



Golf Victoria

Strategic Plan 2014 - 2017

Prepared for: Golf Victoria

Prepared by: Sport Business Partners

March 2014

Purpose of Golf Victoria

Why do we exist?

“To grow the game of golf and provide outstanding service to Victorian Golfers”

For whose benefit?

All current and future golfers in Victoria

What benefit do they expect?

- *Promotion*, leadership, and a healthy state of the game
- *Access* to play golf when and how they wish – awareness of pathway and options
- Professional admin, communication, technical services and events
- Part of a community – inclusion; social offerings; family and youth engagement
- Strong stakeholder relationships
- Fun and quality *experiences*

How do we measure the benefit that they expect?

1. Total number of participants who have had a golfing experience
2. Average number of course/driving range golf experiences per player, per year

| Issue | Title | Description |
|-------|---|---|
| 1 | Club and Facility Support | What support and resources will we provide clubs and facilities to ensure growth and sustainability of the sport? |
| 2 | Financial Capability | How do we diversify our revenue streams? |
| 3 | Strategic Information Management | How do we access golfers, clubs and districts information and data to assist with evidence based decision making? |
| 4 | Communication | How do we effectively promote and communicate to engage with all appropriate groups/golfers and stakeholders? |
| 5 | Game Innovation | How do we innovate the game to address the barriers to entry to make it more accessible and enjoyable? |
| 6 | Governance and Leadership | How do we improve the governance structure to ensure growth and sustainability of the sport? |

What support and resources will we provide clubs and facilities to ensure growth and sustainability of the sport?

2014

- 1.1
- In conjunction with GA, we are in the development phase of the club support initiative
- 1.2
- We have appointed 3 Regional Development Officers
 - We have appointed a Government Relations manager
- 1.3
- We have identified the need for a Volunteer Strategy and we are researching development options

STRATEGY

1.1 Co-deliver GA Club support initiative

- Embrace the GA Club Support initiative
 - Populate the Club Support Portal including Victorian specific content
 - Encourage use of GMA benchmarking data by clubs
 - Develop key policies for club adoption e.g. heat
 - Conduct a series of workshops for clubs around social media, new technologies, graphic design, marketing etc.

1.2 Build and expand golf and stakeholder relationships

- Expand the Regional Development Officer platform, first piloted in 2014
- Initiate specific contact points for clubs and districts regarding government relations and grants
- Create a partnership between Community Clubs Victoria and Vicsport and the Victorian Golf Clubs for HR/IR/OH&S support
- Initiate a club buddy system in conjunction with GMV – resources, equipment, club toolbox and education
- Explore opportunities for a state wide industry golf conference with all club managers and staff within the industry (includes GMV, VGCSA, PGA, Victorian Government)

1.3 Develop a state wide volunteer strategy

- Create a volunteer strategy brief for consultation
- Complete volunteer strategy and plan by June 2014
- Launch volunteer strategy with roadshows
- Implement a statewide volunteer strategy

2017

- 1.1
- The GA Club support tool will be completed and available to all clubs
 - We will have 80% of Metro and 50% of Regional Clubs participating in the GMA benchmarking
- 1.2
- We will have appointed 6 Regional Development Officers
 - We will have a 50% Increase in government assistance for clubs and other golf bodies
 - We will have delivered an industry specific support tool in conjunction with other partners
- 1.3
- We will have completed and implemented a volunteer strategy

How do we diversify our revenue streams?

2014

2.1

- The Golf industry's approach to attracting sponsorship is fragmented and inconsistent

2.2

- Golf Victoria has limited contact and understanding of the non member golf market

2.3

- We have identified an opportunity to coordinate the investment of district funds into the development of the sport
- We are exploring different purposes for the Victorian Golf Foundation

STRATEGY

2.1 Whole of golf corporate sponsorship approach

- Collaborate with all golf bodies to develop a range of horizontal and vertical corporate partnerships
- Develop initiatives to increase government funding
- Initiate a whole of golf Tourism strategy for the state in partnership with Tourism Victoria and operators and clubs

2.2 Engage with the non-member golfer market

- Support different options and entry to the sports such as Wotif.com for golf courses (iSeekgolf)
- Explore in conjunction with GA and the other states the option for affiliation fees from non-club golfers

2.3 Maximize the benefits of industry funds

- Collaborate with the districts to leverage their significant financial pool and assist with game development
- Redefine the purpose of Victorian Golf Foundation funding

2017

2.1

- We will have 5 integrated golf industry sponsors
- We will have a whole of sport tourism strategy

2.2

- We will have identified and quantified the non member golf market

2.3

- We will have a uniform affiliation fee across the state and assist districts with administrative and development functions

How do we access golfers, clubs and districts information and data to assist with evidence based decision making?

2014

3.1

- We have a limited 30,000 (~20%) person database
- Clubs are restricting Golf Victoria from accessing their member data
- We have a developing relationship with RACV
- We do not have access to GolfLink

3.2

- We have no baseline performance measurement data

STRATEGY

3.1 Explore opportunities to attain a functional member database

- Collaborate with Members, Non-members and other golf bodies to build a database
- Explore strategic partnerships with various bodies including RACV, Qantas, iSeek, government departments, seniors card, credit card etc.
- Explore options for a 'Golf Card' including a license and public indemnity insurance for all golfers

3.2 Quantify our performance via specific metrics

- Initiate a national approach to conducting relevant research and collecting data for baseline measurements on key metrics

2017

3.1

- We will have a functional database that contains 80% of Victorian Golf Club members
- Clubs will have a strong understanding of the reasons for industry partnerships

3.2

- We will have a baseline and first year of comparative performance data

How do we effectively promote and communicate to engage with all appropriate groups, golfers and stakeholders?

2014

4.1

- We have a basic website with limited functionality and a growing social media footprint
- Golf has limited penetration of content in the mainstream media
- Playgolf week was successfully piloted in Adelaide in 2013
- We produce minimal video content

4.2

- We have commenced developing a communications strategy
- Clubs are producing limited content for Golf Victoria to publish
- The Government has a limited understanding of the industry issues and the benefits of golf

STRATEGY

4.1 Develop a multiple platform approach to communication and promotion

- Develop a comprehensive online and social media strategy to reach more people more often
 - Increase resources to Build Social media
 - Continually develop and Improve website including national platform
 - Utilise ambassadors for the sport
- Strengthen the relationship between Golf and all levels of media
- Increase the frequency and spread of the GV Club forums
- Explore unique events for broader publicity with new audiences
- Initiate a series of State-wide open days - including Playgolf Week

4.2 Develop a content strategy to deliver more valuable and regular content

- Become the first choice for golf results, news, video content, instruction and tips.
- Initiate a collaborative communication strategy with clubs and districts
- Use players that have been through GV/VIS programs
- Initiate a range of campaigns and educate all three levels of government, across various departments, on the benefits of golf to the community to increase government investment in the sport
- Explore a benefits of golf campaign (health, tourism, community, escape, belonging, opportunity)
- Develop and articulate a Golf Victoria value proposition

2017

4.1

- We will have a multifaceted and fully integrated online and social media platform
- We will have a dedicated digital and communications resource
- We will conduct quarterly Golf Victoria club forums
- We will have an established, calendared week of golf campaign
- We will be an industry leader in social media engagement

4.2

- We will have a documented communications strategy
- We will have greater club and district engagement
- The Government will understand the industry issues and benefits of golf
- There will be greater awareness of GV Value Proposition

How do we innovate the game to address the barriers to entry to make it more accessible and enjoyable?

2014

5.1

- There is acceptance from clubs that game innovation is required
- A small number of clubs are embracing innovation

5.2

- A number of technological advancements are available with low take up
- 42 clubs have inquired about Golf Premier League

5.3

- There are no partnerships formed however a number of sports have been identified

STRATEGY

5.1 Support clubs in exploring and promoting innovation

- Educate and promote to the clubs and districts the benefits of providing different formats – Shorter forms of the game, create or copy, price flexibility, family friendly, bigger holes, less clubs
- Encourage and assist clubs to modify their entire environment (dress regulations and protocols [off course], membership categories)
- Share case studies of best practice from clubs and other sports

5.2 Invest in new products with high growth potential

- Invest in and accelerate the growth of the Golf Premier League
- Invest in, partner with, trial and embrace new technologies – gadgets, apps, simulators, X-Golf and Urban Golf

5.3 Explore unions and partnerships with other sports to grow participation and membership

- Develop relationships with targeted State Sporting Associations to create and enhance golf pathways

2017

5.1

- There will be more types and opportunities for current and future golfers to participate
- We will have provided a range of best practice innovation case studies to Victorian golf clubs

5.2

- There will be an annual state-wide Golf Premier League Championship
- We will have a greater understanding of the impact of X-Golf and Urban Golf

5.3

- We will have developed strategic alliances with other high-participation sporting bodies to promote Golf (e.g. AFL, Cricket and Netball)

How do we improve the governance structure to ensure growth and sustainability of the sport?

2014

- 6.1
- Board skill gaps have been identified
 - The Committee Charters are in place
 - The constitution has been reviewed
 - We have no formal induction process for Board members
 - The ASC principles are being adopted
- 6.2
- Some staff are undertaking formal study
 - We do not offer formal support to clubs for club governance structures
- 6.3
- We are working closely with GA to assist in the development of programs
 - We have a reactive approach to industry risk

STRATEGY

6.1 Review the current governance structure to ensure a strategic focus

- Review current personnel, Board, committees and department heads to identify skill gaps
- Review committee charters and policies
- Annually evaluate the skills and performance of the Board
- Develop a Succession planning/nomination committee
- Review the constitution annually
- Initiate and formalize a Board induction program

6.2 Increase investment in Golf Victoria people

- Initiate professional development for Board and senior management including mentoring
- Develop a series of GV recommended club board member inductions and support- strategy, marketing, education/forum sessions

6.3 Monitor the external environment for opportunities and threats that may impact on Golf Victoria members

- Conduct a six monthly Industry risk analysis to identify hot spots for our members
- Collaborate with all industry bodies on all programs, structure and shared resources

2017

- 6.1
- We will have a Board skills matrix
 - We will have an annual Board review process in place
 - We will have a formal Board induction program
 - The ASC Sport Governance Principles will be adopted
- 6.2
- Professional development opportunities will be provided to Board and Staff
 - We will have developed and piloted a club governance information session
- 6.3
- We will be completing and publishing 6 monthly industry risk analysis
 - We will be in a position to share resources with all industry bodies

| Strengths | Weaknesses |
|---|--|
| <ol style="list-style-type: none"> 1. People and culture 2. Ability to invest (finance) 3. Golf Services, programs and events 4. Relationships (Gov, GA, PGA) 5. Access to volunteers 6. Commitment to share, change and evolve | <ol style="list-style-type: none"> 1. Database/access to golfers 2. Communication/resources/media coverage 3. Succession Planning/skill gaps 4. Research data on players/rounds etc. 5. Structural fragmentation in Victorian Golf Industry 6. Current revenue streams |
| Opportunities | Threats |
| <ol style="list-style-type: none"> 1. New and innovative formats/products/programs 2. Government support/funding 3. Adam Scott's success/increased media coverage 4. National collaboration and alignment 5. Junior involvement in schools and clubs 6. Ageing population | <ol style="list-style-type: none"> 1. Lack of widespread industry change 2. Golf facility viability 3. Society time constraints 4. Perception as an elitist/club barriers 5. Perception as a difficult sport 6. Growth of competing sports and activities |