 years. The stadium averages 1.2 million visitors per annum.

In 2017 the UEFA Champions League Final came to Cardiff and was hosted at the stadium.

Principality Stadium also presents fantastic advertising opportunities where Capgemini can promote its brand and services through Perimeter LED and Big Screen advertising. Capgemini can also tailor its advertising to highlight the benefits of travel across the globe from both leisure and business perspectives.
CULTURE, LEADERSHIP & GOVERNANCE

**CULTURE**
We will be led by our values, embrace our reality, focus on solutions and dare to dream for an ambitious future.

We will take a long term perspective to deliver a sustainable game for future generations.

**LEADERSHIP**
We will be open, transparent and involving in how we lead the game.

We recognise our responsibility as role models.

We will lead to inspire.

**GOVERNANCE**
We have a responsibility to be agile and inclusive.

We will implement the right governance systems and structures with suitably qualified individuals who are reflective of modern society.
LIVING OUR VALUES

**COURAGE**
A no compromise, no regrets philosophy – daring to dream.

**HUMOUR**
Bringing perspective and a recognition that we do this for the enjoyment.

**INTEGRITY**
Doing the right thing – even when no one is looking.

**EXCELLENCE**
‘Good enough’ isn’t good enough. Relentless pursuit of our ambition and a recognition that it’s OK to make mistakes to become better.

**FAMILY**
Inclusive and welcoming to all – the rugby family. Committed to each other’s success.

**SUCCESS**
Achieving on and off the pitch – responsible for each other’s reputations.
OUR PURPOSE

MORE PEOPLE, MORE OFTEN, WITH MORE ENJOYMENT AND MORE SUCCESS.
• We will encourage more people to play rugby through broader appeal
• We will build our game around our heritage – the core 15-a-side game
• We will become much more attractive to women and girls and remove barriers to enable anyone to participate
• We will make it easy to participate in later life
• We will engage with volunteers, players, supporters, coaches, referees and our rugby partners

• WELSH RUGBY IS FOR ALL.
• Game day is our lifeblood – we want all stakeholders, whether they be players, supporters or volunteers to engage with the game more often

• We will broaden our appeal with new and alternative formats of the game

• We will deliver an ‘always on’ approach so any of our stakeholders can engage with the game anywhere, anytime
MORE ENJOYMENT

• Rugby’s values are unique in sport and we must cherish them on and off the pitch

• We recognise that the majority of people become involved for fun

• Our clubs are community hubs where we go to enjoy ourselves

• Existing and new formats of the game will enable more people to enjoy themselves more often
As well as enjoyment, we also play to win

We will deliver structures and systems that underpin individual and team success

Men and boys, women and girls are all equally important for club and country

Success off the pitch results in more people engaging with our game, more often and with more enjoyment. As a result we are able to invest more in the game


3. Attract more supporters, more often.

4. Secure higher value sponsorship and investment.

5. Re-invest in the game.

6. Attract, grow and retain potential talent as players, coaches and on committees.
FROM...

• Exclusive and elite
• National team focus
• National brand
• Male focussed & inaccessible
• The underdog
• Focussed on 15 a side
• Regulation

TO...

TO... Inclusive and involving
TO... Rugby at all levels
TO... Brand with international appeal
TO... Family focussed and accessible to all
TO... A brand with ambition
TO... Embracing multi-format rugby
TO... Inspiration
The ageing population and change in the cultural make-up of Wales means that rugby needs to cater for more diverse supporter and participant bases.

People are striving to be more health conscious in their everyday lives and therefore need flexible and low commitment options to fit into their time-limited lifestyles.
CHANGES IN SOCIETY PROVIDE MULTIPLE OPPORTUNITIES

VARIETY & ENDURANCE

The ‘achievement benefits’ that sport offers are important. There has been an influx of lifestyle, adventure and alternative sports which push the boundaries, with regards to human capability, capacity and environment.

NEW GAME FORMATS

There is a trend towards shorter, more intense versions of sports. The formats typically require less time to participate, offer increased health benefits (with a fitness focus), require less organisation (with fewer players) and have less rules and are positioned as more fun.
Technology is changing the way people participate in sport and engage with sporting entities. Sports organisations are incorporating digital platforms, technology solutions and gamification principles into their participation programmes to assist acquisition and help to broaden appeal.
STRATEGIC OUTCOMES
UNITY & ALIGNMENT

- Welsh rugby is aligned at all levels
- We have a common purpose, common goals, healthy relationships and structures that underpin a successful rugby structure
- There will be disagreements, but then we will agree and support a collective way forward
- We will focus on solutions and the future
We commit to support each player through all levels of the game and beyond.

As a consequence our players choose to stay in Wales, our teams ‘win’ at every level and we enrich the experience for those who play purely for enjoyment.
• We ‘connect’ our fans to rugby like no other nation
• We will embrace mainstream, social and digital media to enable daily engagement right through to ensuring that our stadia and grounds deliver an ‘exceptional supporter experience’
• We aspire to improve rugby as a product for supporters – we are in the entertainment business
REVENUE UP, COST DOWN

- More people come to support our teams, more often and as a result the ‘best commercial partners’ aspire to work with Welsh Rugby
- We drive cost synergies across all levels of rugby in Wales. Consequently we create more re-investment for the game
• We have a no compromise approach to talent. We focus on recruiting, developing, involving and igniting the talent in the critical roles in Welsh Rugby at all levels. We drive for ownership and engagement and as a result we build a sustainable, long term platform for rugby

• Our volunteers and committees reflect the diversity of our game
• We have a responsibility beyond rugby to be role models, to make a positive difference to Welsh society and to help to define Wales as a nation

• We understand what segments of the population are looking for in a healthy lifestyle

• We partner with other Welsh stakeholders to play our part in making the nation proud
SUCCESS FACTORS
FOR ALL OF OUR STAKEHOLDERS

PLAYERS

• Clear pathway from grass roots to Wales team
• Expectation of success and winning at all levels
• Opportunity to participate in all forms of the game
• Successful career beyond rugby
• Exposure to the best coaches
• Improve focus on player welfare
• Effective engagement through digital/social media
SUCCESS FACTORS
FOR ALL OF OUR STAKEHOLDERS

PLAYERS
• Joint purpose and common goals

SUPPORTERS
• Work for mutual benefit

COACHES
• Welsh Rugby and partner brands aligned

MATCH OFFICIALS
• Welsh Rugby living its values

VOLUNTEERS
• Transparent partnership

COMMERCIAL PARTNERS
• Long term perspective and win/win opportunities
• Create digital assets for partners
WHAT DOES SUCCESS LOOK LIKE?
ON THE PITCH

• More people playing rugby
• More games being played in more formats, more often
• Wales men world ranked in top four
• Wales women world ranked in top ten
• Wales 7s world ranked in top eight
• Regional teams consistently in Pro12 top six and European QFs
• Enable rugby to be a year-round sport

OFF THE PITCH

• More people supporting, coaching, refereeing and volunteering
• More digital engagement
• More stakeholder satisfaction
• More investment in the game
• More generations and more diverse volunteer base to secure the future of our game
• Engaging in programmes to help Wales to become a more active nation
• Working with other sports to extend the provision of all weather pitches
• Be true to rugby’s values and provide role model leadership