



# **PATHWAY TO 2024**

NEW ZEALAND OLYMPIC COMMITTEE  
STRATEGY

# INTRODUCTION

## About Us

The New Zealand Olympic Committee's (NZOC) unique and global remit is Olympic and Commonwealth Sport. Our mission is to inspire pride and excellence in all New Zealanders.

The Olympic Summer, Winter and Youth Games, Commonwealth Games and Commonwealth Youth Games and the Pacific Games are all part of our international and domestic mandate.

For over 100 years, our Teams have helped shape history, inspire our country, engage young New Zealanders, and create an international reputation for integrity and excellence.

Today, we are an athlete-focussed organisation, bringing our capability, Games, Teams and brands to the New Zealand sporting system.

Operating across the international and domestic sphere, we are a connector between New Zealand and global sport.

**We represent 54 New Zealand member organisations (NSOs), to have a voice at the top tables of global sport and have been proud to lead more than 65 teams and 3,000 athletes to Olympic and Commonwealth Games.**

We're supported by proud and engaged New Zealand Team friends, whānau and fans. Thousands travel with us to Games and millions at home and around the world share in our success as our stories are broadcast across social and mainstream media.

We are a charitable organisation, delivering return on investment to our valued commercial, philanthropic and performance partners.

We are committed to athlete engagement and advocacy.

We are guided by the silver fern and a culture of manaaki supports everything we do. We respect and honour our nation's unique bi-cultural status.

**Ko tātau te Kapa o Aotearoa.  
We are the New Zealand Team.**

## Our Values and Culture of Manaaki

**Whakakoha  
Ngākau Pono  
Kairangatira  
Hautūtanga  
Pohonui**



**Respect  
Integrity  
Excellence  
Leadership  
Pride**

### Our Vision

Inspire pride and excellence in all New Zealanders.

### Our Mission

To enable Athletes and Teams to compete and excel and maximise the positive impact of Olympic and Commonwealth Sport in New Zealand.

# OUR STRATEGY

We deliver our capability, Games, Teams and brands through four key functional areas. This provides significant benefit and impact to New Zealand.

## Select, Organise and Lead the New Zealand Team to Olympic, Commonwealth and Youth Games

**Success Statement:** We deliver high-quality performance-focused Team environments that enable Olympic and Commonwealth athletes to represent New Zealand with honour and pride.

- Develop, communicate, and implement clear selection policies, pathways, and nomination and selection processes.
- Gather and share intelligence and insights in the build up to Games.
- Work in alignment with NSOs and HPSNZ and assist to ensure Athletes can prepare, qualify, and perform in global Olympic and Commonwealth Sports and achieve a seamless transition to Games environments.
- Develop capability and promote excellence across leadership, staff and team support to achieve the highest quality Games operations and team delivery.
- Create a New Zealand Team culture that is founded on manaaki, enhances performance, builds pride and respects the unique bi-cultural status of Aotearoa.
- Support athlete voice, well-being, and leadership opportunities within Te Kapa o Aotearoa/the New Zealand Team.
- Monitor, interrogate, and adapt to the requirements of a post-Covid world.

## Advocate and Lead at Home and Abroad

**Success Statement:** We are a respected voice of integrity and we use our influence, connections and capability to benefit New Zealand, and our Olympic and Commonwealth athletes and sports.

- Stand up for matters of integrity within the New Zealand sporting system.
- Create the next generation of empowered sporting leaders with a focus on women, Commonwealth and Olympic athletes and youth.
- Empower and resource an influential Athletes' Commission.
- Value and resource Te Urunga Tū and its recommendations to develop a culture of Manaaki and acknowledge the status of our unique bi-cultural nation.
- Actively advocate for integrity, diversity, inclusion, and sustainability in sport.
- Advocate for our NSO membership to support their value, sustainability, and capability, supporting the development a strong shared voice heard by New Zealand sporting leaders.
- Benefit New Zealand sports and athletes through sustained participation on the International Olympic Committee, Association of National Olympic Committees, Oceania National Olympic Committee, Commonwealth Sport, World Anti-Doping Agency and other international leadership groups.
- Advocate for and lead bids and hosting opportunities that will benefit New Zealand.
- Communicate and advise on matters of importance regarding the reputation and well-being of the NZOC, Games, Athletes and Teams.
- Govern and lead the organisation to global best practice standards in a changing world.

## Promote and Celebrate Olympic and Commonwealth Athletes, Games and Legacy

**Success Statement:** New Zealanders connect with and celebrate our Athletes, Teams and Games, building on our values and creating a positive impact on New Zealand society.

- Create and lead education and engagement programmes that inspire and educate young New Zealanders on the Olympic Values through sport.
- Develop and execute compelling brand, event, and communications campaigns
- Grow and expand digital capability and content.
- Promote and facilitate non-paid media coverage of Athletes and Games.
- Use a partnership approach to amplify the impact of Olympic and Commonwealth Sport.
- Leverage the impact of Olympic and Commonwealth Sport and Athletes, their networks, and their inspirational stories.
- Demonstrate integrity, diversity, inclusion, and sustainability through our communications.
- Empower and resource effective Education and Olympians' Commissions to guide and inform organisational direction, in addition to the NZOC Athletes' Commission.

## Generate and Share Revenue and Resources

**Success Statement:** We have sustainable revenue and resources enabling us to achieve our purpose and vision.

- Develop integrated, diversified partnerships and joint ventures to grow resources and capability.
- Generate additional commercial revenue from existing global and domestic partnerships.
- Identify and nurture passionate New Zealand Team supporters as long-term philanthropic and charitable partners.
- Increase public funding streams through collaboration and partnership activations.
- Maximise Olympic and Commonwealth funding streams.
- Identify opportunities to work collaboratively with NSOs and Athletes to share NZOC revenue and deliver collective value.
- Manage the organisation and our resources in an effective, sustainable and transparent manner, navigating the complexities of a post-Covid world.

# OUR SYMBOLS AND STORIES



## Te Ponga

### Our Silver Fern

In ancient Aotearoa, night was no obstacle to our warriors.

They looked to the silver fern to find a path.

The shimmering underside reflecting moonlight, lighting the way.

Assisting, enabling and encouraging.

Today, we too, are guided by the fern, the one we have worn for more than 100 years.

## Te Whare o Pou Tangata



### Becoming part of the New Zealand Team

We are navigators and pathfinders. Our ancestors have come from across the seas.

We have each followed the path of the silver fern.

When we come together, we enter Te Whare o Pou Tangata.

We unite as Te Kapa o Aotearoa on a whāriki (mat) woven from the silver fern and imbued with stories, our pasts, and our futures.

Here, we are protected by the strong supporting structures (pou) of the whare, or house.

The pou symbolise our culture of manaaki, defining our values and grounding us in the essence of who we are. They remind us of all those who have backed us on our journey.

Here, in Te Whare o Pou Tangata, we draw on the power of our taonga – our pounamu, our haka, and Te Māhutonga, our cloak – as we prepare for battle.

The Tekoteko that stands above us is called “Pou Tangata” and is our guardian, a symbol of our Athletes, our ambition, and our ultimate potential.

It is from here, Te Whare o Pou Tangata, that we go out and take on the world.

## Te Kapa o Aotearoa



### The New Zealand Team

We carve the path that's true to ourselves.

We are the pathfinders and we defy expectations.

Our diversity is our power.

Our past and our future. One team.

When we compete as the New Zealand Team, we bring everything.

We honour our land and people and respect our opposition. Always.

Our spirit is unrestrained.

We are grounded in manaaki, we hold our values true.

And the fern, as always, leads the way.

**Because when we unite, we shine.**



**New Zealand Olympic Committee**

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