APPENDIX 1.
GOLF LINK DATABASE & MEMBER CHANNEL

How do we best utilise and maximise the value and return of Golf Australia's membership database?

2013

- Don't control or have commercial rights to GOLF Link
- GOLF Link database deficient – member details
- Commercial assets are reduced in value
- Unable to communicate well with golfers
- No database integrated with the States
- Inaccurate collection of capitation fees

2016

- GA will have a complete database and access by GA and States
- Commercial assets will be more valuable
- Improved member/golfer services
- Improved ability to grow the game through better data
- Accurate collection of capitation fees
- Increased revenue for the sport

APPENDIX 2.
AUSTRALIAN OPENS

How do we optimise the role and the value of the Australian Opens to showcase golf in Australia to grow participation and the Golf Economy?

2013

- AOs come at a high cost to GA
- AO underwriting deal (WSG agreement) concludes 2014
- Disjointed Australia tour and difficulty with dates

2016

- AOs collectively generating a surplus
- AO has a highly beneficial tour relationship
- The two AO events are highly successful events that drive participation and appropriately showcase golf

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STRATEGIC PLAN
2013–2016

Golf Australia

STRATEGIC OVERVIEW

The purpose of Golf Australia is to lead, govern, promote and develop golf to grow the game, and enable golfers (players) to achieve their potential

Our intended beneficiaries are current and future golfers

Our two top indicators for future performance:

- Rounds played; and
- Number of golfers – playing 1 round or more

Our future strategic direction

"Having gone through a phase of recovery and stability, a more aggressive approach is required to grow the organisation's capability to deliver benefits to golfers."

STRATEGIC ISSUES FACING GOLF AUSTRALIA

	ISSUE	DESCRIPTION
01.	Governance & Delivery Model	How does GA address the fragmented industry, and what's the optimal governance and delivery model for Golf Australia in order to ensure one company behaviour?
02.	Club Viability	How does Golf Australia lead initiatives to improve club viability/retain and grow membership/assist operations?
03.	Grow the Game	What innovation is required to our offerings to make the game more visible, attractive and accessible?
04.	Golf Investment	How will we improve our ability to invest in the game?
05.	Golf Link Database & Member Channel	How do we best utilise and maximise the value and return of Golf Australia's membership database?
06.	Australian Opens	How do we optimise the role and the value of the Australian Opens to showcase golf in Australia to grow participation and the Golf Economy?

01. GOVERNANCE & DELIVERY MODEL

How does GA address the fragmented industry, and what's the optimal governance and delivery model for Golf Australia in order to ensure one company behaviour?

2013

- 7 companies + GA + PGA + ALPG
- Strategic and execution misalignment, confusion and duplication
- Governance & delivery model not promoting one-company behaviour
- Wasting money – inefficiencies at GA and State levels
- Confusion and lack of clarity in product offering

2016

- Only national programs & brands operating
- Aligned goals across States/GA
- One strategy – national strategy, local delivery
- Tight, focused efficient
- Common technology platform
- Significantly reduced administrative costs for the whole of the sport

Strategy

1.1 Review and explore the corporate structure

1.2 Deliver ongoing performance that inspires confidence from our members and constituents

1.3 Ensure we have in place the structure that will deliver the best possible results for Australian golf

02. CLUB VIABILITY

How does Golf Australia lead initiatives to improve club viability; retain and grow membership; and assist operations?

2013

- Overall club membership is in decline
- Up to 50% of golf clubs under financial duress– clubs are failing
- Costs to run clubs are getting higher
- Lack of expertise, knowledge, governance and resources for clubs

2016

- A reduction in the number of clubs under financial duress
- Membership will see annual growth
- Sharing of resources
- Clubs will be more welcoming and friendly (culture)
- General improvement in the governance and operation of clubs

Strategy

2.1 Develop and maintain an online central resource facility and forum for clubs, in collaboration with States

2.2 Assist with the employment of Development Officers with a key focus on club development

2.3 National programs fully integrated in to club offerings

2.4 Help clubs to improve their governance and share best practice operations information

03. GROW THE GAME

What innovation is required to our offerings to make the game more visible, attractive and accessible?

2013

- A great game that is losing traction in the marketplace
- Declining club membership and emergence of virtual clubs
- Minimal media coverage
- Lack of appeal to younger generations
- Barriers to entry

2016

- Golf has greater profile
- Golf is fun, fast, easy
- User-friendly, welcoming, less rigid
- Less intimidating to beginners
- Increased engagement with media and broadcast partners
- 4 key programs running effectively to increase participation

Strategy

3.1 Develop a whole-of-game marketing strategy around the Playgolf brand with aggregated resources from the industry

3.2 Simplify game formats

3.3 Strengthen the MYGolf National Junior Program

3.4 Casual Golfer Engagement

3.5 Develop a targeted program to attract golfers aged 45+

3.6 Develop a target program to target increased female participation

04. GOLF INVESTMENT

How will we improve our ability to invest in the game?

2013

- Insufficient funds to invest back into the game
- More revenue is needed for Golf Development and High Performance
- Commercial income restricted by GL and ownership structure of AO
- Too few income streams

2016

- More diversified income streams
- 70% increase in program expenditure
- Significant increase in government investment
- Increase in commercial funding
- Increase in capitation fee revenue

Strategy

4.1 Partner better with government i.e. health & tourism

4.2 Increase returns from the GA Foundation

4.3 Build a story to increase capitation fee revenue and how clubs will benefit

4.4 Increase commercial revenue

4.5 Leverage the industry supplier chain to grow the game