

Golf Australia

...growing participation in the game for life



GolfAustralia

Golf Australia strategic plan for 2006 – 2009

For Golf Australia Council

June 2006

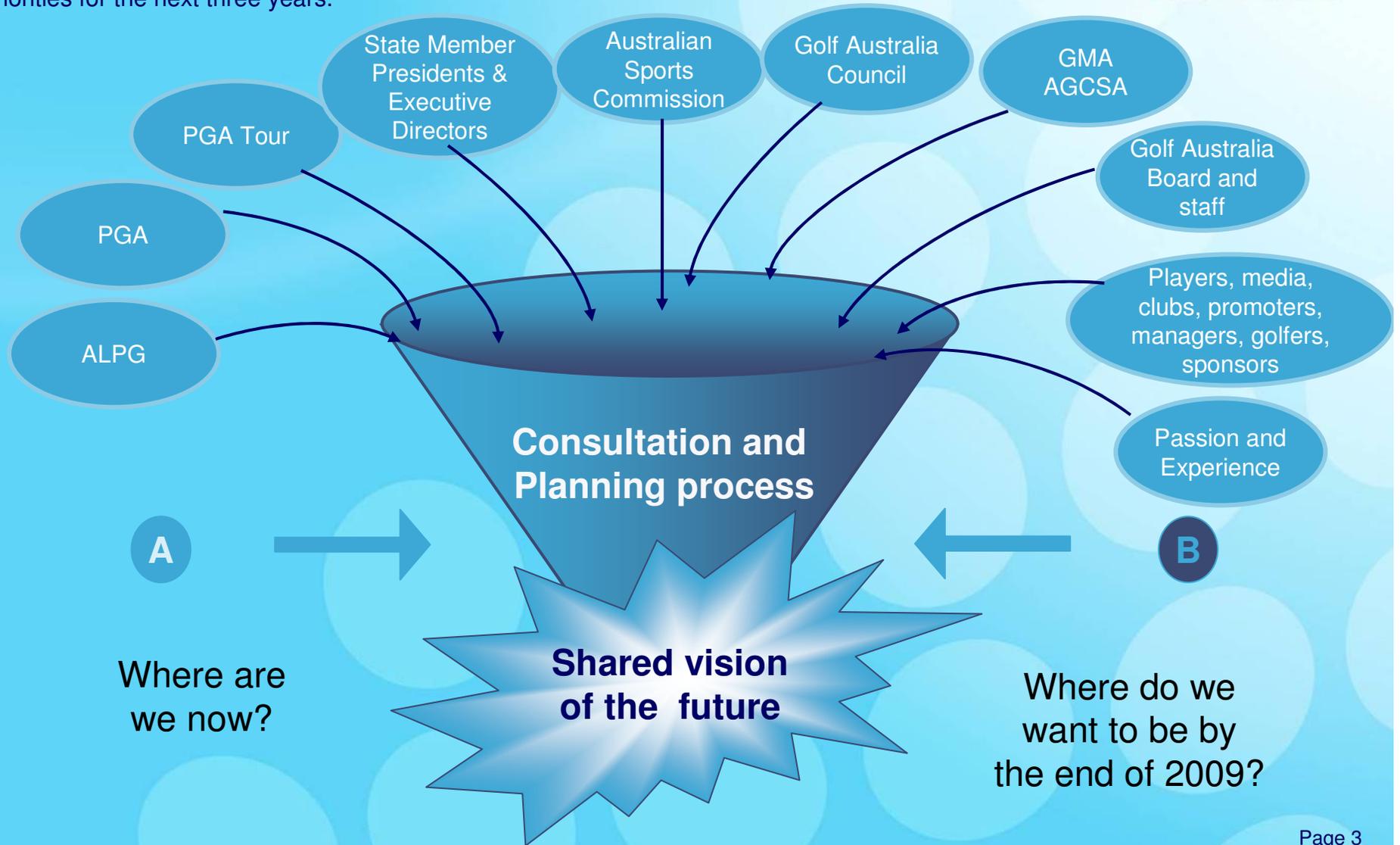
Pathway for the Golf Australia Strategic Plan



1. Golf Australia Planning Process
 - Consultation process
 - The adopted model – AbcD
 - Our Vision and Mission
2. Executive Summary: Golf Australia Strategic Plan
3. 2009 – What will it look like?
4. 2009 – Measuring success
5. FY07 Key Actions:
 - Commercialise our portfolio
 - Golf Australia organisation
 - Industry repositioning
 - Game and club development
 - High performance pathways
 - Tournaments and championships
 - Australian Opens

Golf Australia Planning Process

The following strategic plan is a result of a consultation process that Golf Australia has followed since its formation in January 2006. During this process key stakeholders have been asked for their views on the role of Golf Australia and the direction the golf industry should take as an input to the development of the strategic priorities for the next three years.



This strategic plan is based on an adopted model known as the AbcD Model which poses four logical questions:



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A – *Where are we now* – as an organisation and an industry?

B – *Where do we want to be* (how will it look and feel) – in our case by the end of 2009?

C – *What do we have to do to get there* (over the next three years) – strategic themes?

D – *How do we make this happen* (ie what actions do we need to take) over the next 12 months?

These questions have been the basis of conversations with stakeholders during the consultation process.

Vision for Golf and the Mission of Golf Australia



All good strategic plans start with a vision for the future and a purpose or mission for who we are:

The Vision of the Industry:

Golf is a game for life where participation in the game contributes to a healthy Australian community

Golf Australia's Purpose or Mission:

Golf Australia works in a commercial and inclusive manner to develop the game of golf and grow participation in all forms at all levels

Executive Summary: Golf Australia Strategic Plan



A Where are we now?

Golf Australia

A new organisation in an industry which needs repositioning, leadership and branding, where the foundations of participation are good but growth is stagnant.

Summary Golf Australia SWOT

Strengths

- A wonderful and unique game and product
- High levels of participation
- A strong volunteer network
- National distribution network thru clubs/facilities
- Ongoing private investment in facilities
- A portfolio of activities with commercial value

Weaknesses

- Industry structures constrain effective governance and leadership of the game
- Relationships with members and stakeholders within industry improving but need strengthening
- Limited current commercialisation of activities
- Repositioning and rebuilding of Australian Opens
- Branding of golf limits attractiveness
- Participation is stagnant and has limited demographic spread
- Financially constrained

Market Opportunities

- Access for corporate partners and supporters across golf demographics
- Branding of the game to make more attractive to commercial partners and new participants
- Market the value of club membership
- Promoting the contribution the industry makes to the health of the Australian community

Market Threats

- Competition from other sports and forms of entertainment
- Ability of the game to adapt to changing consumer demands
- Time poor society

C What do we have to do?

Strategic Themes

Lead

Communicate

Invest

Lead

Lead the repositioning of industry structure by focussing on actions and behaviours that illustrate the value of reform to industry stakeholders

Communicate & Listen

Engage with all key stakeholders in a transparent fashion to create a common direction for the industry

Invest

Put back into golf through investment in programs and alliances that will increase participation in the game of golf and benefit the development of all golfers at all levels

D How do we make this happen over the next year?

This is a year of setting our foundations.

Lead

- Create and commercialise our brand/products
- Continue building relationships with our State members and industry stakeholders to move the industry forward in one direction
- Innovative ideas in club and game development

Communicate & Listen

- Create two-way communication channels to all industry stakeholders to build an Australian golf community

Invest

- Build the capabilities of our organisation thru people and key alliances
- Provide direct assistance/best practice to clubs
- Deliver successful Australian Opens
- Build a High Performance pathway for industry
- Establish a sound financial base

B Where do we want to be by the end of 2009?

Purpose

Golf Australia works in a commercial and inclusive manner to develop the game of golf and grow participation in all forms at all levels

Vision

Golf is a game for life where participation in the game contributes to a healthy Australian community

In 2009 we will look back on our progress and be able to say our behaviours, leadership and commercial focus have lead to progressing our vision of:

- Increased diversity, access to and participation in the game of golf:
 - Players of all ages and genders
 - Volunteers and Spectators
 - Sponsors and Media
 - Retailers
 - Governments
- An industry which is proud of it's contribution to the Australian community and economy which is understood and valued by government and stakeholders
- The continued development of internationally successful golfers
- A strong financial base that allows investment for the ongoing growth of the game of golf
- Continued respect for the core values of the game of golf
- A National industry structure that provides effective leadership for the good of the game

Golf's Dilemma

“How will we increase participation in the game of golf sustainably over a 3-5 year horizon?”

In 2009 we have come a long way....

The Golf Australia strategic plan has been prepared from a process that asked our stakeholders across the golf industry to look ahead and paint a picture as to “Where do we want to be by the end of FY09?”

The vision created is to have a golf industry that is heading in the one direction, recognises its complementary elements, respects its differences and is characterised in 2009 by:



Inclusive and accessible to all



Growth in participation



Effective industry structure



Relevant branding



Promotion of the core values of the game



Financial sustainability

Where do we want to be in 2009? Inclusive and accessible to all who want to participate



Participation in golf is accessible across a variety of pathways and each pathway is respected by:

- Creation of different forms of the game for people who want to participate in different ways (18/9/6 holes, driving range, club membership, social, entertainment, leisure based, spectators, volunteers, etc)
- Stakeholders in the industry who embrace the different forms of participation and view them as a pathway for involvement
- Clubs and golf facilities have developed new service models that help them grow and continue their key role in the golf industry
- Participation is more broadly based and growth is being seen in involvement of women and juniors



“Golf is a wonderful and unique game and we have a place and a product for you”

Where do we want to be in 2009?

Growth in participation



Participation and access to the game of golf is growing at targeted levels through removal of barriers and creation of new pathways:

- New participants coming into the game at all ages
- Women across all ages
- Juniors, particularly in school programs
- Country, regional and metropolitan
- Seniors, given the growth in this demographic out of the “baby boomers” generation
- Events which illustrate the social relevance of the sport – mixed, international, regional, inter generational, travel, community
- Participation at clubs has grown through innovative membership models
- The industry’s development programs continue to produce successful internationally recognised golfers
- Retention of current member – the world is changing



Where do we want to be in 2009?

Relevant branding



Golf is recognised as a game attractive to each targeted demographic.

- Fun, addictive, infectious, challenging
- Healthy, social, friendly – bringing people together
- Accessible and affordable
- A sense of belonging to a community
- No boundaries - play on your own terms
- Pursuit of perfection

We have achieved this as part of an industry wide approach to branding the sport and this branding is consistent from grass roots to the Australian Opens.



Where do we want to be in 2009?

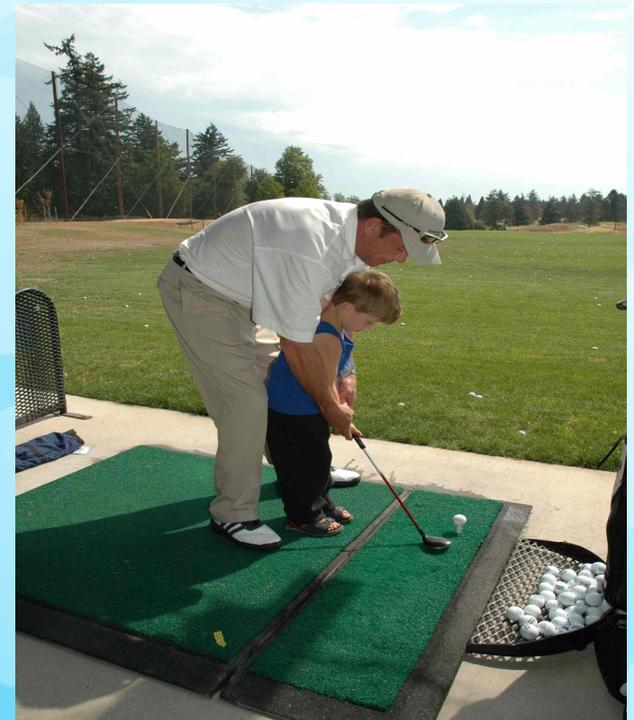
Core values promoted



Golf is recognised by the community for its core values and the contribution these make to the development and well being of participants in the game and their approach to life.

Pathways into participation have these core values and life skills built into their education process - the core values are promoted and sustained and golf is seen as more than a sport:

- Junior development from schools to junior tournaments
- High performance pathways from juniors to players emerging on the international stage
- New participants at all ages particularly those coming to the game at an older age



“Trust, honesty, perseverance, courtesy, judgement, integrity, joy, sportsmanship, respect, confidence, responsibility”

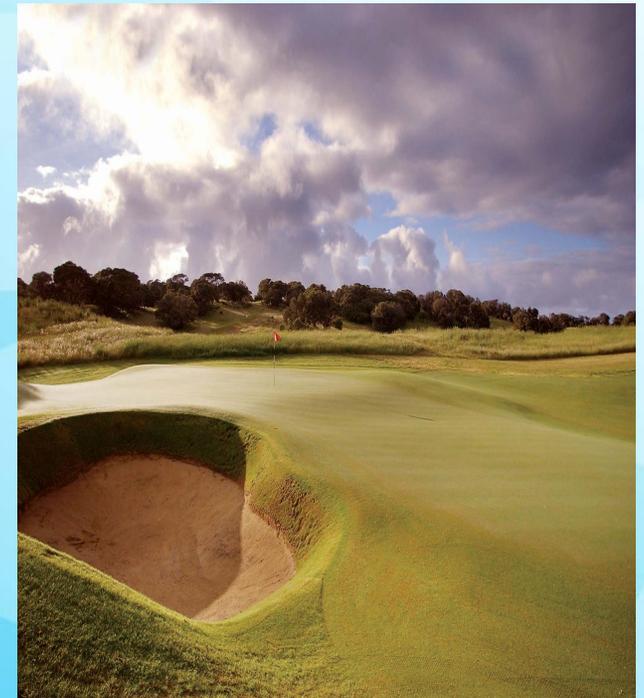
Where do we want to be in 2009?

Effective industry structure



Behaviors and leadership have created the momentum to allow repositioning for the good of the game. This has led to a structure that gives “one voice” to golf in the eyes of the community and stakeholders:

- Golf Australia is the governing body for the game and communicates on behalf of the golf industry
- Where other national golfing bodies exist there is a clear mutual understanding of the respective roles and responsibilities
- Each State has one golf body
- Golf Australia, other National bodies and the State bodies respect and understand respective roles and work hand-in-hand to design and resource programs
- Golf Australia works with government, business and community to ensure the value of golf is understood and appropriately supported in policy and commercial decisions



Where do we want to be in 2009?

Financial sustainability



Golf Australia has commercialised its portfolio of activities to enable investment for the ongoing growth of the game and hence we have control of our own destiny.

Our financial success has come from broadening our revenue base beyond reliance on golf club members and government grants.

This is reflected in the strength of our corporate partners and financial contributions from all forms of participation. Those who provide us with funds see the value we deliver to them and are part of the golf family.



Where do we want to be in 2009 – measuring success



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Grow participation nationally:

	2005	2009
Men	0.9	5%
Women	0.3	10%
Juniors	0.1	15%
Total	1.3m	7%

Grow revenues at national level:

	2005	2009
Corporate	2	10
Golfers:		
- Club members	3	3
- Other Golfers	-	6
Government	1	1
Revenue	\$6m	\$20m

Grow investment in the game at national and state level:

Expenditure factor	2005	2009
Game Development	1	4x
Club Development	1	3x
Championship Participation	1	2x
High Performance	1	2x

How do we make this happen in the next year?

Seven Key Result Areas



Commercialise our portfolio of activities

- Introduce corporate partners across our portfolio
- Evaluate a USGA style individual membership of Golf Australia
- Maximise value of key commercial alliances and relationships
- Golf Australia Foundation

Golf Australia Organisation

- Implement new organisation structure which will deliver strategy
- Complete governance, financial and process re-engineering
- Develop and implement communication plan and processes

Industry repositioning

- Continued dialogue with PGA, PGA Tour and ALPG towards reform of the industry at national level
- Work with State Associations to achieve amalgamated bodies in each state
- Building positive relationships with other key stakeholders within the industry

How do we make this happen in the next year?

Seven Key Result Areas



Game and Club Development

- Implement national club assistance program
- Develop branding strategy for the game of golf
- Consolidate national approach to Junior Golf (5-17yo)

High Performance Pathways

- Implement the recommendations of the High Performance Pathways review completed for the industry by the Australian Sports Commission

Championships and Tournaments

- Redesign of the national championships to deliver:
 - Promotion of the game
 - Development needs of our elite players
 - Financial stability
- Introduce a National Day of Golf to promote the benefits of the game to the Australian Community

Australian Opens

- Rebuild the reputation of the Australian Opens and use the events as part of the repositioning of the brand of golf

Governance of Golf Australia



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In 2009 we have come a long way...



Along the way to getting to 2009 we have been disciplined about the choices we made, uncompromising about execution of our commitments and accountable for individual, organisation and industry outcomes – at the same time respecting and understanding our differences and leveraging synergies where they make sense for the good of the game.

Signed by:

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In 2009 we have come a long way...



Supported by Golf Australia team members, Council members, State Executive Directors,, etc.