



The Ambition Hockey 2024 Project

An ambitious outlook to
be shared with all of the
stakeholders of French hockey



*Le hockey, bien plus qu'un sport !
Hockey, so much more than sport!*



WHY THE NEED FOR AN “AMBITION HOCKEY 2024” PROJECT?

- A necessity to meet the expectations of the French sporting world in view of the 2024 Olympic games
 - Both in terms of the results of the French teams and in terms of legacy: development of the sport and its infrastructures
- An unprecedented opportunity for French hockey to grow and to finally find the place it deserves as one of the most popular sports in the world, among the French sporting environment
- A fabulous story waiting to be written for and by the French hockey community, working together over the six years leading up to the Paris Olympics



THE FRENCH HOCKEY PROJECT

- The “Ambition Hockey 2024” project aims to unite and engage all of the stakeholders of French hockey, and in particular the Clubs, the High Performance Director and its former internationals
 - Federate, share, kindle and seek commitment
 - Engage, involve all stakeholders and the environment in general
- 6 years to succeed



A RATIONAL AMBITION

- Numerous assets
 - The hockey values: fair-play, togetherness, open mindedness, respect, forbearance
 - An easy sport to get involved in
 - A mixed and family friendly sport
 - A sport in which all body types can be successful
 - Paris 2024, a fantastic opportunity
- The recent success of Belgian hockey, a strong source of inspiration
- Support from high places
 - Ministry for Sport
 - CNOSE (French Olympic Committee)
 - COJO Paris 2024 (Paris 2024 Bidding Committee)
 - Belgian Hockey Federation (ARBH)
 - European Hockey Federation (EHF)
 - International Hockey Federation (FIH)

OBJECTIVES

- Four main priorities:
 - Get more people playing
 - Organise high level national and international competitions
 - Make the general public aware of the values and numerous assets of hockey, through wide reaching media coverage
 - Develop the necessary funding
- Working towards a major objective: the performance and success of the French national teams
 - A high performing French team will result in bigger interest from partners and the media, and as a spin off, more encouragement to play the game



MÉTHODE

- The French Hockey Federation has assigned the implementation of the Project, under its supervision, to a steering committee composed of member of the board of directors and club representatives (Presidents or former Presidents), and former internationals
- Henri Lhomme, 34, former keeper for France, member of the French Olympic Committee's High Level Athletes committee, is the leader and voice of this steering committee
- Work groups have been set up to manage the various sub-projects, under the authority of the Steering Committee. A majority of clubs are represented.

INDICATORS CONFIRMING OUR AMBITION AND THE CONTINUATION OF OUR DEVELOPMENT

	2018	2020	2022	2024
Members	12 000	15 000	20 000	25 000
Of which female	3 600	5 000	7 000	10 000
Players	50 000	60 000	75 000	100 000
Of which female	23 000	30 000	37 500	50 000
Clubs	148	155	170	200
Counties	47	48	52	60
Results France A Men	Top 10 World Cup	Top 8 Olympics	Top 8 World Cup	Top 5 Olympics
Results France A Women	Niveau 2 WL	Top 20 WL	Top 16 WL	Top 10 Olympics

WL : World League

- The Federation will also be attentive to the evolution of other indicators, such as the number of jobs in the different structures, its partner resources, the number of French internationals who can focus entirely on their hockey, and of course the results of the French youth teams.
- A framework has been determined for the use of new funds made available by the Federation for the implementation of the Project: it will highlight the resources dedicated to the performance of the French teams and the development of the sport.



ONE PROJECT, 10 SUB-PROJECTS

- ① The Sporting ambition at the heart of the Project
- ② The Clubs, at the heart of the Project
- ③ The essential media coverage
- ④ The need for high level leagues
- ⑤ International competitions in France
- ⑥ The French Home of Hockey
- ⑦ Development of the sport
- ⑧ Mobilisation of former champions
- ⑨ Communication
- ⑩ The necessary increase in funding

① THE SPORTING AMBITION AT THE HEART OF THE PROJECT

- The French teams, cornerstones of the Project
 - The High Performance Director, who will be the first to benefit from the new funding available to French hockey
- A global system working towards high performance
 - Funding to provide the best possible management for the French teams to enable them to develop in the most favourable conditions
 - Funding to attract and maintain the best young players in the French youth and adult training centres
 - High level French hockey leagues
 - International competitions, providing opportunities for improving match performance

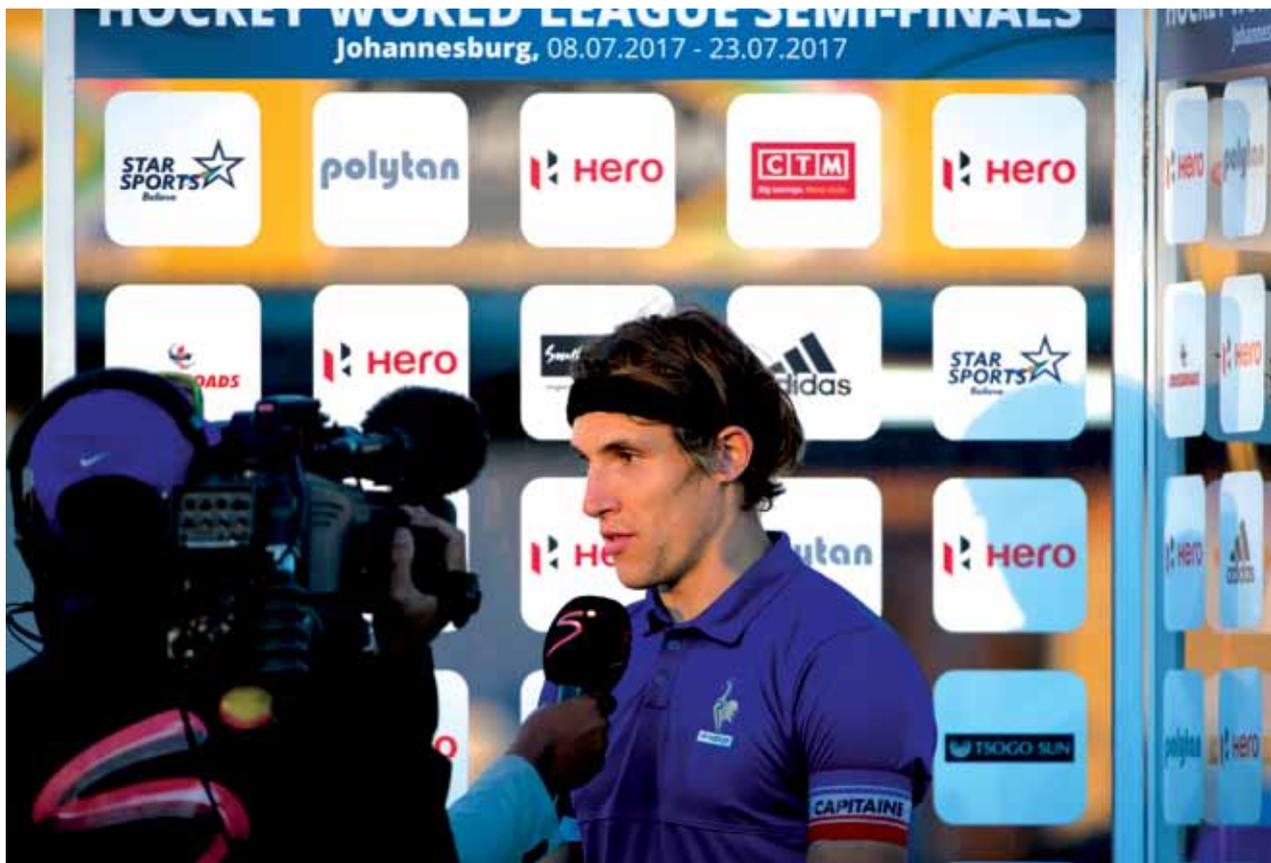


② THE CLUBS, AT THE HEART OF THE PROJECT

- The Clubs, at the heart of the sporting ambition
 - Supplying the French teams with players
 - Workplaces for the members of the French teams
- The Clubs, developing the sport
- A Project built in partnership with the Clubs
 - Find a new way for Federations and Clubs to work together, with more consultation and communication, to make this Project a success
 - A partnership approach: a lot of input from the Federation towards the success of its Clubs, enabling them to be key stakeholders in the Project's success
- Find ways for the various authorities to work more closely together (Regional Leagues, County committees) for increased efficiency
- Based on the Federation's framework, each League will work with its county committees to roll out their variation on the "Ambition Hockey 2024" Project, to take into account the specifics of their League
- Necessary improvement to the Clubs' business models to enable them to develop
 - Adapting their offer to the expectations of the players
- Federal encouragement for each Club to build their own "Ambition 2024" Project, together with the Federation, and consistent with the French Hockey Project, with a certain leeway and specific actions
 - Appoint an "Ambition Hockey 2024 Project representative"
- The Federation is also considering implementing
 - A system for sharing projects, information, success stories and best practices within the Clubs;
 - Shared tools, for training in particular, made available to the Clubs

③ THE ESSENTIAL MEDIA COVERAGE

- Principal channels for communicating on French hockey:
 - Traditional media (TV, radio, press)
 - New media (digital)
- Three products to communicate on:
 - The French teams
 - International competitions
 - French hockey leagues
- A huge project: attracting attention and building a network
 - A network to be set up and supplied
- The quality of the products on offer will be crucial to success



4 THE NEED FOR HIGH QUALITY LEAGUES

- Vital to the visibility of hockey:
 - For engaging digital communication
 - To attract high profile media (TV)
 - Consider the alternatives to TV channels
- Benefiting the French international teams
- A vision of the Leagues to be shared with the Clubs involved
 - The league setup of course, but more too...
 - The quality of the sport, the training conditions
 - Relationships with the French teams
 - A standard of quality which will transform matches into events (which can be mediated)
 - A mindset to be shared in the framework of the Project
- A “product” to be created with the Clubs over a few months, within a dedicated workgroup
 - The Clubs, rivals on the pitch, but united in a wider common goal
 - The mindset of a Professional League
 - Shared costs and products
 - The club have to invest
- The new Leagues which will result will be implemented progressively



⑤ INTERNATIONAL COMPETITIONS IN FRANCE

- Each one is an opportunity to communicate throughout the country
 - Essential to work simultaneously on communication and media coverage
 - To attract high profile media (TV)
- Improving the level of the French national teams
- A means of developing international influence through a network
- A means of gaining essential experience in event management
- An opportunity: hosting the European Championships in 2023
- An event schedule to build over 6 years
 - This calendar could also include key national competitions



⑥ THE HOME OF HOCKEY

- A project in the mythical site of the Yves du Manoir stadium, in Colombes, as part of the 2024 Olympics heritage
 - Improving performance
- A work tool for the High Performance Director
 - Improving performance
- A tool for the Federation and all of the stakeholders of French hockey
 - Improving performance
- A project to be implemented with the Ministry for Sport, the Olympic Organising Committee and the local authorities
 - The Hauts-de-Seine county and the town of Colombes
- A financial package to prepare for investments
 - The State, Local Authorities, Olympics Organising Committee
- A sound business model to set up for running the site



7 DEVELOPING THE SPORT

- Development: everybody's business, a resourceful and dynamic mindset
- An increase in player numbers, is an increase in funds, more communication about hockey, and more likeliness of creating better talents
- Several areas to focus on
 - Playing in schools, the first priority requiring a strong partnership with the Ministry for Education
 - Ladies and girls, a priority focus for development and for media coverage
 - The essential relationships to develop with local authorities (Town halls, County councils)
 - Indoor hockey
 - Corporate hockey
 - Hockey for health
 - Disability Hockey (wheelchair hockey and adapted hockey)
 - Umpiring, often a breeding ground for future leaders
 - Important brainstorming on the alternatives to the playing situations on offer
- Essential high quality coaching and management
 - Training, "professionalisation"
 - High quality training, the basis for any sporting ambition
 - Managers, the cornerstone of development



8 FORMER CHAMPIONS

- French hockey has a history – it will celebrate its Centenary in 2020
- Background, an important element in the world of sport
- Former champions involved in several areas of the Project
 - The sport, its technique, its organisation, its events
 - Media coverage, communication, image
 - The Clubs
- Find them, contact them, mobilise them and showcase them

One of the missions of this workgroup will be to identify and implement the means of getting the Elite players involved in the Clubs' "Ambition Hockey 2024" Projects



French National Hockey Team
Olympic Games - Munich 1972

⑨ COMMUNICATION

- A constant concern
 - Initiated or controlled by the Steering Committee
- Structured and controlled external communication
 - Which targets?
 - Which media?
 - What contents?
 - What timeline?
- Organised and controlled internal communication among all of the Project's stakeholders
 - Consistency and cohesion
 - Sharing of information



Centre Patrick Kanner, Minister for Towns, Youth and Sports in 2016
in front of Olivier Moreau, President of the French Hockey Federation

⑩ THE NECESSARY INCREASE IN FUNDING

- Funding for the French teams, funding for events, funding for development
- A “Marketing & Sales Plan” to be designed and implemented
 - Requires work on the brand, its positioning and use
 - From CRM to a commitment platform, “data” for development to attract, increase and satisfy a digital audience and generate marketing and sales revenues: a data base to organise and develop, strategic partners to be found for this development
 - Communication that needs to be controlled to support the marketing and sales development, with a consistent editorial policy and constant supervision
- Products to develop, sales offers to put in place
- The “Hockey Business Club” to develop
- A great opportunity: the Centenary, which could be celebrated throughout the year in 2020, in the various regions – a schedule could be drawn up along these lines.
- Internal organisation in the Federation to be better structured for maximum efficiency



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to support the
implementation of the
Ambition 2024 Project



There are numerous opportunities to be seen on the French Team kits and on the various communications tools available of waiting to be created



The "Ambition Hockey 2024" project must allow French hockey to send a strong message of its desire to modernise. The "innovation" element is very important in this aspect.





Official signature of the performance pact for Arthur Thieffry, French A team player, with Laura Flessel, Minister for sport and Anne-Laure Descleves, Communications Director for Eurotunnel





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March 2018

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