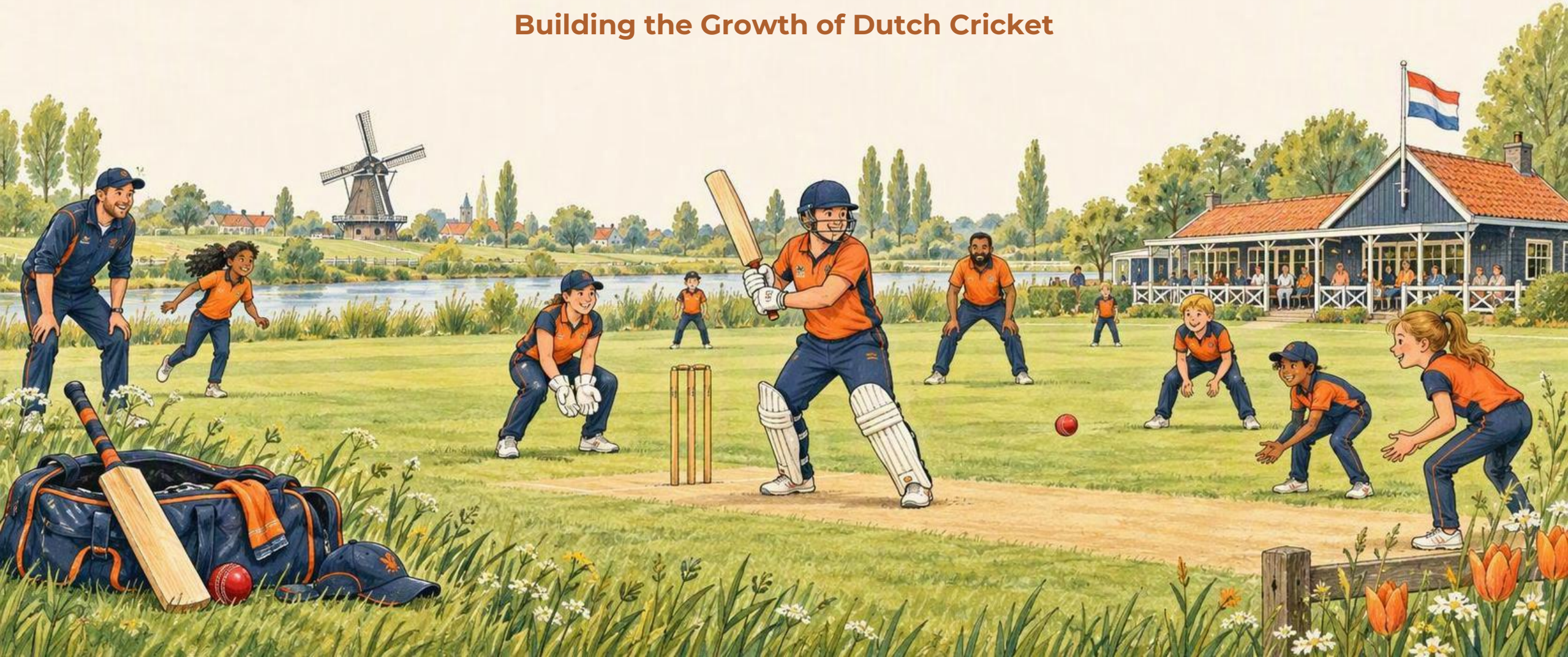
Royal Dutch Cricket Board — Koninklijke Nederlandse Cricket Bond

KNCB Strategy 2027–2030

Building the Growth of Dutch Cricket



Strategic Context

Dutch Cricket at a Turning Point

Dutch cricket has the culture and commitment to grow — this strategy provides the direction and consistency to make it happen.

- A multicultural team sport with strong culture and deep community commitment
- The sport exists in multiple forms: traditional hardball, tape ball, and softball cricket for all playing levels
- Growth is fragile: the organizational and financial foundation is not yet strong enough to support our ambitions
- Strategic sessions revealed the challenge is not a lack of motivation, but a need for direction and consistency
- This document defines our strategic foundation — a mission, vision and core values that guide decisions for the years ahead



What We Set Out To Do: 2021–2025 Strategy

The previous strategy targeted participation growth, financial sustainability, and international competitiveness — setting the baseline for this cycle.

01 Pillar	02 Pillar	03 Pillar
Grow the Game	**Win on the Field**	**Sustainable Organisation**
Participation & Pathways	**International Competitiveness**	**Financial & Governance Foundation**
+40% participation target	Men's team as leading Associate	Balanced budgets and €750k reserve
16 women's teams established	T20 World Cup qualification ambition	€1.5m non-ICC commercial income target
Youth pathways and talent development	Women's program with Global Qualifier pathway	Governance improvements and structure
Regional expansion beyond Randstad	Competitive performance at Associate level	Digital reach and media revenue growth

The thesis: Dutch cricket had the culture and talent to grow — but lacked the structure and scale to sustain it.

2021–2025 Results — Momentum Built, Gaps Remain

8,220	+71%	51	165	4.6%	17/23	+€88k
Players (2025)	vs 4,800 in 2018*	Clubs (from 42)	Senior female players	Female share of senior hardball	Women's T20I wins (2025)	Eigenvermogen growth

Succeeded

Men and women qualified for T20 World Cup 2026

Women built momentum — strong 2025 T20I campaign (17/23 wins)

Club footprint grew from 42 to 51 clubs

+71% player growth exceeds +40% target*

Wider reach through clinics and events

Fell Short

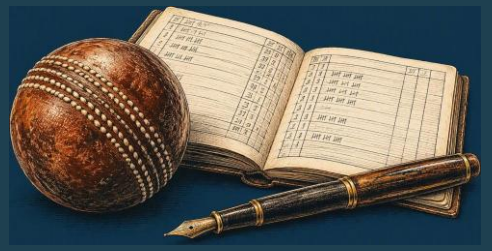
Female participation remains the structural gap (4.6% of senior hardball)

Commercial model did not deliver financial sustainability

Mixed / Incomplete

Digital reach proved possible but campaign-led — not structurally monetized

Governance improved, but execution capacity remains constrained



Next cycle priorities: Women & girls · domestic economics · facilities · officials · structured media revenue · commercial partnerships

*2018 comparison assumes the same player definitions. Official 2025 counts supplied by KNCB.



Building the Growth of Cricket

KNCB Mission Statement

We build the growth of cricket in the Netherlands.

For Clubs

Welcome & Develop

Actively welcome new target groups, invest in development and create accessible cricket environments

For Players & Volunteers

Space to Grow

Space to improve, take responsibility and contribute to an inclusive culture

For KNCB

Lead & Enable

Takes a leading role in organising, enabling and steering growth — requiring focus, clear priorities and deliberate choices

For Partners & Stakeholders

Future-Focused Sport

Cricket in the Netherlands is future-focused — a sport where people can enter, grow and connect

Vision 2030

Where Dutch Cricket Is Going

"Cricket is a visible sport that connects people and communities."

By 2030, cricket is a visible, accessible and distinctive sport that connects people and communities across the Netherlands.



Target Year: 2030

Four Dimensions of the Vision

VISIBLE

Recognisable to new players, parents, partners and supporters — through modern image and consistent storytelling

ACCESSIBLE

Open and inclusive communities by 2030 — forming a strong and united national cricket network

INCLUSIVE

Performance and enjoyment go hand in hand — a clear position within the Dutch sports landscape

DISTINCTIVE

Cricket holds a clear place within the Dutch sports landscape — no longer niche, but distinctive and relevant

Core Values



Four values define how KNCB operates on and off the field — they are non-negotiable anchors for every decision in this strategy cycle.

We are...

TENACIOUS

Resilience & Discipline

We persist with conviction to drive the growth of cricket, even when challenges arise. Long-term development over short-term success.

CONNECTED

Community & Culture

We bring together people, cultures and communities across the Netherlands. Clubs, players, volunteers and the KNCB form one ecosystem.

FORWARD-LOOKING

Initiative & Vision

We take initiative and make deliberate choices for sustainable growth. We lead change — we don't wait for it.

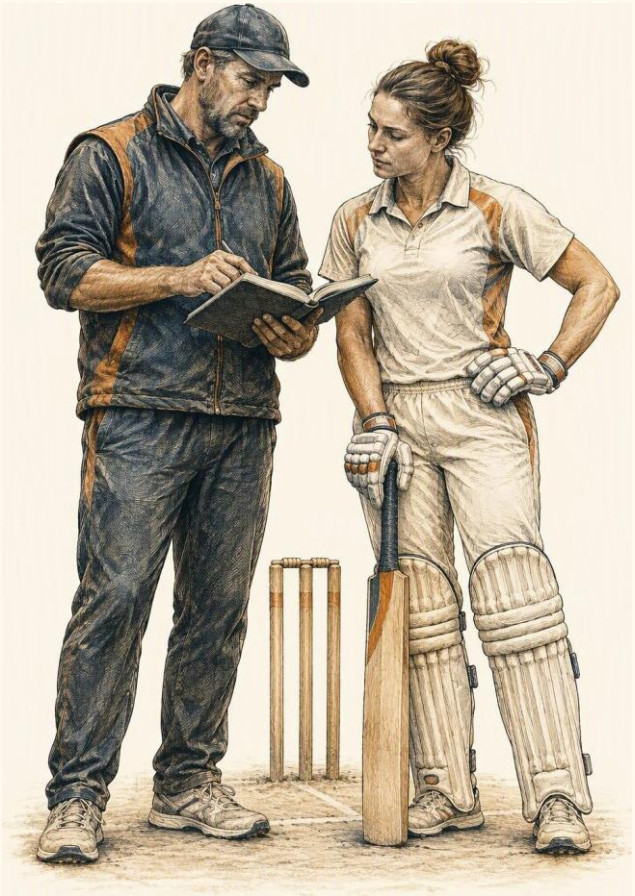
RESPECTFUL

Integrity & Fair Play

The Spirit of Cricket in everything we do. Fair play, integrity and sportsmanship are non-negotiable.

The Strategy Pyramid

Mission, vision and values define who we are — the strategy pyramid shows how each layer builds on the one below to convert purpose into execution.



EXECUTION
Programs · actions · KPIs
How we deliver

STRATEGY
Pillar choices · resource allocation · priorities
Our choices and focus

CORE VALUES
Tenacious · Connected · Forward-Looking · Respectful
How we behave

VISION
Cricket is a visible sport that connects people and communities
Where we are going

MISSION
We build the growth of cricket in the Netherlands
Why we exist

Each layer depends on and builds from the one below — purpose guides execution.

Strategic Pillars Overview







Three interdependent pillars forming the complete strategic architecture for 2027–2030

Three interdependent pillars form the complete strategic architecture — invest in one and you strengthen all three.

Strategic Pillar

Backbone

01 Clubs & Communities

- **Strengthen clubs** that form the backbone of Dutch cricket
- Growing participation across hardball, softball and modified formats
- Club licence system, volunteer support, Spirit of Cricket
- Youth, women & girls pathways with regional expansion

Strategic Pillar

Amplify

02 Partners

- **Engage sponsors, media, government** and stakeholders to fund and amplify growth
- ICC & NOC*NSF as institutional anchors
- Media & digital reach engine — 500M views by 2030
- 8 structured commercial funding verticals

Strategic Pillar

Performance

03 High Performance

- **Identify, develop and nurture elite players** for national and international performance
- Men's T20 & ODI World Cup qualification and podium targets
- Women's T20 World Cup — qualify and win 2 matches
- Academy pathway, PONI system & full-year contracts

Strategic Pillar

01

of 03

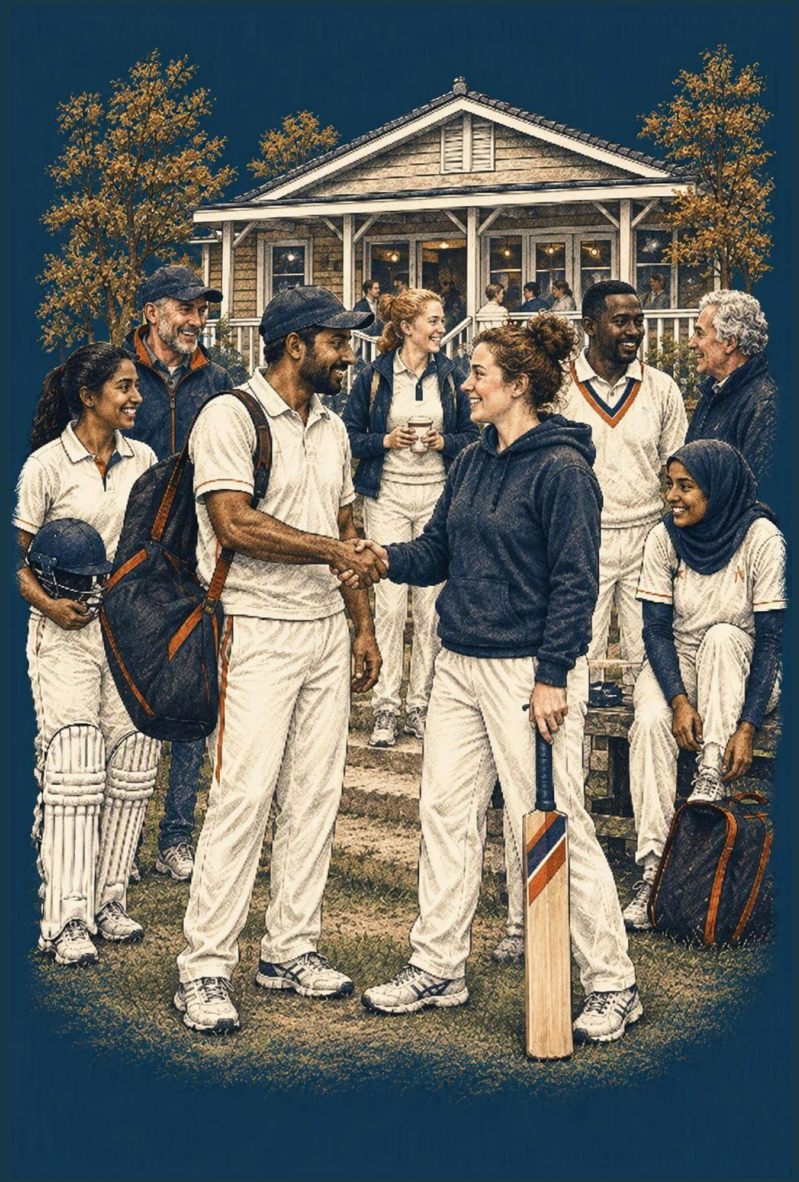
Clubs & Communities

Strengthening the Backbone of Dutch Cricket

Clubs are the heartbeat of Dutch cricket — this pillar defines how we strengthen, grow and professionalize them across the country.

Key Strategic Intent

"We grow the base — without strong clubs and communities, every other ambition is unsustainable."



ICC Scorecard & SWOT — Clubs & Communities

2025: 8,220 players across 607 teams

Category	Count
Senior male hardball	**3,390**
Senior female hardball	**165**
Junior male	**825**
Junior female	**80**
Modified playing male	**3,650**
Modified playing female	**110**
Active coaches	**309**
Active umpires	**311**
Artificial grounds	**86**
Turf grounds	**8**

$115,000 / year

Lost/ gained for every ICC scorecard place change — defending #8 ranking is a financial imperative/ Aiming for higher remains important



Strategic SWOT Analysis

Strengths

- Strong traditional club culture
- Strong senior male participation (3,390)
- Hardball competition pathway
- New clubs & new regions expanding
- International exposure & profile

Challenges

- Spirit of Cricket issues in domestic league
- Low female playing numbers (4.6% of senior hardball)
- No junior female competitions
- Lack of grounds; insufficient officials
- Clubs struggling to recruit volunteers
- Junior memberships in clubs

Opportunities

- Immigration & globalization influx
- Rise of softball cricket & international schools
- Year-round cricket calendar potential
- Cricket joining the Olympics

Threats

- #8 ICC scorecard funding risk ($115k/place)
- Possible scorecard cuts from new ICC media deal
- National funding cuts
- Losing grounds; club sustainability at risk

Domestic Strategy — Action Lines

Anchor the foundations and grow the game simultaneously — neither can wait for the other.

Priority 1 — Action Lines

Getting the Basics Right



7 structural action lines

01 An 8 for Fun
Cricket must always remain fun — focus on retention across life stages

02 Clubs & Communities
Strengthen club vitality and integrate informal cricket communities

03 Domestic Competitions
A structured, year-round, multi-format competition calendar

04 Coaches
≥30 ICC L1 coaches/year, including ≥10 women, with a focus on quality

05 Officials
Sustainable pipeline of umpires, scorers, and match referees

06 Facilities
Identify new locations; raise quality standards; turf wicket development

07 Promoting the Game
"Cricket for everyone, cricket everywhere" — visibility, clinics, digital

Priority 2 — Focus Areas

Growing the Game



4 targeted growth focus areas

Women & Girls

Dedicated pathways, competitions, and promotion to close the structural participation gap

Youth (Girls & Boys)

Structured year-round calendar; clubs; school's programs; Criiio Cup

Tennis- & Tapeball (Softball)

New competition structures; clear pathway from softball to hardball cricket

Regional Focus

Randstad, Eindhoven, and municipalities beyond major cities

Growing the Game — Targeted Growth Priorities



Women & girls, youth, and softball are the three engines of participation growth — targeted investment in all three is essential to reach 2030 targets.

Youth (Girls & Boys)

Regional focus on Randstad & Eindhoven; clubs, school programs and bridge platform to convert interest to registered play.

Women & Girls

Build on the 17/23 T20I wins in 2025; focus on clubs already with women's teams; create hardball pathway for girls.

17/23 T20I wins in 2025 · Junior female hardball target: +70% by 2030

Softball / Tennis / Tapeball

Nationwide rollout; the most accessible entry point for diverse and new communities.

Regional Facilities

Peripheral municipalities targeted for new grounds, outdoor training nets, indoor facilities and turf wicket development.

Promotions & Digital Bridge

Website, social media, clinics and a dedicated bridge platform connecting first-touch participants to club registration.

Clubs & Communities — KPIs 2027–2030

Every growth target is tracked against a measurable baseline — with the largest proportional gains required in female and junior participation.

Female growth targets: senior +42%, junior +70%, modified +44%. Club License System: pilot 2027, full rollout 2030.

+70%

Junior Female Hardball

80 to 136 players
by 2030

Largest proportional gain



Category	2025 Baseline	2030 Target	Change
Senior male hardball	**3,390**	**4,305**	**+27%**
Senior female hardball	**165**	**234**	**+42%**
Junior male hardball	**825**	**1,023**	**+24%**
Junior female hardball	**80**	**136**	**+70%**
Modified playing male	**3,650**	**4,234**	**+16%**
Modified playing female	**110**	**158**	**+44%**
Total players	**8,220**	**10,090**	**+22.7%**
Active coaches	**263**	**420**	**+60%**
Active umpires	**311**	**440**	**+41%**

Strategic Pillar

02 of 03

Partners

Funding and Amplifying the Growth of Dutch Cricket

The KNCB partner model is transitioning from fragmented, opportunistic engagement to an integrated, self-reinforcing funding architecture.

Key Strategic Intent

"We move from opportunistic deals to a structured commercial engine — diversified, repeatable, and built to scale."



Partners Framework — Three Interdependent Funding priorities

Building a sustainable commercial ecosystem by 2030

Today: €178k/year (50% from a single partner). By 2030: 2× revenues across 8 structured verticals.

Priority 01 Foundation



Institutional Anchors

*ICC + NOC*NSF*

Funding base underpinning **every KNCB ambition**

ICC scorecard compliance **directly tied to financial health**

Drop one scorecard place = **lose $115,000/year**

Role

Non-negotiable foundation

Priority 02 Amplify



Reach Engine

Media & Audience

Convert **70M+ proven reach** into commercial leverage

Target: **500M views by 2030**

Standalone digital revenue: **€160k by 2030**

2030 Target

500M views · €160k revenue

Priority 03 Scale



Co-Investment Architecture

8 Structured Funding Verticals

8 distinct funding verticals — structured, repeatable model

Replaces opportunistic deal-making with **scalable architecture**

Historic avg €178k → target **€356k+ by 2030**

2030 Target

2× historic revenues (€356k+)

2026
Pre-baseline

2027
Formal Launch Year

2028
Growth Phase

2029
Scale & Optimise

2030
All Verticals Active

Institutional Partners — ICC & NOC*NSF

KNCB positions as the 'big brother' of Associate cricket in continental Europe — domestic strength and governance are directly tied to financial health.

Institutional Anchor

ICC Partnership

Non-Negotiable Foundation

- Financial Stability Platform
- Cricket Participation & Pathways
- Event Hosting & International Exposure
- Integrity & Safeguarding
- Governance & Investability
- Match Officials & Technical Excellence



Statutory Funder

NOC*NSF Partnership

Conditional on Governance

- Official Statutory Funder
- Board Evaluations & Ethics
- Social Safety & 4V's
- Disciplinary & Rules Structure
- Data Management & Protection
- High Performance (TeamNL Alignment)

Partners — 8 Funding Verticals & 2030 Revenue Targets

Eight structured verticals replace opportunistic deal-making — moving KNCB toward a repeatable, scalable commercial model by 2030.

		Target 2030
01	**Friends of Cricket Business Club** Business membership network for cricket-aligned companies	Monetization through membership fees / events
02	**Women & Girls Cricket Development** Dedicated sponsor for women's program growth	Multi-year partnerships for all assets
03	**Major Events Sponsors** Title and presenting sponsors for international matches	All major event partners secured at market value. Double historic revenues (2021–2025). Sponsorship materials and campaign ready before each qualification.
04	**Infrastructure & Facility Donors** Grants and donations for grounds and facilities	1 major international event location (phase 1 complete) (KNCB Board initiative)
05	**Youth Participation Partners** Sponsors for schools' program and junior cricket	Multi-year partnerships for all assets
06	**High-Performance Program Partners** HP program sponsors and equipment partners	Multi-year partnerships for all assets
07	**Events** Match-day and tournament commercial rights	KNCB Blueprint established
08	**Merchandising** Licensed product sales and brand merchandise	Official merchandise range across apparel, fanwear & cricket products Integrated online and event-day sales channels

Historic Baseline

€178k / yr

2021–2025 average · 50% concentrated in Nordek

2030 Total Revenue Target

€356k+

2× Historic Average — all 8 verticals active

Commercial Timeline

2026	Pre-baseline year
2027	Formal commercial launch
2030	All verticals active · €356k+ target



Media & Digital Revenue

Reach engine that will fuel Co-Investment Architecture

71M
Instagram Views
T20 WC — proven reach

500M
View Target
By 2030 across platforms

€160k
Revenue Target
Standalone by 2030

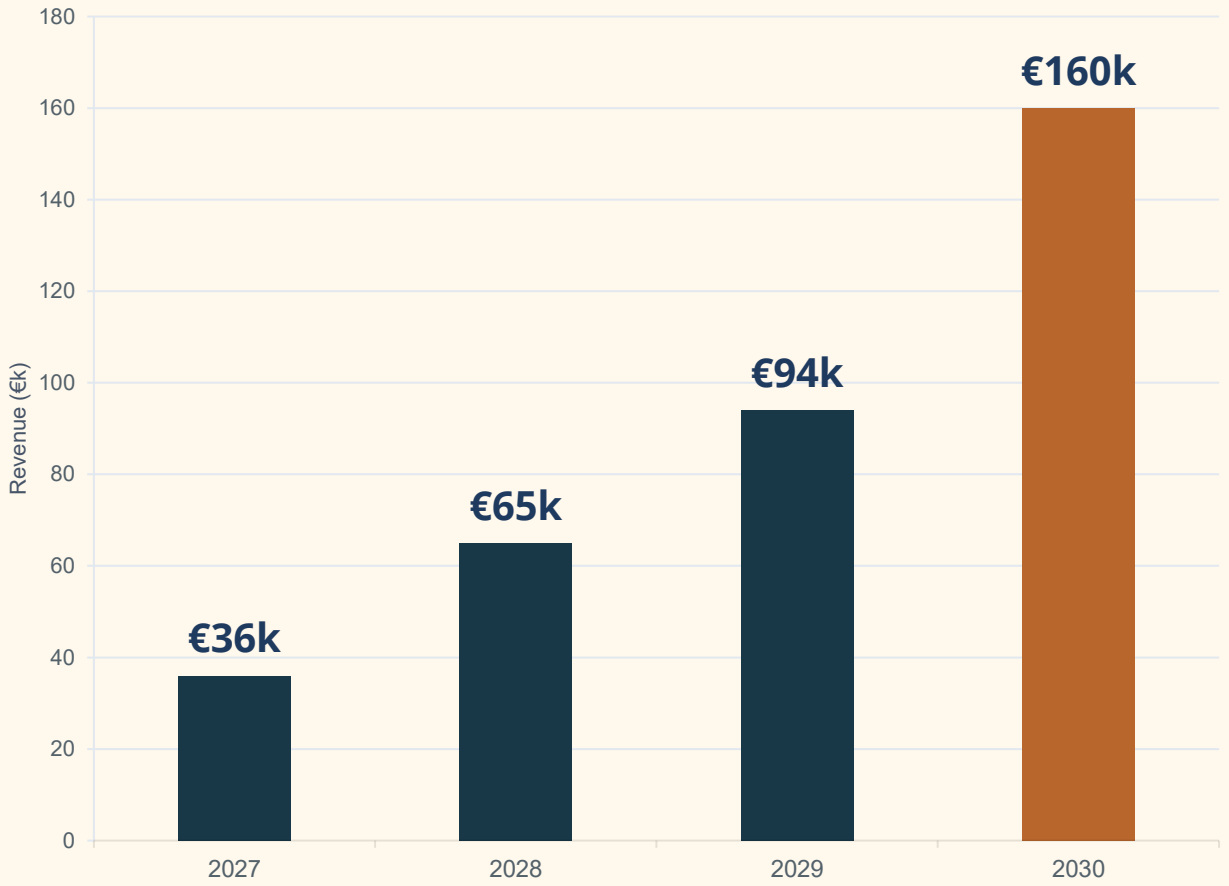
2030 Platform Breakdown

Platform / Item	Views	Revenue
YouTube Long-form	35M	**€123k**
YouTube Shorts	150M	**€18k**
TikTok	—	**€20k**
Cost base	—	**−€152k**
Net (standalone)	**—**	**+€8k**

Note: Cumulative 4-yr P&L approx. −€206k before sponsorship overlay. Positive well before 2030 when sponsorship is applied.



Digital Revenue Ramp (€k) — 2027 to 2030



Strategic Pillar

03

of 03

High Performance

From Competitive Associate to World Cup Contender

High Performance is the visible face of Dutch cricket — the ambitions here define what the whole strategy is ultimately building toward.

Key Strategic Intent

"On-field performance is both our goal and our biggest marketing tool — it funds the growth of everything else."



High Performance — Where We Stand in 2026

The Netherlands enters 2026 with genuine international credibility — but structural investment in contracts and coaching is required to deliver the next step.

Entering 2026 with international credibility — yet part-year contracts, thin coaching depth, and funding gaps cap the ceiling without structural investment.

8 Men	11 Women	8,000+	51 Clubs	T20 WC 2026
Centrally contracted (9-month)	HP assignments (6-month)	Cricketers in the Netherlands	National club footprint	Qualified — Men & Women

Strengths

- **ICC T20 WC 2026 Qualified** — Both Men's and Women's teams have qualified
- **Full ODI Status** — Recognised at the highest Associate level internationally
- **Multicultural Squad** — Rich diversity enriches talent pool and team culture
- **Women's Momentum** — 17/23 T20I wins in 2025; growing participation and program
- **Competitive Domestic Structure** — Multi-format calendar underpinning elite pathway
- **Emerging NL-Born Talent** — Academy pipeline developing; PONI system active



Challenges

- **Part-Year Contracts** — Men on 9-month, women on 6-month; no full-year professional terms
- **No Full-Year Professional Contracts** — Limits year-round training, retention and focus
- **Thin, Siloed HP Coaching** — Men's and women's coaching not integrated; specialist gaps remain
- **Funding Gaps vs Comparable Nations** — KNCB investment lags behind peer Associate nations
- **Player Retention Pressure** — Overseas leagues attract talent away from national program
- **Inconsistent Academy Pathway** — Pipeline from youth to senior squad not yet fully structured

High Performance: 2027–2028 & Beyond

WORLD CUP ACHIEVEMENTS BY 2028

Achievement 01 — ODI

2027

Men's ODI

Qualify and compete for a top-8 finish at the 2027 ODI World Cup

Achievement 02 — T20

2028

Women's T20

Qualify and win 2 matches at the 2028 T20 World Cup

Achievement 03 — T20

2028

Men's T20

Qualify and win 3 matches at the 2028 T20 World Cup

LONG-TERM AMBITION

Beyond 2029

TOP 10

Continue climbing ICC rankings: men and women, ODI and T20I

Illustrative outcome: men's ODI ~12th, men's T20I ~13th, women's T20I ~13th. Fixed October 2026 comparison, not a forecast. Assumptions in notes.

Requires stronger, sustained results beyond the current World Cup targets.

Structural Foundations



Foundation 1

Full-Year Contracts

Extend men's 9-month and women's 6-month terms to 12-month professional contracts for year-round training, retention and consistent performance.

Foundation 2

Integrated HP Coaching

One interchangeable coaching group across men's, women's and academy squads, sharing specialist expertise and removing silos.

Women's Program — Built for 2028



Illustrative T20I outcome: around 13th after qualification and two World Cup wins.
Top 10 needs stronger, sustained results. Long-term ambition: beyond 2029.
Fixed October 2026 comparison, not a forecast. Women's ODI needs a separate pathway.

Objective: 2028 ICC Women's T20 World Cup — Qualify & Win 2 Matches. Built on the momentum of **17/23 T20I wins in 2025.**

2028 Target **ICC Women's T20 World Cup — Qualify & Win 2 Matches**

Performance & Coaching

Dedicated women's lead · shared HP specialist support · individual programs · video analysis

Domestic Game

Women's T20 competition · Girls U15 & U19 competitions · tapeball-to-leather bridge program

International Exposure

Annual overseas tour · bilateral series against Full Member nations

Brand & Commercial

Women's team brand identity · focused social channel · home-match broadcast · ambassador visits

Program Roadmap

2026 **Domestic competition improved**

Women's T20 league launched
HP coaching structure live
T20 WC 2026 campaign

2027 **U19 pathway feeds senior squad**

Girls U19 competition structured
Bilateral series vs Full Members
Brand & commercial identity active

2028 **Full-year contracts active**

T20 WC — Qualify & 2 wins
Full professional squad embedded
Integrated HP coaching deployed

Academy, PONI & Implementation Roadmap

High Performance · Talent Pipeline to World Cup Squad

Foundations by 2027. World Cup delivery in 2028. An end-to-end academy-to-squad pathway.
Beyond 2029: top-10 ODI and T20I rankings for men and women require results beyond the current targets.

Academy Pathway

Senior Men's & Women's WC Squads

NL Academy Squad 20+

National U17–U18
ICC U19 pathway

National Youth U15–U16

Regional U13–U14

Regional U11–U12



2 regional centres — North & South
40–45 players per region

PONI & Enablers

PONI — Players of National Interest

High-potential players eligible for Netherlands based overseas

Annual scouting program

Dedicated relationship manager

Quarterly direct contact

Enablers

Full-year contracts
HP coaching group
ICC grants
NOC*NSF funding
Analytics & technology
Inclusion & diversity

Contract Progression

Men: 8 × 9-mo → 8 × 12-mo → 10 pro

Women: 6 × 6-mo → 6 × 12-mo → 6 pro

Coaching: Siloed → Shared → Cross-deployed

Implementation Roadmap

2026 FOUNDATION

Full-year contracts — Phase 1 launch
HP coaching structure live
T20 WC 2026 — men & women compete
Women's domestic T20 launched

2027 QUALIFY & COMPETE

Men's ODI WC 2027 **Top-8 push**
Contracts extended to 12-month
U19 pathways feeding senior squads
Women qualify for T20 WC 2028

2028 DELIVER

Men T20 WC **3 wins target**
Women T20 WC **2 wins target**
Full professional squads embedded
HP coaching fully cross-deployed

Three Priorities. Clear Actions. Now We Execute.

Dutch cricket has a clear strategy, credible targets, and the momentum to deliver. The board's role is to endorse, fund, and hold KNCB accountable.



01 Grow the Base

10,090 total players by 2030 (+1,870 vs 2025)

Female growth: senior +42%, junior +70%, modified +44%. Softball nationwide rollout

*Participation drives ICC scorecard, NOC*NSF funding, and commercial value.*

02 Build the Commercial Engine

2× commercial revenues by 2030 (€178k → €356k+)

8 structured funding verticals · €160k digital revenue · structured media partnerships

Financial sustainability — KNCB cannot depend on a single partner or ICC grants alone.

03 Win on the World Stage

Men ODI WC top-8 (2027)
Women T20 WC 2 wins (2028)
Men T20 WC 3 wins (2028)

Full-year contracts · Integrated HP coaching · PONI pipeline

On-field success funds everything — visibility, partnerships, and national pride.