



Golf Management Australia Perth - November 2009

Strategic Directions 2008-2011

The Strategic Directions Process

- Meeting of the Board (Dec 08) -State representation
- Facilitation through Strategic Planning Consultant – with golf industry experience
- Draft focus areas and actions, creation of the mission of GMA National
- Distribution of draft to and feedback from state Boards
- Communication of initiatives (and progress) to individual manager members at conference
- This is a living, transparent plan and we welcome constructive comments.

“SUCCESS” FOR GMA

- Point of reference for members
- Independently administer national conference
- Professional organisational structure
- Fill conference
- Government reference us
- Financially viable
- User friendly
- Recognised for key initiatives
- Influential in golf / golf policy
- Education and professional development programs and mentoring
- Demand from ‘associate’ members
- Membership is valuable
- Drive participation in state associations
- National and International profile
- Capacity to drive policy
- Help state bodies
- Conduit for information flow to and from members
- Focus on member issues (versus club issues)

FOCUS AREAS

1. Industry Representation
2. Education and Professional Development
3. State Relations
4. Communications
5. Membership
6. Resources

GMA Mission

“To represent Golf Club Management in Australia and, through state associations, provide professional development and support for members”.

1. INDUSTRY REPRESENTATION

Objective - Universally recognised as representing Australian Golf Management and an active participant in the development of golf in Australia.

KPI's

- *Active involvement in AGIC*
- *Participation in industry advisory panels*
- *Referenced on golf industry initiatives*
- *Build international affiliations*

Strategies and Initial Actions

Explore opportunities for international affiliations (USA (CMAA), NZ, Asia Pacific, USGA)

Actions

- Open preliminary discussions/contacts
- Map what is possible and benefits

Develop positioning brochure

Action

- Refine and confirm strategic blueprint with member states
- Design and produce suitable information brochure

2. EDUCATION & PROFESSIONAL DEVELOPMENT

Objective: Provide resources to develop better managers.

KPI's

- *Conduct successful Conferences, seminars etc*
- *Develop a central resource library*
- *Industry specific training and accreditation*

Strategies and Initial Actions

Develop a comprehensive data base of relevant reference materials

Actions

- Explore resources including interaction between national and state websites
- Explore options for a GMA endorsed training program

Develop content/structure of conference

Actions

- Discussion with State Presidents
- Discussion and feedback at 2009 Conference

3. STATE RELATIONS

Objective - Foster a cooperative working relationship with Member States.

KPI's

- *State support for GMA initiatives*
- *Free exchange of information*
- *Coordinated approach to national issues*

Strategies and Initial Actions

Regular interface with State Associations

Actions

- Initial meeting with State Presidents
- Float regular (quarterly) conference calls

4. COMMUNICATIONS

Objective: Efficient, timely and relevant information flow to state Boards and individual members.

KPI's

- *Website value and usage*
- *Member participation and feedback*

Strategies and Initial Actions

Develop a communications plan covering how information is best disseminated and also how to build GMA's brand presence

Actions:

- Discuss with the States for efficiency and lack of overlap to get information to members
- Agree a sign off protocol with the states to post material
- Look at what will be required for website/database management
- Write the Communication Plan

5. MEMBERSHIP

Objective: Assist State Associations to build their membership base.

KPI's

- *Membership growth in State Associations*
- *General awareness of GMA/benefits across the industry*
- *High retention rates*

Strategies and Initial Actions

Seek to facilitate greater consistency in membership structure across the country.

Actions:

- Review current status
- Open discussions with the states
- Develop a way forward through consensus
- National membership database

Build GMA Industry membership

Action:

Consider scope of industry membership and revenue possibilities and develop a corporate package

6. RESOURCES

- Objective: The capacity to deliver services to members.

KPI's

- *Sustainable ongoing funding model in place*
- *Appropriate staffing*
- *Objectives being met*

Strategies and Initial Actions

Develop a financial model

Action:

- Base model

Develop a sponsorship plan

- Conference/general

Action:

- Review current state sponsorship affiliations
- Develop GMA plan



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