



Prepared for:



Prepared by:



# Ski Racing Australia

*2015 Strategic Planning Workshop*

Commercial-in-Confidence

***A new era for the ultimate lifestyle sport  
in Australia***

## INTRODUCTION

In 2015 SBP was engaged by Ski Racing Australia to conduct a Strategic Review and Planning project. The project was initiated to create a clear strategic direction for the sport of Ski Racing and the governing body, ensuring prosperity and longevity.

The first stage of the project was to conduct an online survey with all members to provide an opportunity for the members to express their views and opinions on the current position and the future direction of the sport.

The second stage was to facilitate a two-day strategic planning workshop with the Board and CEO. The workshop was held at the Glen Erin at Lancefield conference venue on Sunday 31<sup>st</sup> May and Monday 1<sup>st</sup> June.

This document is a record of the work completed by the strategic planning group at the workshop.



## PURPOSE AND VALUES



## PURPOSE

### WHY DOES SKI RACING AUSTRALIA EXIST?

Ski Racing Australia exists to:

- Administer and grow the sport
- Support and communicate with our members
- Provide rules, practices and frameworks to ensure our clubs can provide safe, sanctioned and efficient events
- Coordinate and ratify the event schedule to ensure equity across the states
- Organise insurance and communicate the process to our membership
- Develop relationships, collaborate and partner with relevant government, stakeholders and regulatory bodies
- Acknowledge and support our volunteers

## PURPOSE

### FOR WHOSE BENEFIT DOES SKI RACING AUSTRALIA ULTIMATELY EXIST?

Ski Racing Australia ultimately exists for the benefit of:

- Our people - Members, competitors, officials and volunteers
- Our organisations - States and clubs

### WHAT ARE THE BENEFITS THAT THIS GROUP EXPECTS?

#### The benefits that our people are expecting:

- Value for their membership
- Security and piece of mind
- Well planned, safe and entertaining events
- Consistent rules, interpretation and implementation
- Leadership to grow the profile of our sport
- Communication and transparency

#### The benefits that our organisations are expecting:

- Advice and support for best practice event management
- Support and develop racing and timing systems
- Clear and streamlined event sanctioning
- Legal policy and procedural guidance
- Risk management and event frameworks
- Public Liability and Officer's Insurance
- General operational and development support

## VALUES

**CORE VALUES ARE THE INTERNAL COMPASS THAT WILL GUIDE THE ACTIONS OF THE ORGANISATION. THESE ARE ATTITUDES AND BEHAVIOURS THAT YOU EXPECT ALL BOARD, STAFF AND STATES TO ADOPT AND LIVE BY EVERY DAY.**

1	<b>Transparent</b>	We work with an honest mindset and provide open communication to members and the community
2	<b>Integrity</b>	We endeavour to follow through and deliver on our promises. Our decisions are made with the best interests of the sport in mind and we always show respect and concern for our fellow competitors
3	<b>Unity</b>	We thrive on working together and teamwork. We are working towards a set of common goals with our members interests at heart. We are a family orientated sport built on lifelong friendships
4	<b>Excellence</b>	We operate with high quality standards and outcomes in mind – and we provide strong leadership for the sport and our members and clubs



## STRATEGIC PLAN





## STRATEGIC CHALLENGES

FROM THE FACTORS IDENTIFIED IN THE **SWOT**, FIND THE TOP 6 STRATEGIC CHALLENGES FACING THE ORGANISATION. THESE MAY BE INDIVIDUAL FACTORS, OR A COMBINATION.

1	<b>Revenue</b>	How do we diversify our revenue streams to ensure the sustainability of the sport?
2	<b>Membership Value</b>	How can we communicate and add to the value of our membership?
3	<b>Brand</b>	How do we reposition the sport for growth?
4	<b>Events</b>	How do we continue to provide security to our members, clubs and provide access to technology, venues and waterways?
5	<b>Standards</b>	How do we improve the consistency and quality of our volunteers, rules and procedures?
6	<b>Safety</b>	How do we continually elevate our safety standards for our members?

## STRATEGIC CHALLENGES

### STRATEGIC OPTIONS

1

#### Revenue

How do we diversify our revenue streams to ensure the sustainability of the sport?

#### Brainstorm

- Create strategic partnerships with brands and corporates
  - Develop a suit of assets that we can sell – website space, rule book, database,
  - Develop a one-off SRA owned event that we can sell to sponsors
  - Create a list of potential organisations to target – products, discounts, rebates and value adds, preferred suppliers, fuel, oil, coffee etc.
- Investigate opportunities for Government grants
  - Explore opportunities to improve our financial relationship with the AWWF
  - Set up a government grants sub-committee
  - Identify specific funding opportunities (IT, Junior Development, High Performance)
- Produce a compelling case for government investment with a ROI for them
  - Investigate options to complete an economic impact studies to support conversations with local tourism agencies and regional event supporters

## STRATEGIC CHALLENGES

### STRATEGIC OPTIONS

2

#### Membership Value

How can we communicate and add to the value of our membership?

#### Brainstorm

- Develop and communicate the SRA membership value proposition
- Review our communication platforms and content
  - Send out more information during membership renewal process
  - Direct traffic to the front page of our website and maximise our use of this space
- Conduct a high-level review of our membership categories, incentives and pathway to compliment the introduction program
- Assist clubs with recruiting new members through come and try programs that can be 'targeted' towards other extreme sports participants (go karts, motocross etc.)
- Investigate the possibility of developing a preferred supplier membership program

## STRATEGIC CHALLENGES

### STRATEGIC OPTIONS

3

#### Brand

How do we reposition the sport for growth?

#### Brainstorm

- Investigate the potential benefits of aligning the SRA and state logos
- Open conversations with other global extreme sport identities (i.e. Red Bull)
- Understand and communicate the SRA brand story (cross generational, family oriented, lifestyle sport etc.)
- Explore digital media opportunities
  - YouTube content consolidation
  - Aggregate and own historical content

## STRATEGIC CHALLENGES

### STRATEGIC OPTIONS

4

#### Events

How do we continue to provide security to our members, clubs and provide access to technology, venues and waterways?

#### Brainstorm

- Conduct an audit of all current, previously used and potential future waterways and prioritise them based on threats to current facilities, and the potential to attain new venues
- Proactively engage with regulatory bodies and authorities to ensure future usage of our venues
- Develop a technology needs analysis for our Clubs
  - Create and share case studies on best practice use of technology within ski racing

## STRATEGIC CHALLENGES

### STRATEGIC OPTIONS

5

#### Standards

How do we improve the consistency and quality of our volunteers, rules and procedures?

#### Brainstorm

- Appoint a chief judging coordinator for the sport
- Comprehensively review and update the Rule Book to ensure we have the best framework for the future of the sport
  - Implement key changes and revisions as required
- Develop a suit of event operations and procedure guidelines including position descriptions to ensure consistency between events
- Implement a training and accreditation process for Race Directors
- Work with the clubs to ensure sanctioning conditions are complied with for all events

## STRATEGIC CHALLENGES

### STRATEGIC OPTIONS

6

#### Safety

How do we continually elevate our safety standards for our members?

#### Brainstorm

- Investigate Research and Development partnerships with universities, relevant corporates and other sports
- Provide a safety protocol for race and event competitor briefings explaining the targeted safety checks and new updates at all events
- Form the Safety Committee and develop the terms of reference, standards and mandate to review and improve the safety of the sport
- Review scrutineer recruitment, standards and training (re-training) processes

## BROAD CONSUMER TRENDS

The following are some of the trends impacting much of the work we are currently doing.



### Consumer landscape

- 1 Digital transformation and constant connectivity
- 2 Frantic lifestyles and the often forgotten personal touch
- 3 The power of social influence amongst a generation of online natives
- 4 Media fragmentation and viewer patterns
- 5 Accelerated innovation and business model evolution

### Sponsorship landscape

- 1 Plethora of offers across sport, fashion, entertainment, arts and charity
- 2 Global strategies with local execution
- 3 The challenge of clutter and cut-through
- 4 Data driven activation and measurement
- 5 Integrated offers targeting deeper customer relationships and sales channels



## WORKSHOP NOTES

### WHAT DO WE NEED TO DO WELL TO SUCCEED IN THE FUTURE?

- A cohesive board
- Set achievable goals and make them manageable
- Reduce board churn – recruit and retain the best people
- Improve volume and quality of communication and increase transparency
- Support the improvement of the member experience and the racing product
- Facilitate the development of the sport with resources and frameworks
- Clarify our role around events
- Review our membership offer
- Collaborate with our stakeholders
- Engage and ensure compliance of our regulatory requirements within the sport
- Streamline event sanctioning (start up) processes



Suite 3, 456 High Street

Prahran, VIC 3181

T: 03 9525 0352

[www.sportbusiness.com.au](http://www.sportbusiness.com.au)