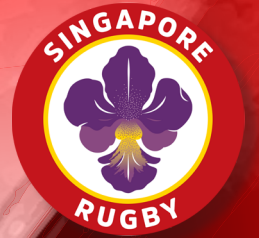


# YEAR IN REVIEW 2018/2019



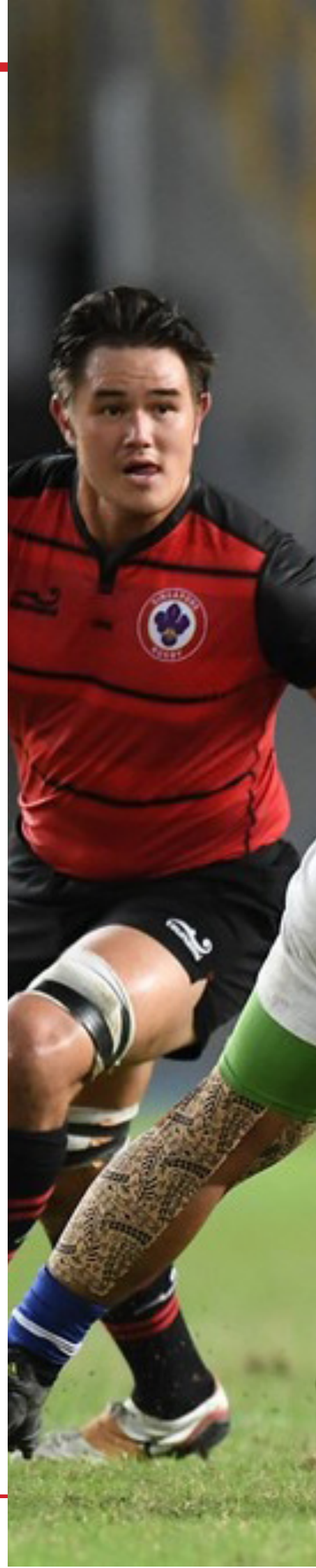
#RUGBYLIVESHHERE  
SRU ANNUAL REPORT



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# PRESIDENTS MESSAGE

**It has been a great honour and privilege to have served as President since June 2017. May I take this opportunity to express much gratitude to all our athletes, volunteers, staff and clubs who have made contributions and sacrifices one way or another to the benefit of our community.**

Special thanks to Singapore National Olympic Council for its leadership and SportSG for its financial support and stewardship.

A word of thanks to our two outgoing MC Members Lim Tuck Beng and Calven Bland who have decided not to stand for re-election; our outgoing Chief Operating Officer George Danapal and Technical Director Gene Tong. A very warm welcome to Daniel Marc Chow who joined us as General Manager from February 2019.

Over the last two years I have observed how our sport has changed.

At the Asian level the amateur - professional union divide has now become a chasm. Although the Sri Lankans, Malaysians and even the Thais have started to embrace professionalism, the likes of Japan and Hong Kong are still strides ahead.

Asian Rugby leadership is at its crossroads and is in need of an in depth review of its competition calendar and format to make them more regionally relevant. Of equal

importance is AR's need to build stronger support mechanisms to help aspiring nations close the gap with the top tier.

In South East Asia, the Union is now the defacto leader driving movement to introduce a conducive regional window to encourage more school, club and test matches for the 15s. Together our nations have also restated the importance of 7s in the multisport games which draws support and investment from the various National Olympic Committees and governments who place importance on medal achievement at these games.

The SEA Unions are currently in dialogue to build a series of regional 7s tournaments in consolidated period prior to the SEA & Asian Games. These tournaments will seek to involve club or rep teams from these regional unions calendar and it is our collective intent to ensure that the competition is played to a high-performance standard. If we are indeed successful, the game of 7s will finally have a proper season that is distinct from that of the 15s window.

Our National Teams Commission has been drafting a variety of policy documents from selections, codes of conduct, to athlete agreements designed to strengthen the framework of our teams. The result is greater clarity of expectations, certainty of criteria amongst other benefits. Although we are still some distance away from our desired match results, I am confident that these policies will be beneficial when the competition for places increases due to a wider talent pool.

At the 2018 Asian Games, our Women 7s team was the highest ranked team across both genders representing Singapore. While encouraging, we cannot afford complacency as all the other Asian Women's 7s teams ranked above us have begun full time or semiprofessional training and the gap has become very evident despite the Union setting aside the greatest amounts of resources to support our women's team amongst all our National Teams.

Another important realization is the current talent pool of women athletes is narrow and is largely a result of our lack of investment into the late teens or tertiary age groups where girls start to make decisions to play rugby and reject deep set prejudices that the sport is only for males. We must do better here.

The 2018/2019 competition calendar has been a major improvement against the previous year. Of significance was the expansion of the Men's 15s top flight to 10 teams from the previous season's 4 teams. Important performance indicators were also established to improve the quality of implementation and to view clubs as customers.

The CC also continued the trend of reducing the financial subvention of team participation to enable clubs to understand the true cost of playing the sport. While this has a negative short term effect creating a cost concern for clubs, I believe it will have the longer term effect of commercial sustainability by shifting the long overdue reliance on declining sponsorships to individuals paying fair value to play.

Another key initiative was the re-introduction



**Terence Khoo**  
SRU President





of the Boys U19 league to bridge the competition pathway gap and provide an important opportunity for clubs to create an affinity with players before they leave for National Service – an affinity that is strong enough to entice them to return once they conclude their service.

We have also introduced Macoocoo as a means of tournament management and data capture. The software has reduced paperwork and allowed us to publish match results as soon as they are available. During the Men's 15s National League, Macoocoo was utilized to determine the game time of aspiring national team athletes as they bid to meet the qualifying criteria. While there are initial teething problems, an improved version is in the works and it will prove to be an invaluable tool of understanding our community.

The Union's Rugby Development Commission has also been very active in the area of training and education, delivering multiple courses across different levels for Coaches, Referees, Medical Staff and Match Day Controllers. RDC has also made tentative steps toward introducing a club support programme to help clubs find the necessary resources like playing fields, coaches, equipment and financial aid. These roles have largely been delivered by

our development officers whose previous role of coaching schools has been reformatted to take on more of such game developmental tasks. I believe that the Union is on the right track in terms of establishing our key role of being connectors and enablers instead of the school coaching. This role should rightly rest with clubs who can use the opportunity to recruit and groom its future members.

The sponsorship industry in Singapore is a shadow of its past. Post Lehman and repeated calls for greater scrutiny on hospitality and discretionary spending have reduced the sponsorship quantum dramatically. Six figure deals have all but disappeared and in its place are small tactical sponsorships that are driving us in direction of event managers for a photo op and a branded match screening. This commercial vacuum has created an over reliance on government funding and we must be more creative in creating sustainable funding.

The HSBC Singapore 7s is now here to stay for another 4 years off the back of a successfully delivered 2018 event. Technical delivery ranking of the 2018 7s went up from 9th place to 2nd place on the World Sevens Series, the greatest improvement any tournament has made since the ranking's inception.

Commercially the event was not the success

it was touted to be and we are a long way away from the event creating an alternative funding source. After hosting the event for 3 years, our subsidiary has about \$1,700,000 of resultant debt but as a responsible organisation, the Union will do everything it can to clear this financial burden. Towards the end of 2018, the Union entered an agreement with SportSG to shift the financial risk of hosting the event to SportSG in exchange for a financial assistance grant. While the outcome of the agreement has not been ideal, we are grateful for their assistance.

The fortunes of the 7s and Singapore rugby are interlinked, however we need to ensure that we do not lose sight of the fact that the 7s must be viewed as a means to an end as opposed to an end in itself.

In closing, Singapore Rugby has much to be proud of, although much of which exists in thriving and independent pockets of rugby communities that are not fully aligned to a common goal. The Union knows that it has to do better and I am confident that we can, once we articulate and communicate a more refined set of goals that will galvanize the unrelenting passion and commitment of our athletes, parents and volunteers.



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# MANAGEMENT COMMITTEE

## 2.1. appointment & attendance chart

The Management Committee at Singapore Rugby Union for the period of 27th July 2018 to 30th July 2019 is as follows:

S/N	Title of Office in Society	Name	Attendance at MC meetings	Attendance at AGM/EOGM
01	President	Terence Khoo	4 out of 4	2 out of 2
02	Vice President	Sunny Seah	3 out of 4	2 out of 2
03	Vice President	Martin Williams	4 out of 4	2 out of 2
04	Vice President	David Lim	3 out of 4	2 out of 2
05	Hon. Secretary	Johnny Cheo	4 out of 4	2 out of 2
06	Asst. Hon. Secretary	Shafiq Zulazmi	2 out of 4	2 out of 2
07	Hon. Treasurer	Lim Tuck Beng	4 out of 4	2 out of 2
08	Asst. Hon. Treasurer	Phillip Ng	4 out of 4	2 out of 2
09	Committee Member	Calven Denis Bland	3 out of 4	2 out of 2
10	Committee Member	Miles Peckham Cooper	1 out of 4	2 out of 2
11	Committee Member	Jonathan Leow	3 out of 4	2 out of 2



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# ADMINISTRATION COMMISSION

## 3.1. commission members

### **Johnny Cheo**

Honorary Secretary SRU, Chairman AC

### **George Danapal**

Co-opted member AC

## 3.2. staff list

The staff at Singapore Rugby Union for the period  
1 April 2018~ 31 March 2019 is as follows:

**George Danapal** Chief Executive Officer (Till 28 Feb 2019)

**Daniel Marc Chow** General Manager (From 1 Mar 2019)

**Gene Tong** Technical Director

**Chua Buan Her** Finance and Admin Manager

**Douglas Danapal** Head of Commercial and Communications

**Malcolm David** Competitions Manager

**Rex Wang** Rugby Development Officer

**Ashraf Nasser** Rugby Development Officer

**Megan Yong** Finance and Admin Assistant (Till 31 Jan 2018)

**Yazid Rosli** Rugby Development Officer

**Soh ZiChun** Women's Rugby Development Officer

**Merianne Selvaraj** Medical Manager

**Nur Hazwana Binte Mahani** Operations Executive (From 01 Jul 2018)

**Gladys Sng** HR Executive (From 1 Jul 2018)

**Zalilah Binte Abdullah** Finance & Administration Executive (From 20 Feb 2018)

**Charlie Brown** Rugby Development Manager (From 28 June 2018)



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# ADMINISTRATION COMMISSION

## 3.3. summary

Since 2017 the Administration Commission has been steadily strengthening the governance of SRU by introducing more specific roles and obligations of each MC member. This has created an environment where there is greater understanding of individual responsibilities and in turn greater accountability. This process is by no means complete but in order to advance there is an important requirement to ensure we establish good processes, template and policy documents to enable good governance and the retention of institutional knowledge.

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# NATIONAL TEAMS

## 4.1. commission members

### **Martin Williams**

Vice-President SRU, Chairman NTC

### **Jonathan Leow**

Management Committee member SRU, Co-Chair NTC

### **Lincoln Tan**

Co-Chair NTC

### **Kristy Teh**

NTC Women's Teams' Representative

### **George Danapal**

Chief Operating Officer, SRU

### **Gene Tong**

Technical Director, SRU

## 4.2 national team list

The Coaches and Team Managers at Singapore Rugby Union for the period of 1st April 2018 to 31st March 2019 are as follows:

### 4.2.1 national 15s men

#### **Frazer McArdell**

Coach

#### **Mark Lee**

Assistant Coach

#### **Jonathon Leow**

Team Manager



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# NATIONAL TEAMS

## 4.2.2 national U19 15s boys

**Ashraf Nasser**

Coach

**Muhd Zaki**

Assistant Coach

**Yazid Rosli**

Team Manager

## 4.2.3 national 15s women

**Muhd Zaki**

Coach

**Kevin Loo**

Assistant Coach

**Bob Liu**

Team Manager

## 4.2.4 national 7s men

**Tom Browne**

Coach

**John Brake**

Assistant Coach

**Muhammed Yazed**

Team Manager

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# NATIONAL TEAMS

## 4.2.5 national U20 7s boys

**Ashraf Nasser**

Coach

**Sidney Kumar**

Team Manager

**Daniel Marc Chow**

Assistant Team Manager

## 4.2.6 national 7s women

**Wang Shao-Ing**

Coach

**Rex Wang**

Assistant Coach

**Bob Liu**

Team Manager

## 4.2.7 national 7s women

**Samantha Teo**

Coach

**Bob Liu**

Team Manager



# NATIONAL TEAMS

## 4.3. summary

Since its formation in July 2017, the NTC has conducted a complete overhaul of how our National Teams are organized, selected and managed. We now have a complete set of policies and processes, each of which are scheduled for annual review to ensure they reflect the current thinking and direction of the Union.

Our on-field performances have yet to display any significant improvement as a result of this improved organization. However, we believe that we are now more consistent in setting realistic expectations and delivering on our targets. We are now firmly in our execution phase, following our earlier planning phase, and anticipate that we are now able to maximize our achievements, taking into consideration the Union's limited resources.

Our senior 7's teams are struggling to meet our increased expectations since other teams throughout the region are increasingly fielding professional and semi-professional teams (all the teams ranked above us are paid to some degree). This is something to be addressed in our planning.

Initially, we took the decision to focus on those teams for which World/Asia Rugby ranking tournaments exist and those

which are also a matter of focus of Sport Singapore, as their achievements have a direct impact on the Union's funding. As the organization and its revenue grows, we will look to introduce more National Teams to provide representative rugby for more players, especially at the age group levels.

The NTC will continue to drive refinement, execution and monitoring of its policies and procedures to ensure that our limited resources are directed to yield the maximum returns in terms of on-field performance.

In order to compete at a higher level in the various senior level 7's tournaments we participate in, we need to develop a strategy to strengthen our serious amateur environment and create semi-professional teams for both men and women. This will be key to our future competitiveness.

Improvement areas include communication with other Union Commissions and to ensure our reporting is carried out on a regular basis from Management Committee to National Teams and vice versa, keeping all our Union stakeholders in the loop, where appropriate.

## 4.4 teams & results chart

Team	Competition	Target	Result
<b>National 15s Men</b>	Asian Rugby Championships Division 1	Stay in Division	Achieved (2nd Position)
<b>National U19s 15s Boys</b>	Asian Rugby Championships Division 2	Promotion to Division 1	Achieved (1st Position)
<b>National 15s Women</b>	Asian Rugby Championships Division 1	Stay in Division	Achieved (1st Position)
<b>National 7s Men</b>			
	Asian Rugby Sevens Trophy	Win (Promotion to ARSS)	Not Achieved (2nd Position)
<b>National U20 7s Boys</b>	Asia Rugby U20 7s	Ranking 6 <sup>th</sup> to 4 <sup>th</sup>	Achieved (4th Position)
<b>National 7s Women</b>	Asia Rugby Sevens Series	Ranking increase 7 <sup>th</sup> to 6 <sup>th</sup>	Not Achieved (7th Position)
	Asian Games	Ranking 6 <sup>th</sup>	Not Achieved (7th Position)
<b>National U20 7s Girls</b>	Asia Rugby U20 7s	Ranking 5 <sup>th</sup> to 4 <sup>th</sup>	Achieved (4th Position)

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# NATIONAL TEAMS

## 4.5 policy highlights

- 4.5.1.** Established National Teams Commission and defined its Roles & Responsibilities, July 2017
- 4.5.2.** Selected 6 core National Teams based on ranking and funding, July 2017
- 4.5.3.** Established High Performance criteria for coaches and players, July 2017
- 4.5.4.** Formalized National Teams Coach appointment process, November 2017
- 4.5.5.** Published Selection Policy and Process – this is the cornerstone of any National Teams organization, November 2017
- 4.5.6.** Established 2018 National Teams competitions calendar (working with International Relations Commission), November 2017
- 4.5.7.** Held wider meeting with National Team players, coaches and club officials to communicate NTC organization structure, 2018 targets, selection policy highlights etc. December 2017
- 4.5.8.** Introduced 7th National Team (Women's 15's), working with Asian Rugby to establish a ranking tournament, January 2018
- 4.5.9.** Issued National Teams Team Manager manual, March 2018
- 4.5.10.** Published National Teams Insurance Policy and Claims Process, April 2018
- 4.5.11.** Issued National Teams Expenditure Policy, September 2018
- 4.5.12.** Confirmed National Teams Periodization Plan and 2019 competitions calendar, October 2018
- 4.5.13.** Issued Player Tracking Policy and Protocols, November 2018
- 4.5.14.** Restructured NTC Organization, improved definition of Roles & Responsibilities, February 2019
- 4.5.15.** Issued National Team Player Agreement including Code of Conduct



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# COMPETITIONS COMMISSION

## 5.1. commission members

### **Calven Bland**

Management Committee member SRU, Chairman CC

### **Miles Peckham Cooper**

Management Committee member SRU

### **David Gull**

Co-opted member CC

### **Malcolm David**

Competitions Manager

### **Daniel Marc Chow**

General Manager, SRU

## 5.2. report

Since the Competitions Commissions inception in the middle of 2018 we have rolled out 2 New Leagues (Men's U19 league and Men's Development League). We have also revamped and improved the current Men's & Women's National 15's League and the Club 7's Tournament to be in line with the National Teams Commission and Rugby Development Commission.

We started using Macoocoo as a player data management tool and as a tournament scheduler. Macoocoo enabled us to track players eligible for national team selection as well as tracking players from a youth level all the way to senior clubs. The statistics generated by the system can also be used for marketing our competitions, with live scores updated on social media platforms. With all SRU competitions adopting it this year, we intend to ensure that Macoocoo is used in all SRU sanctioned competitions in the coming year.

We implemented Match Video recording at National League games for both match performance reviews and judicial purposes. Most of the video recording was done by junior

referees or MDCs, and while it was a good initiative, moving forward we would look at more professional video recording services.

11 teams took part in the Men's 15 National League this year, in comparison to just 4 last year. The new league format allowed for a wider pool of players eligible for National Selection and allowed for more games for teams. This resulted in a stronger, more competitive National 15 side preparing for the Asia Rugby Div 1 Championship. With the increased number of games, this posed a challenge to Blacks RFC who had to pull out midway through the competition due to the lack of players. This has been passed on to the Rugby Development Commission who will assist them in creating a sustainable team for the next year's competition.

The new Development League was created as an entry platform for u19 players who just finished the u19 league to take part in and to provide additional competition for 2nd or 3rd tier teams in individual clubs.

# COMPETITIONS COMMISSION

## 5.2. report continued...

The Women's National League comprised of 4 teams which included a new team, Wolves. The league started later than planned as Bucks had difficulty forming a team and were not able to field a team on some weekends. There is an imbalance in terms of the spread of players across all 4 clubs, an issue that both the NTC and RDC will need to look into for next year's competition.

This was the first year of the U19 League and was played in August & September 2018 to allow selection and 2 months training for the ARFU U19 competition. The ultimate purpose was to create a selection platform for the ARFU U19 competition being played in December 2018 and to enroll all U19 club players into the National League.

The Club 7s was held over one weekend with 12 men's and 6 women's teams taking part. This essentially was a selection tournament for both the Men's and Women's 7s teams in their respective Asia Rugby Tournaments. Being a priority for the NTC the Club 7s needs to improve in terms of competitiveness and robustness to ensure that our players have the best preparation possible for international competitions. Also there is a need to confirm dates and number of 7s tournaments early so that clubs are prepared.

## 5.3. chart of competitions which hosted & winners

SRU Hosted Competition	Results
Asian Rugby Sevens Trophy	United Arab Emirates
Asian Rugby Womens Championships	Singapore National 15s Women
National 15s Men League	Wanderers RFC
National 15s Women's League	Bedok Kings Skyllas
National U19 Boys League	Oldham RFC
National Club 7s	Singapore Cricket Club Men
National Club 7s	Blacks RFC Women



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# RUGBY DEVELOPMENT COMMISSION

## 6.1. commission members

### **Shafiq Zulazmi**

Management Committee member SRU, Chairman CC

### **Adrian Lee**

Co-opted member RDC

### **Jeremy Liau**

Co-opted member

### **Stephan Lagrue**

Co-opted member

### **Gene Tong**

Technical Director

### **Charlie Brown**

Rugby Development Manager

## 6.2 summary

Cognizant of wanting to increase the level of participants in club rugby at a higher level in national competitions, along with increasing the National Team talent pool, the union engaged several clubs in seeking avenues of how assistance can be provided. These ranged from subsidies, logistical, recruitment plans, and Training and Education. This would in turn be supported by clubs meeting certain key performance indicators as outlined by the Union under a Memorandum of Understanding.

As part of this engagement and Rugby Development Grant, a key benefit was the formation entering a team in the National 15s and 7s competitions,

provision of equipment for training, and assisting Wolves RFC in networking with National Team Coaches and Referee Society (SSRUR) for the purpose of running coaching and laws of the game clinics.

A key indicator of the success of the above programme was the involvement of 4 Wolves RFC players in the recently concluded ARC Division 1 Tournament.

Moving in the FY 19/20, the Union will be looking to continue assisting clubs with recruiting and developing better players for participation in the

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# RUGBY DEVELOPMENT COMMISSION

## 6.3 summary continued...

domestic tournaments. For FY 19/20, the Union will specifically be looking into the development of 7s specific programmes as it feeds into the bigger overarching focus of better National 7s teams participating in the various international tournaments.

By looking into providing clubs with upskilled coaches and resources, the aim is to have clubs send better prepared and more competitive teams into these tournament, and in the process providing the national selectors with a larger and more robust talent pool for selection into the national programme.

For School Enrichment Programmes, the Union targeted Schools who currently have rugby programmes in place. The intention of the programme is designed to supplement schools rugby competitions, quality assurance to ensure schools rugby is operating at optimum level, and provide students with an option to continue playing rugby outside of school. For the two above programmes, the intended outcome is to increase the number of children who are offered the opportunity to play rugby, and maintain number of engagements in schools who currently have rugby programmes.

The Union intends to continue its work with the above programmes in FY 19/20. A key difference is to have clubs run these programs on behalf of the Union. The intention is for the development of better links between clubs and schools

Singapore Rugby Union has three Rugby programmes endorsed under the Sports Education Programme (SEP). The three programmes are 'Introduction to Tag Rugby', 'Introduction to Touch Rugby' and 'Introduction to Rugby'. Singapore

Rugby Development Staff continued to use the SEP Rugby Programme as a developmental tool for new schools, introducing it at PE Classes and introductory programmes at all levels as post exam activities. This is open to all primary, secondary schools and junior colleges.

The SEP is a collaborative partnership between SportSG and the Ministry of Education. The SEP aims to advocate the importance of sports education, encouraging sports participation in schools and increasing sporting opportunities for young students in primary schools, secondary schools and junior colleges.

The Union continues Women's rugby recruitment and development through its X-Code and PLAY programme.





# RUGBY DEVELOPMENT COMMISSION

## 6.3 training and education

SRU has a total of 13 World Rugby Educators for Coaching, 10 World Rugby Educators for Match Officials, 15 World Rugby Educators for Medical, and 3 World Rugby Educators for S&C who have the license to conduct World Rugby courses in Singapore and Asia. Additionally, 11 World Rugby Trainers are in place to ensure quality delivery of courses.

The Educator Courses that were conducted were:

DATE	COURSE	NO OF PARTICIPANTS
8 <sup>th</sup> March 2019	Educator Course	15

The Coaching Courses that were conducted were:

DATE	COURSE	NO OF PARTICIPANTS
14 <sup>th</sup> April 2018	Level 2 Coaching 7-a-side	8
19 <sup>th</sup> May 2018	Level 1 Coaching 15-a-side	7
25 <sup>th</sup> August 2018	Level 1 Coaching 15-a-side	30
8 <sup>th</sup> Sept 2018	Level 2 Coaching 15-a-side	8
6 <sup>th</sup> Oct 2018	Level 1 Coaching 15-a-side	13
19 <sup>th</sup> Oct 2018	Level 3 Coaching 15-a-side	11
17 <sup>th</sup> Nov 2018	Level 1 Coaching 15-a-side	17
17 <sup>th</sup> Nov 2018	Level 1 Coaching 7-a-side	17
8 <sup>th</sup> March 2019	Level 3 Coaching 15-a-side	9
10 <sup>th</sup> March 2019	Level 1 Coaching 15-a-side	21
31 <sup>st</sup> March 2019	Level 1 Coaching 7-a-side	5
6 <sup>th</sup> April 2019	Level 2 Coaching 7-a-side	6

The Medical Courses that were conducted were:

DATE	COURSE	NO OF PARTICIPANTS
23 <sup>rd</sup> – 25 <sup>th</sup> June 2018	SFA+ FAIR Course	4
17 <sup>th</sup> Aug 2018	WR L1 FAIR Course	25
6 <sup>th</sup> Oct 2018	WR L1 FAIR Course	15
24 <sup>th</sup> – 26 <sup>th</sup> Oct 2018	SFA + L1 FAIR Course	10
8 <sup>th</sup> Dec 2018	WR L1 FAIR Course	13
8 <sup>th</sup> – 11 <sup>th</sup> Dec 2018	SFA + L1 FAIR Course	4
14 <sup>th</sup> - 16 <sup>th</sup> Jan 2019	SFA + FAIR Course	4
10 <sup>th</sup> March 2019	WR L1 FAIR Course	7

# RUGBY DEVELOPMENT COMMISSION

The S&C Courses that were conducted were:

DATE	COURSE	NO OF PARTICIPANTS
10 <sup>th</sup> June 2018	Level 1 Strength & Conditioning	7
11 <sup>th</sup> June 2018	Level 2 Strength & Conditioning	10
10 <sup>th</sup> March 2019	Level 1 Strength & Conditioning	3

The match official courses that were conducted were:

DATE	COURSE	NO OF PARTICIPANTS
8 <sup>th</sup> September 2018	Level 2 Match Officiating	4
8 <sup>th</sup> September 2018	Level 1 Match Officiating	18
18 <sup>th</sup> November 2018	Level 1 Match Officiating	14
4 <sup>th</sup> March 2018	Level 1 Match Officiating	17
10 <sup>th</sup> June 2018	Level 1 Match Officiating	16
25 <sup>th</sup> January 2019	Level 2 Coaching of Match Officials	7
25 <sup>th</sup> January 2019	Level 3 Match Officiating 15-a-side	10
10 <sup>th</sup> March 2019	Level 1 Introduction to Match Officiating	13

## 6.4 match officials appointments

SRU has 80 active referees. All referees have been assessed and assigned to various panels depending on their ability levels. SRU also has 9 match officials on the Asia Rugby Referee and CMO panel. The match officials are as follows:

1. **Azhar Yusof** Performance Reviewer & TMO
2. **Paul McKay** Performance Reviewer & TMO
3. **Darroch Chua** Panel B
4. **Just Wang** Panel B
5. **Eunice Tay** Panel B
6. **Charlie Brown** Panel B
7. **Leow Wei Liang** Panel C
8. **Chris Galea** Coach of Match Official (CMO) Panel
9. **George Danapal** Coach of Match Official (CMO) Panel

The above mentioned match officials were selected to officiate at various Asia Rugby organized and Asia Rugby sanctioned tournaments including the Asian Rugby Championships Asian 7s Series, HSBC World 7s Series, Dubai and HSBC World 7s Series, Hong Kong amongst others.

1. **Asian Rugby Championships**
2. **Asian 7s Series**
3. **HSBC World 7s Series, Dubai**
4. **HSBC World 7s Series, Hong Kong**
5. **Hong Kong 10s**
6. **Sri Lanka League**

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# MARKETING & COMMUNICATIONS

## 7.1. commission members

### David Lim

Vice President SRU, Chairman MCC

### Sunny Seah

Vice President SRU

### Avril Sullivan

Co-opted member

### George Danapal

Chief Operating Officer

### Douglas Danapal

Commission Executive

## SRU's sponsors and partners





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# MARKETING

## commercial overview

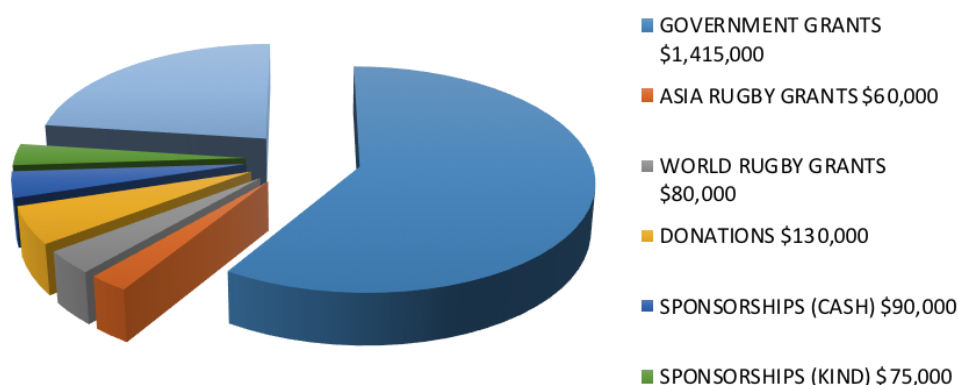
### our marketing objectives:

This is an overview of the fundamental principles of SRU's marketing, as well as facts and figures regarding the generation of marketing revenue and the distribution of revenue for the period 2018 - 2019

- To generate revenue and support for the funding and development of rugby (grassroots, club and national) and other rugby initiatives in Singapore. Singapore now has 26 rugby clubs (men, women, juniors and girls).
- To leverage and build on successful activities undertaken for previous events like the HSBC 7s.
- To ensure that international events like the HSBC 7s can attract fans (local and international), earn maximum coverage, and gain a substantial following internationally.
- To create and maintain long-term marketing programmes.
- To enlist the support of rugby marketing partners in the promotion of rugby both as a sport and as an entertainment stream.
- To promote the sport, and help enable our nation to be recognised as an international rugby venue.

### source of SRU marketing revenue

TOTAL REVENUE: SGD2,400,000



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# MARKETING

## commercial overview

### Allocation of marketing revenue



- Training and education, upskilling of coaches, match officials and medical staff
- High performance programs
- Organising high level events and competitions to increase vibrancy of the sport and maintain relevance both in the local and regional rugby communities
- Development programs targeted at schools and clubs

# COMMUNICATIONS

## social media




How did our social media landscape look like in 2018/2019

**at a glance - monthly average**  
Key metrics across two social media platforms





### Instagram Performance Summary

<p>Impressions</p> <p><b>488,218</b> ↗ 408%</p>	<p>Engagements</p> <p><b>111</b> ↗ 258.1%</p>	<p>Profile Clicks</p> <p><b>111</b> ↗ 258.1%</p>
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### Facebook Activity Overview

<p>Impressions</p> <p> <b>263.6k</b></p>	<p>Engagements</p> <p> <b>2,161</b></p>	<p>Clicks</p> <p> <b>163</b></p>
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## followers & fans

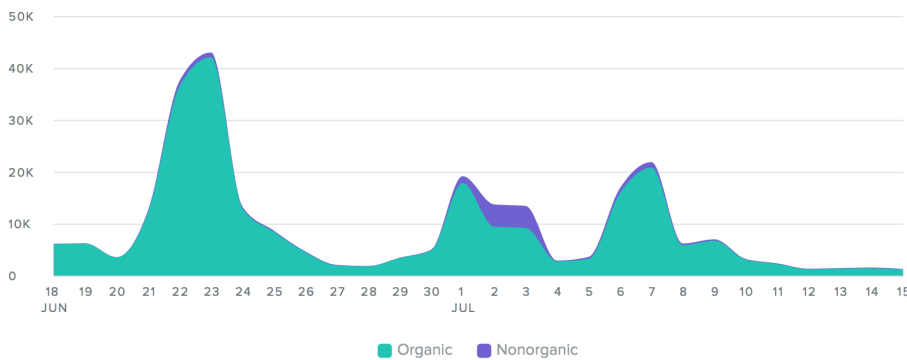
Instagram followers 2018:	<b>3.2k</b>		<b>86%</b> ⤴
Instagram followers 2019:	<b>5.9k</b>		
Facebook fans 2018:	<b>10.1k</b>		<b>19.5%</b> ⤴
Facebook fans 2019:	<b>12.1k</b>		

# COMMUNICATIONS

## social media - Facebook

### Facebook impressions

Page impressions, per day

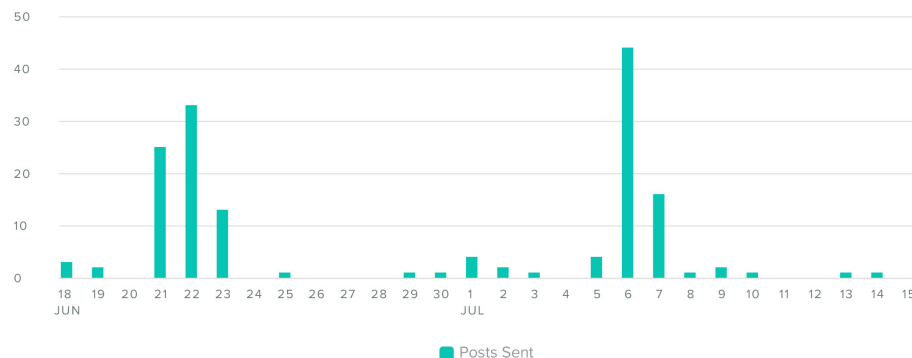


Impressions Metrics	Totals
Organic Impressions	246,344
Nonorganic Impressions	17,216
<b>Total Impressions</b>	<b>263,560</b>
Average Daily Users Reached	2,819.2

Total Impressions increased by  
**231.1%**  
 since previous date range

### Facebook publishing behaviour

Post, by day



Publishing Metrics	Totals
Photos	43
Videos	33
Posts	80
Notes	0
<b>Total Posts</b>	<b>156</b>

The number of posts you sent increased by  
**524%**  
 since previous date range

#### 2018/2019 posts stats

**495**  
 Posts were made

**1053**  
 Average reach per post

**89**  
 Average engagement per post

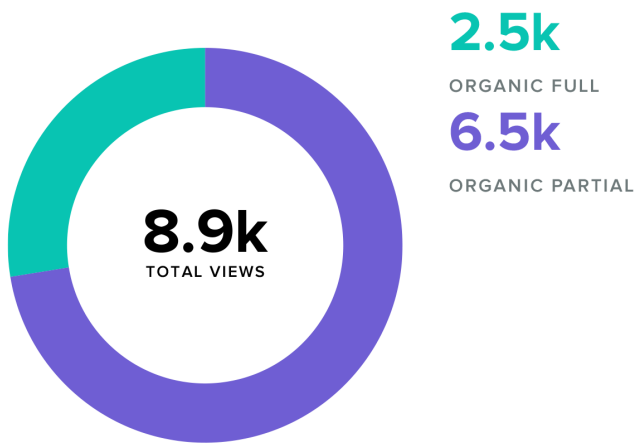


# COMMUNICATIONS

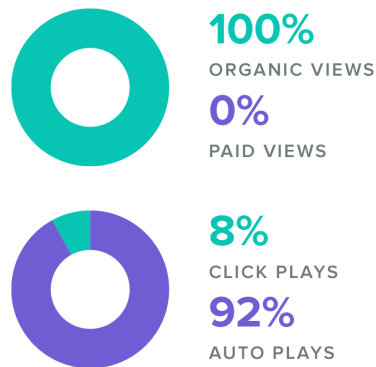
## social media - Facebook

### Facebook video performance

VIEW METRICS

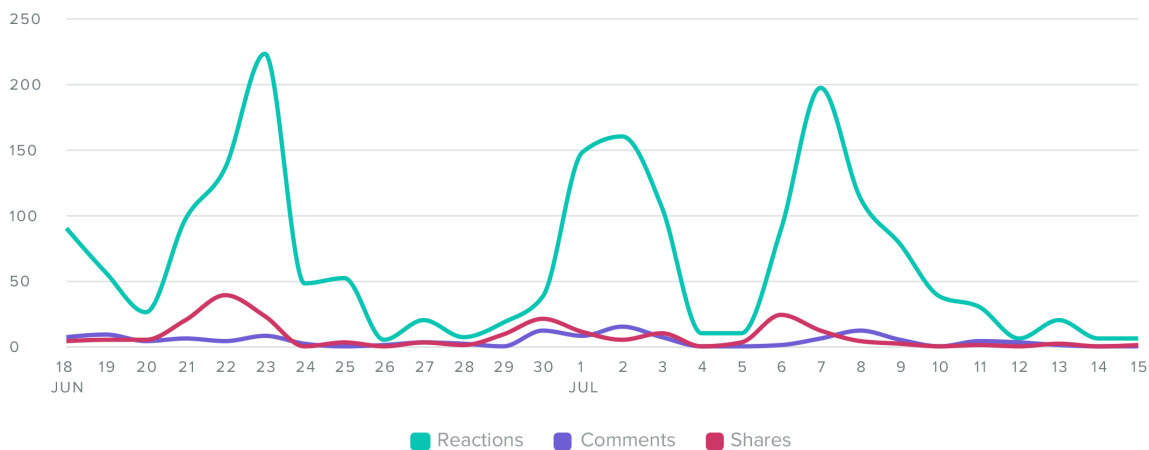


VIEWING BREAKDOWN



### Facebook engagement

Audience engagement, by day



Action Metrics	Totals
Reactions	1,833
Comments	120
Shares	208
<b>Total Engagements</b>	<b>2,161</b>

Total Engagements increased by

**41.5%**

since previous date range

# COMMUNICATIONS

## social media - Facebook

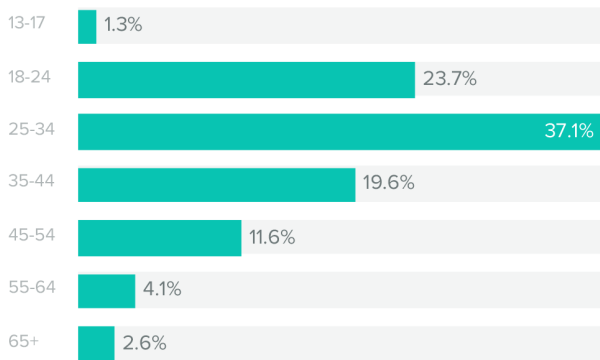
### Facebook audience demographics

Page Fans

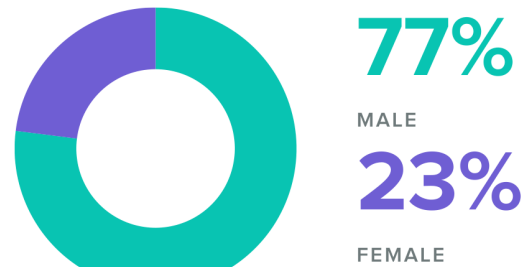
People Reached

People Engaged

BY AGE



BY GENDER



Men between the ages of **25-34** appear to be the leading force among your fans.

Top Countries

Singapore	6,450
Malaysia	776
Australia	517
United Kingdom	475
India	289

Top Cities

Singapore, Singapore	6,398
Kuala Lumpur, Malaysia	181
Sydney, NSW, Australia	171
Hong Kong, Hong Kong	161
London, United Kingdom	131

# COMMUNICATIONS

## social media - Facebook

Post engagement  
High and organic engagement rate


**Post Details**

**Singapore Rugby**  
Published by Avril Sullivan [?] · April 23 ·

The Urban Redevelopment Authority (URA) has recently released the Draft Master Plan 2019 to convert the Bukit Timah region (encompassing Centaurs Sports Park, Tanglin Rugby Club, The Cage, Rainforest, Premier Pitch, Horse City, Bukit Timah Saddle Club and others) into a residential zone.

This will have a massive impact on our rugby playing community, not to mention those from other sports and associations who will also be affected. URA are actively seeking community engagement...

See More



**Performance for Your Post**

**118,328** People Reached

**2,561** Reactions, Comments & Shares

1,162 Like	165 On Post	997 On Shares
27 Love	4 On Post	23 On Shares
12 Haha	0 On Post	12 On Shares
49 Wow	2 On Post	47 On Shares
204 Sad	51 On Post	153 On Shares
110 Angry	56 On Post	54 On Shares
343 Comments	60 On Post	283 On Shares
658 Shares	642 On Post	16 On Shares

**26,050** Post Clicks

2,114 Photo Views	427 Link Clicks	23,509 Other Clicks
-------------------	-----------------	---------------------

**NEGATIVE FEEDBACK**

5 Hide Post	4 Hide All Posts
0 Report as Spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

Get More Likes, Comments and Shares  
Boost this post for \$15 to reach up to 3,100 people.

118,328 People Reached    28,611 Engagements    [Boost Post](#)

Mark Hadlow, Ruth Tay and 265 others    51 Comments    642 Shares

**Post Details**

**Singapore Rugby**  
Published by Avril Sullivan [?] · March 12 ·

The Singapore Rugby Union is grateful for the leadership of George Danaraj Danapal Naidu, and sends our best wishes for his future endeavours



**Performance for Your Post**

**13,366** People Reached

**806** Reactions, Comments & Shares

683 Like	127 On Post	556 On Shares
25 Love	5 On Post	20 On Shares
8 Wow	1 On Post	7 On Shares
1 Angry	0 On Post	1 On Shares
42 Comments	5 On Post	37 On Shares
48 Shares	47 On Post	1 On Shares

**2,415** Post Clicks

1,081 Photo Views	3 Link Clicks	1,331 Other Clicks
-------------------	---------------	--------------------

**NEGATIVE FEEDBACK**

4 Hide Post	0 Hide All Posts
0 Report as Spam	0 Unlike Page

Reported stats may be delayed from what appears on posts

Get More Likes, Comments and Shares  
Boost this post for \$15 to reach up to 3,100 people.

13,366 People Reached    3,221 Engagements    [Boost Post](#)

132    5 Comments    47 Shares

### Post performance

**118,328**  
People reached

**2,561**  
Reactions, comments, & shares

**28,611**  
Engagements

### Post performance

**13,366**  
People reached

**806**  
Reactions, comments, & shares

**3,221**  
Engagements

# COMMUNICATIONS


## social media - Facebook

Post engagement  
High and organic engagement rate

**Post Details**

**Singapore Rugby**  
Published by Douglas Danapal [?] · April 28 ·

Singapore Rugby Men's 15s triumphs over Thailand 43-17.  
This match saw Co-Captain Gaspar Tan having his 30th cap for Singapore.  
Co-Captain Peter McFeeley scored the first try within 4 minutes of Kick Off... See More



**Performance for Your Post**

7,129 People Reached

542 Reactions, Comments & Shares

479 Like	227 On Post	252 On Shares
11 Love	6 On Post	5 On Shares
8 Wow	4 On Post	4 On Shares
17 Comments	7 On Post	10 On Shares
20 Shares	20 On Post	0 On Shares

1,818 Post Clicks

847 Photo Views 0 Link Clicks 971 Other Clicks

**NEGATIVE FEEDBACK**

2 Hide Post 2 Hide All Posts  
0 Report as Spam 0 Unlike Page

Reported stats may be delayed from what appears on posts

Get More Likes, Comments and Shares  
Boost this post for \$15 to reach up to 3,100 people.

7,129 People Reached 2,360 Engagements **Boost Post**


李思昂, Daniel Ker and 233 others 6 Comments 20 Shares

Like Comment Share

**Post Details**

**Singapore Rugby**  
Published by Avril Sullivan [?] · July 2 at 12:29 AM ·

Singapore Rugby Union  
2019 Vacancy - Head Coach, Singapore Rugby  
Interested parties to contact dmchow@sru.org.sg



**Performance for Your Post**

6,420 People Reached

58 Reactions, Comments & Shares

41 Like	25 On Post	16 On Shares
1 Haha	1 On Post	0 On Shares
2 Angry	2 On Post	0 On Shares
5 Comments	4 On Post	1 On Shares
9 Shares	9 On Post	0 On Shares

1,373 Post Clicks

828 Photo Views 0 Link Clicks 545 Other Clicks

**NEGATIVE FEEDBACK**

1 Hide Post 0 Hide All Posts  
0 Report as Spam 0 Unlike Page

Reported stats may be delayed from what appears on posts

Get More Likes, Comments and Shares  
Boost this post for \$15 to reach up to 3,100 people.

6,420 People Reached 1,431 Engagements **Boost Post**

Shakeer Shakuro, 1253 people and 26 others 2 Comments 9 Shares

Like Comment Share

### Post performance

**7,129**  
People reached

**542**  
Reactions, comments, & shares

**2,360**  
Engagements

### Post performance

**6,420**  
People reached

**58**  
Reactions, comments, & shares

**1,431**  
Engagements



# COMMUNICATIONS

## social media - Facebook

Post engagement  
High and organic engagement rate

**Post Details**

**Singapore Rugby**  
Published by Avril Sullivan [?] · April 3 ·

**SRU Appoints New General Manager - Daniel Marc Chow**  
Daniel Chow, former Singapore Rugby captain, takes over the reins as general manager of the Singapore Rugby Union. He assumes the challenging task of preserving the legacy left behind by outgoing general manager, Mr. George Danapal.

**Performance for Your Post**

**5,607** People Reached

**317** Reactions, Comments & Shares

**278** Like **214** On Post **64** On Shares

**4** Love **4** On Post **0** On Shares

**7** Wow **3** On Post **4** On Shares

**19** Comments **17** On Post **2** On Shares

**9** Shares **9** On Post **0** On Shares

**1,056** Post Clicks

**529** Photo Views **0** Link Clicks **527** Other Clicks

**NEGATIVE FEEDBACK**

**2** Hide Post **2** Hide All Posts

**0** Report as Spam **0** Unlike Page

Reported stats may be delayed from what appears on posts

**Get More Likes, Comments and Shares**  
Boost this post for \$15 to reach up to 3,100 people.

**5,607** People Reached **1,373** Engagements

**212** **17** Comments **9** Shares

**Post Details**

**Singapore Rugby**  
Published by Avril Sullivan [?] · March 19 ·

**[PLATE FINAL] XV Gaulois (Singapore) v Wanderers Rugby Football Club (Singapore)**  
Who will take the win?  
Sponsors of the Singapore Rugby Union... See More

**Performance for Your Post**

**5,235** People Reached

**280** Reactions, Comments & Shares

**213** Like **42** On Post **171** On Shares

**9** Love **1** On Post **8** On Shares

**1** Haha **0** On Post **1** On Shares

**7** Wow **0** On Post **7** On Shares

**36** Comments **3** On Post **33** On Shares

**14** Shares **13** On Post **1** On Shares

**763** Post Clicks

**175** Photo Views **0** Link Clicks **588** Other Clicks

**NEGATIVE FEEDBACK**

**2** Hide Post **1** Hide All Posts

**0** Report as Spam **0** Unlike Page

Reported stats may be delayed from what appears on posts

**Get More Likes, Comments and Shares**  
Boost this post for \$15 to reach up to 3,100 people.

**5,235** People Reached **1,043** Engagements

**3** Comments **13** Shares

### Post performance

**5,607**  
People reached

**317**  
Reactions, comments, & shares

**1,373**  
Engagements

### Post performance

**5,235**  
People reached

**280**  
Reactions, comments, & shares

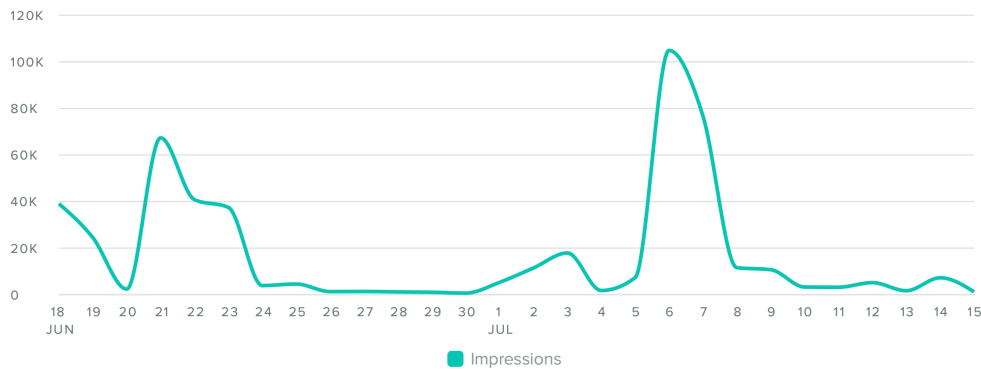
**1,043**  
Engagements

# COMMUNICATIONS

## social media - Instagram

### Instagram impressions

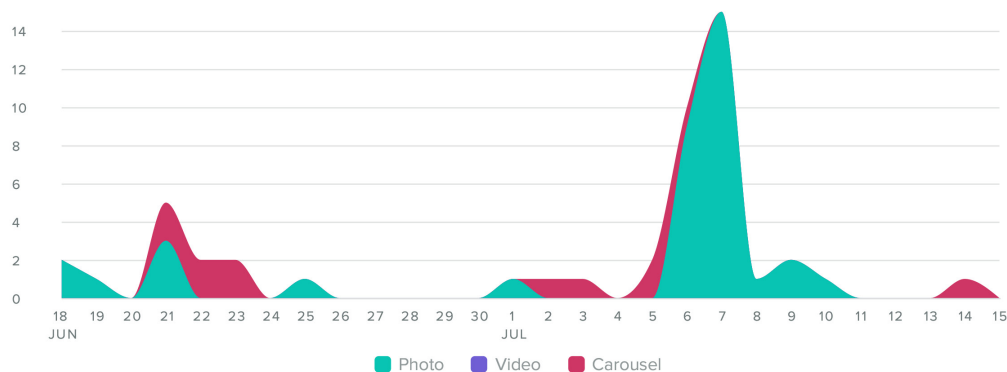
Impressions, per day



Impression Metrics	Totals	% Change
<b>Impressions</b>	<b>488,218</b>	<b>↗ 408%</b>
Average Daily Impressions per Profile	17,436.36	↗ 408%
Average Daily Reach per Profile	1,929.43	↗ 51.3%

### Instagram publishing behaviour

Message sent content breakdown, by day



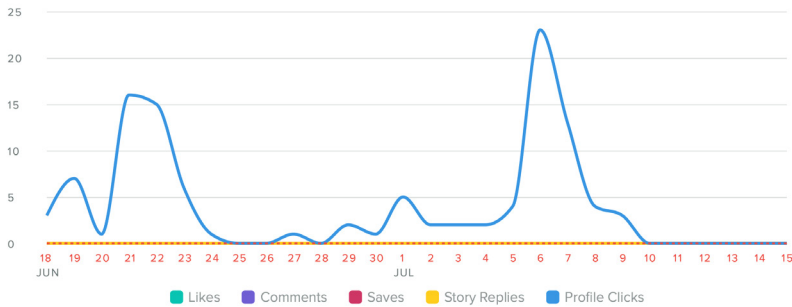
Publishing Behavior by Content Type	Lifetime Totals	% Change
<b>Total Messages Sent</b>	<b>48</b>	<b>↗ 336.4%</b>
Photo	36	↗ 414.3%
Video	0	→ 0%
Carousel	12	↗ 200%

# COMMUNICATIONS

## social media - Instagram

### Instagram engagement

Engagement comparison, by day




Engagement Metrics	Totals	% Change
<b>Total Engagements</b>	<b>111</b>	<b>↗ 258.1%</b>
Likes	-	-
Comments	-	-
Saves	-	-
Story Replies	0	→ 0%
Profile Clicks	111	↗ 258.1%
<b>Engagement Rate (per Impression)</b>	<b>0%</b>	<b>↘ 29.5%</b>

### Instagram publishing behaviour


Message sent content breakdown, by day


 singaporerugby  
Tue 7/2/2019 8:45 pm PDT



Singapore's U18 combined schools Rugby 7s squad will compete in the 3rd Asian Schools Rugby Sevens Championship


<b>Total Engagements</b>	<b>551</b>
Likes	536
Comments	2
Saves	13


 singaporerugby  
Sun 6/23/2019 4:50 am PDT



Congrats to the champions 🏆 of the SRU Club 7s - @blacksrfc (women) and @bucksrugbyclubsingapore (men) The

<b>Total Engagements</b>	<b>503</b>
Likes	498
Comments	5
Saves	0

 singaporerugby  
Sun 7/7/2019 5:08 am PDT



[Women's Round 2 and Overall Champs] 🏆 Congratulations to Blacks Lightning for winning the round 2 of the Club 7s and

<b>Total Engagements</b>	<b>438</b>
Likes	432
Comments	3
Saves	3

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# INTERNATIONAL RELATIONS

## 8.1. commission members

### **Sunny Seah**

Vice President SRU

### **George Danapal**

Chief Operating Officer

### **Jonathan Leow,**

Management Committee member

## 8.2. summary

The commission initiated a meeting on 30 Aug 2018 with the rugby leadership representatives from the main rugby playing ASEAN countries at the side of the 18th Asian Games in Jakarta, Indonesian to table a new initiative in starting a ASEAN rugby union grouping for collective lobbying and to help fledging unions and raise the sports within South East Asia, targeting assistance particularly at the host countries of the next few SEA Games, ie. Philippines (2019), Vietnam (2021), Cambodia (2023) so that rugby can remain a core sports in these regional games, thereby facilitating the release of campaign funds for rugby by the various NOCs (including Singapore's) in SEA.





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# INTERNATIONAL RELATIONS

The commission also participated in the following regional rugby federation meetings and conferences:

a) 14-15 Dec 2018 - Asia Rugby Council Annual General Meeting & Asia Rugby's 50th Anniversary Commemoration in Bangkok, Thailand



b) 22-24 Mar 2019 – Asia Rugby Council Strategic Review & Planning Conference/Workshop in Sandakan, Sabah Malaysia



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# INTERNATIONAL RELATIONS

The commission had also lobbied and coordinated with the property/franchise owners of Global Rapid Rugby and the Asia Pacific Dragons to use Singapore as one of the Tournament venues for the upcoming international and professional club tournament (GRR) from 2019.



Additionally, with the help of MC members, the commission had hosted many of our counterparts from Asia Rugby at our HSBC Singapore 7s World Series, the Asia Rugby Championships 15s & 7s tournaments







**#RUGBYLIVESHHERE**  
**SRU ANNUAL REPORT**  
**2018/2019**

ROS UEN # S66SS0003G  
SINGAPORE RUGBY UNION 301 Lorong 6, Toa Payoh,  
Unit 01-05  
Toa Payoh Swimming Complex  
Singapore 319392