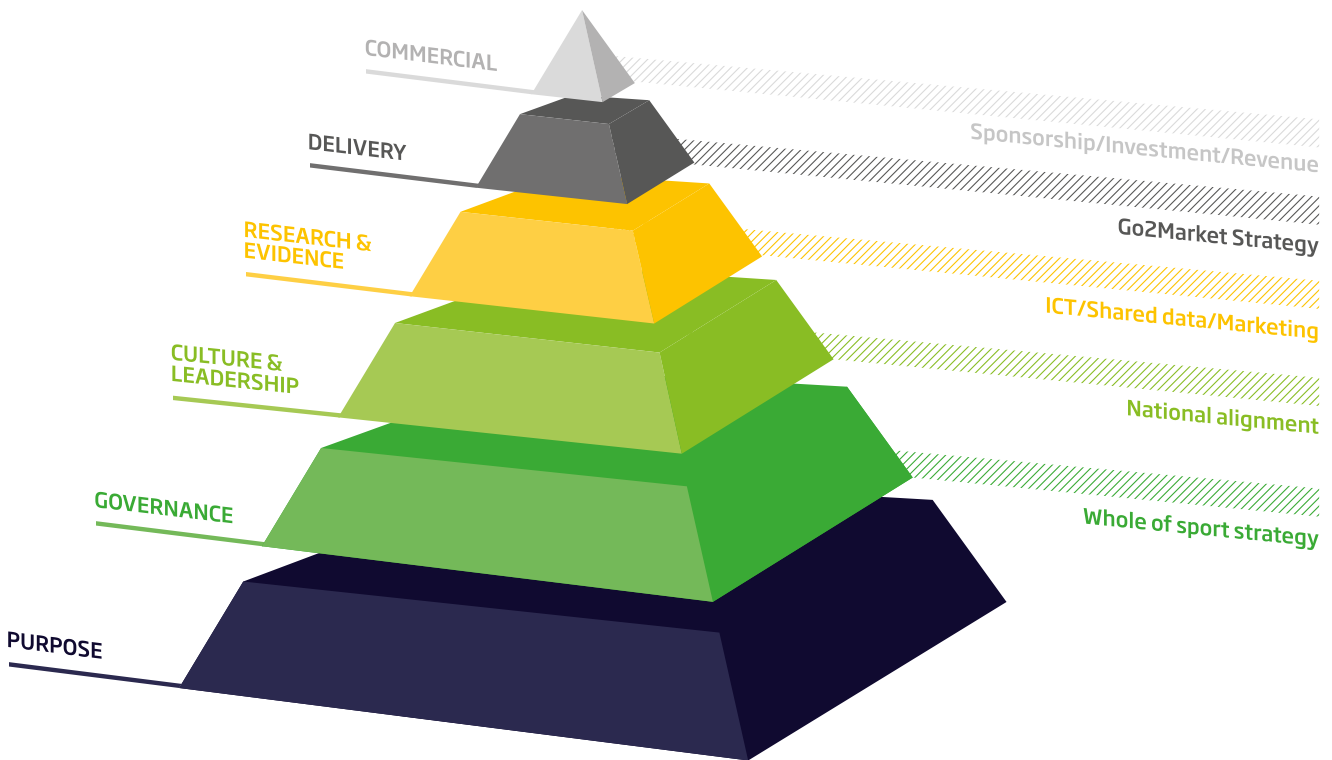




Toolkit: building stronger sports

The Australian Sports Commission (ASC) works closely with national sporting organisations (NSOs) to identify opportunities to improve organisational performance in support of shared goals for participation growth and high performance success.

This toolkit will help you to address capability and identify opportunities for your sport. The pyramid diagram identifies the core elements for an efficient, effective and commercially viable organisation. Each strata of the pyramid is then expanded upon, with questions you might find useful and relevant examples (case studies).



Purpose



A well defined, common purpose is fundamental to building an effective team and provides the foundation for guiding strategy development and decision making.

- > Does your sport have a clearly defined purpose?
- > Does *everybody* in your sport understand this purpose – unambiguously?
- > Are all parts of your sport working together in support of this purpose – nationwide?
- > Are your major decisions tested against your purpose?

Examples include: netball, swimming.

Governance



Governance provides the framework from which your sport can be directed and controlled accountably. The ASC is very focused on this priority and is supporting you to achieve best practice through the implementation of ASC's Sports Governance Principles and Mandatory Sports Governance Principles.

- > How does your sport measure up against the Mandatory Sports Governance Principles and Sports Governance Principles?

Examples include: top fifteen sports, badminton.

Culture and leadership



Great leadership and strong values inspire great culture – a fundamental ingredient for success – and these are reflected in the behaviours of the organisation's people through all levels.

- > Does your sport have effective leadership?
- > Are you driving a values-based culture through your sports?
- > Is your whole sport aligned towards achieving your common goals?

Examples include: the swimming review.

Research and evidence base



Evidence-based decision making significantly increases the chances of success. The ASC can help your sport by providing access to a vast array of sector insights through the Clearinghouse for Sport and our sector networks. The ASC helps to connect people, to share knowledge and provide access to the best information available in support of improving capability.

- > Do you understand your consumers and the market?
- > Do you know what your challenges are?
- > Do you make decisions based on evidence rather than conjecture?
- > Do you have whole of sport technology in place to collect data that inputs into decision making?
- > Are you using appropriate technology to connect meaningfully with your customers?

Examples include: athletics.

Delivery



In a rapidly changing environment your sport needs to adapt its products and services to remain relevant. The challenge is how best to evolve these whilst retaining those things that are special and unique to your sport. We can assist you to develop and deliver relevant products and services supported by effective go-to-market strategies.

- > Do you have a suite of offerings that address all your participant needs, from children through to adults?
- > How do your participants transition from one stage to the next?
- > Do you develop products in order for them to be sustainable?
- > How are you servicing all your stakeholders?

Examples include: tennis.

Commercial returns



Achieving improved financial sustainability is a key goal and one which the ASC is committed to help your sport to achieve, but this is no simple task. Past experience has shown that sustainable commercial success is unlikely if the above mentioned factors are not addressed and in place. Your sport is operating in a highly competitive market against a huge array of alternative leisure and entertainment products. The ASC can work with your sport to identify appropriate commercial opportunities to help grow revenues in support of your goals.

- > Do you know what your assets are and what they're worth?
- > Do you understand your audience deeply?
- > Do you know how best to leverage your assets?

Examples include: SurfGroms.



Who we've helped

We are committed to providing quality advice and expertise of value to you.

Some partnerships where we have done this include:



surfing

"We have been working with the ASC to become more sustainable, grow our organisation and be able to implement programs well into the future. The ASC has supported us in programs such as SurfGroms, the Australian Boardriders Battle and our High Performance Centre to develop a governance and commercialisation model where the programs can be sold to other partners,"

Andrew Stark, CEO Surfing Australia



badminton

"The strong support of the ASC in both the governance and strategic planning areas has allowed a sport such as ours (with limited resources) to take a quantum leap forward in recent times. In addition, the support for our cultural and linguistically diverse (CALD) program has added a new dimension to Badminton Australia activities allowing us to engage more actively with our members and develop links with the CALD community, an integral part of our sport. We look forward to continuing to build this strong partnership with the ASC,"

Paul Brettell, CEO Badminton Australia



bowls

"The ASC has been a vital partner in the establishment of our new and revolutionary bowls product, the Australian Premier League. This is evident with the support in commissioning research and the preparation of a business case to assist in identifying our broadcast, commercial and participation needs leading to the creation of this innovative game format for our sport,"

Neil Dalrymple, CEO Bowls Australia



netball

"The ASC team has been critical to the growth of netball. They have taken the time to understand our organisation, are responsive to our needs and have been a valuable partner across every part of our business. In particular, the ASC has assisted Netball Australia and our State Netball Associations through a governance improvement project. The recommendations enabled netball to tackle the tough issues and position netball for future success both on and off the court. It is the integrated, all of business approach that netball values most,"

Kate Palmer, CEO Netball Australia

Through the ASC's Participation and Sustainable Sport division, we provide advice, expertise and resources to help your sport to improve its business capabilities. In addition to our direct financial investment into the sports sector, we conduct leading edge sector research, provide strategic planning expertise and help sports to identify high value projects which address critical challenges and high value opportunities.

For more information on how the ASC can help your sport, contact the Australian Sports Commission (02) 6214 1111.