

Master plan Swiss Hockey 2025 - 2028

Version 1.0 – approved by the Board 20.1.25

1 Overview

The Swiss Hockey master plan consists of

- a vision
- a positioning
- goals for 2024
- six thrusts

The master plan deals with hockey (field hockey ¹, indoor hockey, hockey5's) for children and adults in the areas of recreational and competitive sports.

As a result, in the master plan, in accordance with the statutes §54, only the male form is used for the sake of simplicity. This always includes the female or another form .

2 Vision

By 2030, Switzerland can ²qualify for the A division in Europe with a women's and/or men's national team and thus have the chance to qualify for the World Cup. Swiss Hockey will increase the number of licensed players by 15% through targeted youth development and gender-balanced recruitment of children and young people. A central, standardized training program for coaches and referees will ensure the quality and attractiveness of the sport in the long term.

3 Positioning

Swiss Hockey positions itself as an innovative, progressive and successful association of Olympic and non-Olympic sports, equipped with digital resources. The non-Olympic disciplines of indoor hockey and Hockey5's are used specifically to promote the development of field hockey and to sustainably strengthen grassroots sport. Hockey5's in particular, which is played in the U18 age group at the Youth Olympic Games, helps to inspire young players to take up hockey and to open up new target groups.

4 Goals 2028

Swiss Hockey's priority and overarching goal is to promote grassroots sport development as a key factor for long-term development.

¹ " field hockey " - the term commonly used in Switzerland - corresponds to the internationally used term " field hockey ". Since " field hockey " is internationally clear and established, this term will be used below. "

² The vision of the master plan goes beyond the period (2024 - 2028).

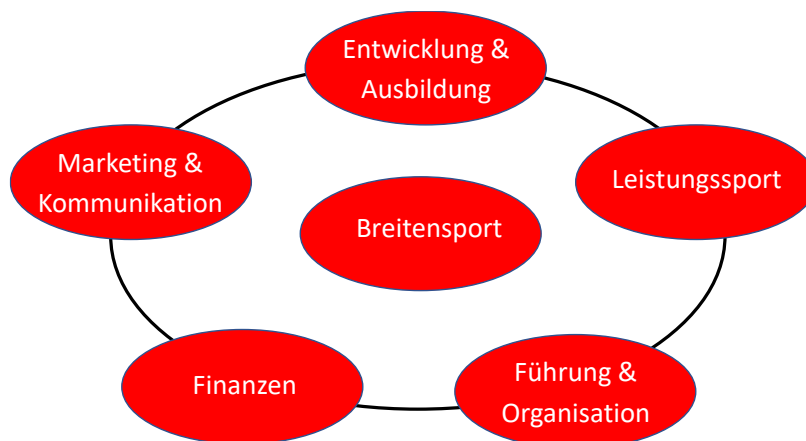
The following goals are targeted for 2028:

- The clubs are well positioned in terms of organisation and personnel and are recording a membership growth (licensed players) of 15%. The growth in the player area is focused on young players between the ages of 4 and 12. The proportion of female players among the new players is 50%.
- Each club has at least one team, both men and women, participating in the championship.
- The number of volunteers in the clubs is growing.
- The number of hockey clubs increases by 10%.
- The national teams and the regional selections are professionally managed and supported. Their performance is continuously improving.
- The association is efficiently organized and supports the clubs. It dictates future developments.
- Finances are in balance and revenues are growing continuously, particularly through the development of new sources.

5 Directions

5.1 Six thrusts

Swiss Hockey has defined six key areas of focus to achieve its 2028 goals.



All strategic directions are closely linked and influence each other. It is therefore crucial that we make successful progress in all areas. The focus is particularly on grassroots sport, which plays a key role. Its development is essential for three main reasons: Firstly, grassroots sport forms the basis for the sustainable promotion of field hockey as a whole. Secondly, it represents the greatest challenge in implementation, and thirdly, its development requires the longest time horizon. We can only achieve our long-term goal if we successfully strengthen grassroots sport.

In terms of sports, field hockey is the first priority. Hockey5's and indoor hockey are non-Olympic sports, but are very closely linked to field hockey and help support the development of field hockey. Both formats train technical and tactical skills that are also important in field hockey.

Hockey5's is promoted in the youth sector (up to U16) as a dynamic format that inspires young players and prepares them for field hockey . Indoor hockey serves as a compact winter supplement and trains players for the large field game .

These formats strengthen grassroots sport and bind players in the long term. They support the development of competitive sport and promote values such as community and team spirit. A strong commitment to grassroots sport is the basis for sustainable success. Hockey5's and indoor hockey make it easier to access hockey and promote the path to competitive sport.

5.2 Popular sports

The following goals are pursued in popular sports:

- By 2030, the number of licensed players is expected to increase by 15%.
- Each club has at least one team, both men and women, participating in the championship.
- The focus is on new members in the age range 4 to 12 years.
- The goal is to recruit equal numbers of girls and boys.
- The clubs are well organized and stable.

5.3 Development & Training

The following objectives are pursued in development and training:

- Trainer training is standardized and offered centrally.
- Referee training is standardized and offered centrally.
- There are enough games with different opponents available for the juniors in the elite area.

5.4 Competitive sports

Swiss Hockey has set itself the goal of establishing the women's and men's national teams permanently in Europe's B Division by 2028 and working towards qualification for the A Division in the long term. This should also increase the chance of participating in a World Championship. This project is a key building block in achieving Vision 2030, which is to position Switzerland successfully on the international stage.

Key points of the strategy are:

1. Development of key competencies in competitive sport: Swiss Hockey promotes the further development of coaches, players, referees and officials through specialised training programmes, the use of sports science methods and targeted performance diagnostics. This should create the basis for long-term success.
2. Targeted youth development: Development of a standardized talent development program that strengthens the interface between grassroots sport and competitive sport.

3. Integration of supporting formats: Use of indoor hockey and Hockey5's as platforms to develop technical and tactical skills of young talents.
4. International preparation: Participation in tournaments and friendly matches against A-Division teams to increase competitiveness.
5. Financial support: Establishing a support network and developing new sources of funding to ensure the long-term viability of competitive sports.

Swiss Hockey sees competitive sport as an essential building block for the further development of the entire association and as the key to achieving long-term goals. The implementation of the planned measures by 2028 is crucial to putting Switzerland on the international hockey map in the long term and ensuring success.

5.5 Leadership and Organization

In the area of leadership and organization, the following goals are pursued:

- Swiss Hockey is a professional sports association and a reliable partner for all its contacts
- The processes are simple, standardized and efficient.
- Swiss Hockey is consistently committed to digitalization.
- Projects are implemented successfully and faster.

5.6 Marketing and Communication

In the area of marketing and communication, the following goals are pursued:

- Positioning as an innovative, progressive, successful association of Olympic and non-Olympic sports equipped with digital tools. The association's overarching goal is to promote the development of popular sport.
- Swiss Hockey also positions itself as a family-orientated association.
- Establishment and management of a friends & family network as well as a foundation or association to generate financial resources to promote the sport of hockey.
- Increasing the popularity of hockey in Switzerland.
- Swiss Hockey's communication takes place primarily via selected social media and video channels.

5.7 Finances

In the area of finance, the following objectives are pursued:

- Swiss Hockey has long-term and stable financial planning. This allows decisions to be made more easily and transparently.