

Technology & Volunteer Management in Australian Golf

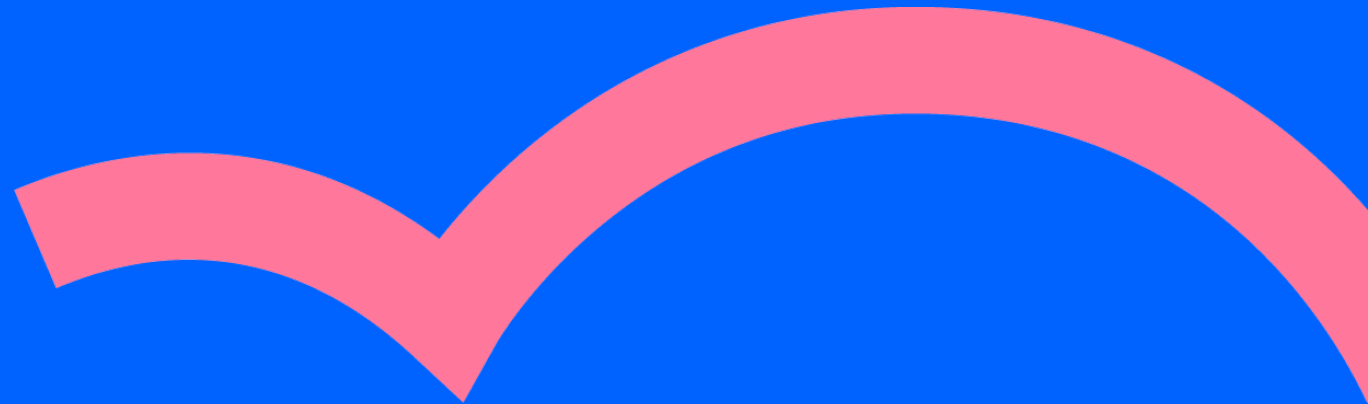
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Today's Session

- Volunteering landscape in golf
- Technology implementation
- Our challenges & solutions



STRATEGY FOR AUSTRALIAN GOLF 2022 – 2025

OUR PURPOSE

More Australians playing more golf

OUR PHILOSOPHY

All golf is golf and all of us can be golfers

OUR POSITIONING

A sport for life and fun for all

Strategic Pillars

Strategic Enablers

Tell our story better

Attract new golfers

Grow our core

*Attract new fans
& grow revenue*

Work together

Ambition

Golf is seen as a sport for life and fun for all

More Australians playing more golf – in all its forms

Golf clubs and facilities are vibrant, solvent, sustainable community hubs

An exciting summer of golf and new revenue to reinvest in growth

Reduce fragmentation and grow golf as efficiently and collaboratively as possible

What is Success?

Grow golf's audience and address misconception as a sport for few

More golfers having great golf experiences

Healthy clubs and facilities that reflect their communities

Great events and digital products that grow passion and revenue to reinvest

A more aligned, less fragmented industry

What will we do?

Promote the "3Ps" – our purpose, philosophy and positioning – at every opportunity

Rollout national participation programs, embrace off-course facilities and grow golf among women, kids and families

Support clubs and facilities with targeted services and invest in workforce development

Create a compelling 'Summer of Golf' with a simplified commercial proposition, and build our digital portfolio

Continue to work together as an industry, removing duplication and silos

Australian Golf Volunteer Strategy



<i>People wanting to work or volunteer choose golf</i>						
PURPOSE More Australians playing more golf		PHILOSOPHY All golf is golf and all of us can be golfers		POSITIONING A sport for life and fun for all		
<i>To attract, develop and retain a high-performing and engaged workforce</i>		<i>Anyone can work or volunteer in golf, both on and off the course</i>		<i>Our workforce provides fun and fulfilling experiences for all</i>		
Strategic Pillars			Strategic Enablers			
<i>Tell our story better</i>		<i>Attract new golfers</i>	<i>Grow our core</i>		<i>Attract new fans and grow revenue</i>	<i>Work together</i>
Golf is seen as a sport for life and fun for all		More Australians playing more golf – in all its forms	Golf clubs and facilities are vibrant, solvent, sustainable community hubs		An exciting summer of golf and new revenue to reinvest in growth	Reduce fragmentation and grow golf as efficiently and collaboratively as possible
Workforce Pillar	<i>Promote, celebrate & recognise our workforce</i>	<i>Attract & grow a workforce that is reflective of the community</i>	<i>Empower, develop & support our workforce</i>	<i>Scale our workforce to maintain quality customer experiences</i>	<i>Coordinate & connect our workforce</i>	
Ambition	Golf is seen to be a volunteering destination	Our volunteers are diverse and inclusive	Our volunteers have the appropriate skills and knowledge to have a great experience	Our workforce is scalable to meet customer demand	Our volunteers are well coordinated and connected, both within and outside the golf industry	
What will we do?	Use every opportunity to tell the story of our volunteers both within the industry and externally	Implement initiatives to engage with and attract people from all backgrounds and walks of life	Introduce resources and processes that will set our volunteers up for success	Better understand seasonal workforce requirements and introduce initiatives to support periods of peak demand	Facilitate and create avenues for our volunteers to be better coordinated and connected	
What is success?	<ul style="list-style-type: none"> Increased positive awareness of volunteering in golf Increased attraction, retention & engagement 	<ul style="list-style-type: none"> Increased volunteer numbers Increase in younger volunteers Increase representation from different minority groups 	<ul style="list-style-type: none"> Volunteers have the skills to have a great experience Increased retention & engagement 	<ul style="list-style-type: none"> Better quality customer experiences Improved volunteer experience Increased retention & engagement 	<ul style="list-style-type: none"> Reduced fragmentation across golf Increased collaboration & coordination 	

Australian Golf Volunteer Strategy



Promote, celebrate & recognise our workforce

Golf is seen to be a volunteering destination

Use every opportunity to tell the story of our volunteers both within the industry and externally

Attract & grow a workforce that is reflective of the community

Our volunteers are diverse and inclusive

Implement initiatives to engage with and attract people from all backgrounds and walks of life

Empower, develop & support our workforce

Our volunteers have the appropriate skills and knowledge to have a great experience

Introduce resources and processes that will set our volunteers up for success

Scale our workforce to maintain quality customer experiences

Our workforce is scalable to meet customer demand

Better understand seasonal workforce requirements and introduce initiatives to support periods of peak demand

Coordinate & connect our workforce

Our volunteers are well coordinated and connected, both within and outside the golf industry

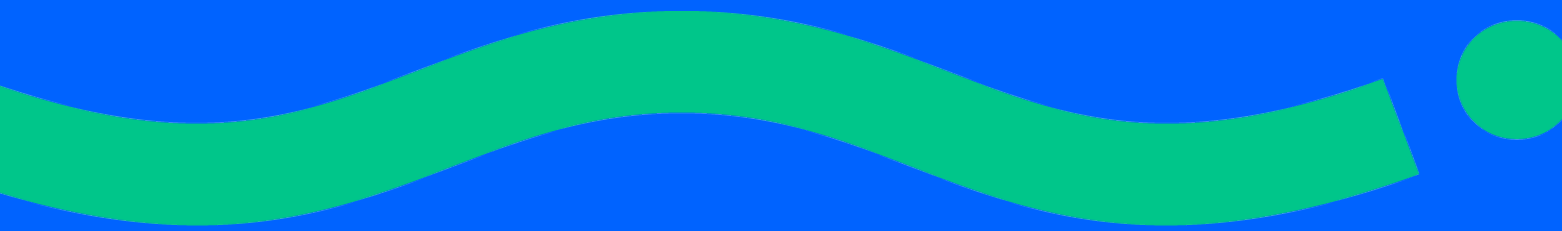
Facilitate and create avenues for our volunteers to be better coordinated and connected

Volunteer Workforce Numbers



- *1,500 volunteers across our major events*
- *Almost 14,000 board members at our clubs*
- *Almost 2,000 Community Instructors*

At least 30,000 volunteers contributing to golf every year



Volunteer Management System Timeline



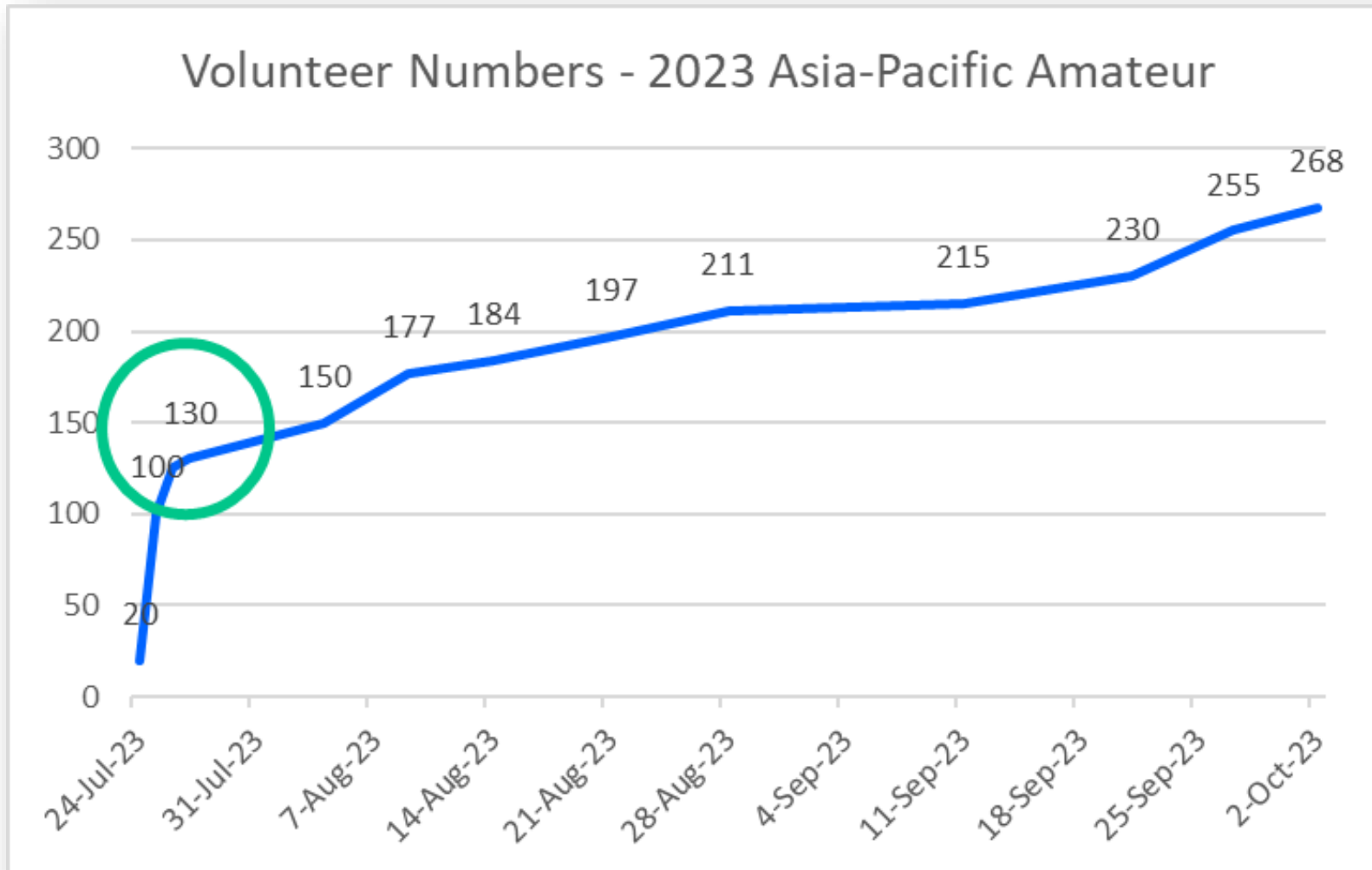
Volunteer Demographics

Total	266	
Male	206	
Female	60	
Not GC Members	22	
Non-golfers	1	
Social	15	
Driving range	1	
Simulator	1	
Alternative	4	
Average Age	57 years	
Median Age	61 Years	
Under 20	5	2%
Under 30	8	3%
Under 40	22	9%
Under 50	27	11%
Over 50	178	74%
NSW	6	
QLD	258	
WA	2	
Clubs represented	64	

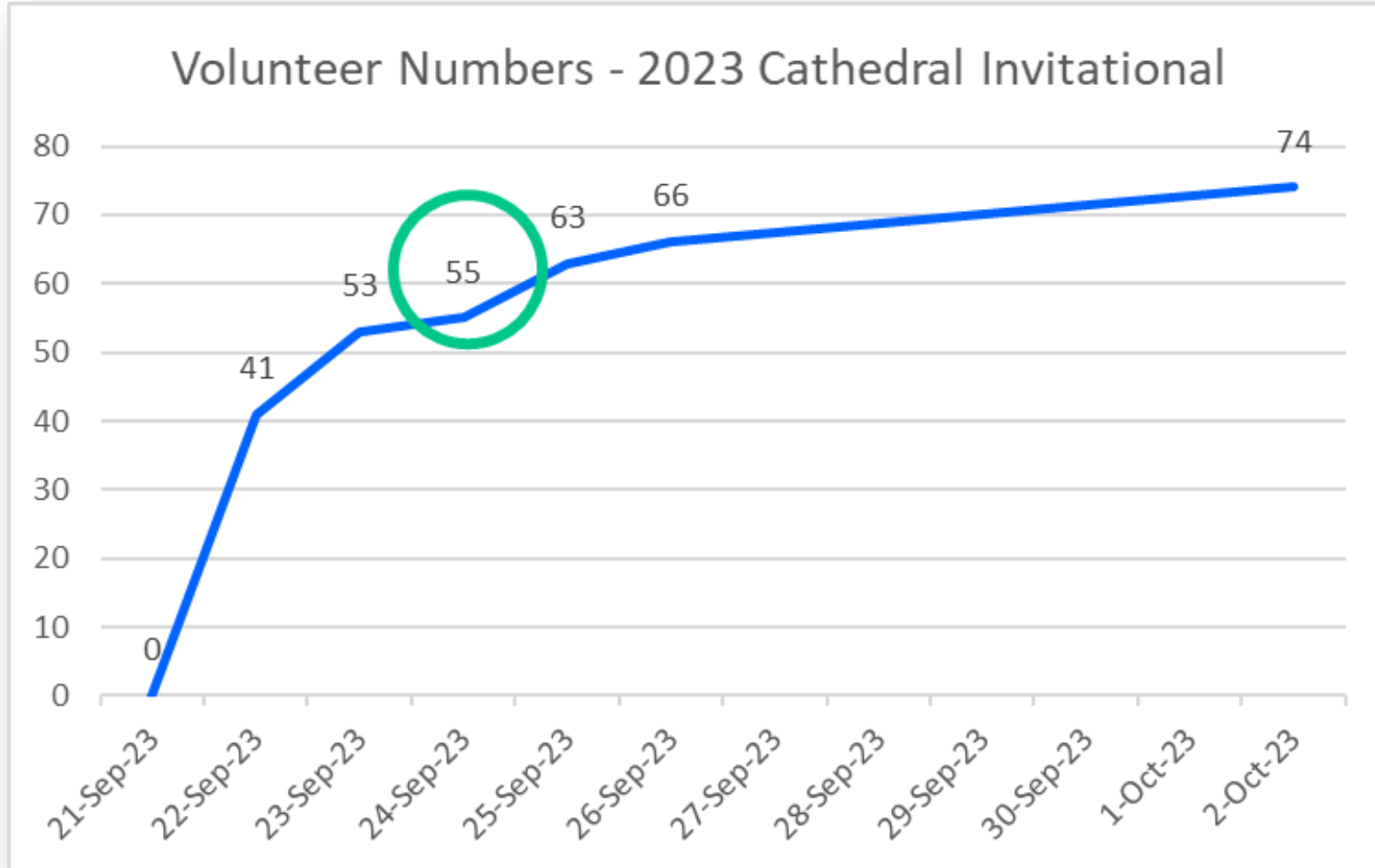
Ashgrove Golf Club
 Ayr Golf Club
 Beerwah Golf Club
 Bribie Island Golf Club
 Brisbane River Golf Club
 Brookwater Golf Club
 Bulimba Golf Club
 Burleigh Golf Club
 Caboolture Golf Club
 Caloundra Golf Club
 Carbrook Golf Club
 Future Golf
 Gailes Golf Club
 Gladstone Golf Club
 Headland Golf Club
 Indooroopilly Golf Club
 Keperra Country Golf Club
 Lismore Workers Golf Club
 Maleny Golf Club
 Maroochy River Golf Club
 Maryborough Golf Club
 McLeod Golf Club
 Meadowbrook Golf Club
 Mount Warren Park Golf Club
 Murwillumbah Golf Club
 Nambour Golf Club
 Nanango Golf Club

Nudgee Golf Club
 Oakey Golf Club
 Oxley Golf Club
 Pacific Golf Club
 Palm Meadows Golf Course
 Parkwood International Golf Club
 Pelican Waters Golf Club
 RACV Royal Pines Resort Golf Club
 Redcliffe Golf Club
 Redland Bay Golf Club
 Riverlakes Golf Club
 Roma Golf Club
 Rosewood Golf Club
 Rowes Bay Golf Club
 Royal Queensland Golf Club
 Sandgate Golf Club
 Sandy Gallop Golf Club
 Southport Golf Club
 The Brisbane Golf Club
 Tin Can Bay Country Club
 Townsville Golf Club
 Virginia Golf Club
 Wantima Golf Club
 Windaroo Lakes Golf Club
 Wolston Park Golf Club
 Woodford Golf Club
 Wynnum Golf Club

Armidale Golf Club
 Club Banora Golf Club
 Coolangatta and Tweed Heads Golf Club
 Harrington Waters Golf Club
 Long Reef Golf Club
 Murwillumbah Golf Club
 Ocean Shores Country Club
 Teven Valley Golf Course
 Woodburn-Evans Head Golf Club
 Broome Golf Club
 Wanneroo Golf Club

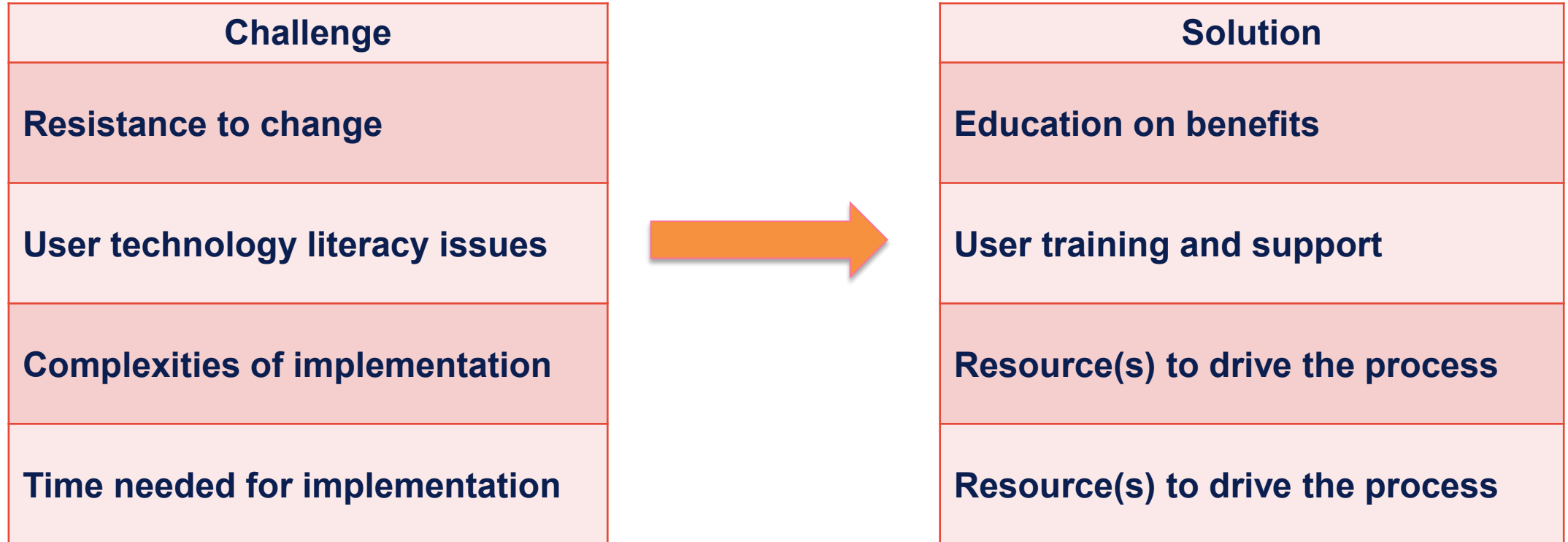


500% increase in
3 days



100 volunteers needed
55 within 3 days
74 sourced
57 from target pool

Technology implementation challenges & solutions



Technology supporting our volunteer ambitions

GUIDING PRINCIPLES

Underlying values across every area of the plan



Sport Volunteers at the heart of community sport – supported, recognised and valued



Enable inclusive, accessible and welcoming experiences in sport volunteering



Harness the collective value of sport volunteers



Inspire and support people from diverse backgrounds to volunteer in sport



Work in partnership across the sport system and beyond



Leverage data and insights

VISION

People from all walks of life see and realise opportunities to contribute to individual, club and community goals in a way that suits them



CELEBRATE

Communicate the broad value of sport volunteering through powerful storytelling



EMPOWER

Support and connect volunteers in sport



REIMAGINE

Support the sector to re-design the sport volunteering experience



INNOVATE

Drive and stimulate innovation in sport volunteering

EVALUATE the coalition action plan and translate insights into policy and practice

OVERALL INDICATORS OF SUCCESS

More people volunteering in sport more often

Volunteers feel fulfilled and have an enjoyable and positive experience

Volunteering is a strategic priority for the sport sector

Social and economic contribution of volunteers in sport realised

Volunteers in sport reflective of local community

Evidence informed volunteer policy and practice

Key Takeaways

- Technology is our friend
- Change is hard
- Communication and support for volunteers