



Softball Australia

2014-17 Strategic Plan

VISION

By 2017, to be a thriving, innovative and inclusive sport with at least 5% annual growth

MISSION

To grow softball, for all, for life, together

VALUES

We are inclusive, innovative, collaborative, professional and act with integrity



1 GROWING PARTICIPATION

Focusing on products, promotion, participation marketing, communication, pathways, and events.

STRATEGIC GOAL

- ✓ To use new product variants to break into new markets and attract new players to softball
- ✓ To grow existing versions of softball
- ✓ To leverage our high performance heritage to encourage players, coaches and volunteers to keep growing softball
- ✓ To leverage national and international events to increase commercial revenue and increase brand and profile within the wider community to keep growing softball
- ✓ To maintain engaged, informed, and satisfied stakeholders

2 DEVELOP CLUBS AND ASSOCIATIONS

Focusing on the sustainability and health of local clubs/associations through building the capacity and management of our facilities and skills of volunteers.

STRATEGIC GOAL

- ✓ To strengthen the recruitment and retention capacity of our club/association network (affiliates)

3 ORGANISATIONAL SUSTAINABILITY

Focusing on financial sustainability, people management, leadership and governance.

STRATEGIC GOAL

- ✓ To build strong and enduring relationships with strategic partners
- ✓ To build strong and enduring organisational sustainability
- ✓ Develop and harness key corporate relationships to support enhanced capabilities and declining government revenues



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1 GROWING PARTICIPATION: Focusing on products, promotion, participation marketing, communication, pathways, and events

1.1 Products & Pathways

KEY OBJECTIVE			
TO USE NEW PRODUCT VARIANTS TO BREAK INTO NEW MARKETS AND ATTRACT NEW PLAYERS TO SOFTBALL			
Key Result Area	Strategies	Measure	FY16-17 Target
PRODUCTS	Establish social softball product and delivery model	No of registered players	1,000
	Implement the outcomes of the Little League product evaluation	Outcomes of product evaluation implemented	100%
	Implement the outcomes of the Masters product evaluation	No of registered players	1,000
	Exploit the role of private operators to complement the existing Club/Association distribution model	No of registered players	1,000



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1 GROWING PARTICIPATION: Focusing on products, promotion, participation marketing, communication, pathways, and events

KEY OBJECTIVE	TO GROW EXISTING VERSIONS OF SOFTBALL		
Key Result Area	Strategies	Measure	FY16-17 Target
PATHWAYS	Refresh the National Recruitment Product (4-12y) in all States	No of registered players	3,000
	Maintain the baseline of school participation in Sporting Schools. Transition student participants to member	No of student participants	15,000
		No of student transitions	800
	Grow the capacity to deliver Sporting Schools	No of accredited deliverers	400
	Grow existing school baseline, inc primary, secondary and Sporting Schools Increase the exposure of potential participants	No of student participants	57,900



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1 GROWING PARTICIPATION: Focusing on products, promotion, participation marketing, communication, pathways, and events

KEY OBJECTIVE	TO LEVERAGE OUR HIGH PERFORMANCE HERITAGE TO ENCOURAGE PLAYERS, COACHES AND VOLUNTEERS TO KEEP GROWING SOFTBALL		
Key Result Area	Strategies	Measure	FY16-17 Target
HIGH PERFORMANCE PATHWAYS	International team success at World/Regional Championships	Podium finishes	All
	Establish a national training program for Battery	Greater depth in battery	4-5 Batteries per national team
	Establish an elite coaching pathway and program	Greater depth and number of potential national coaches	4-5 Coaches identified per team
	Establish an elite Technical Officials pathway and program	Greater depth and number of Technical Officials performing at international events	25%



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1 GROWING PARTICIPATION: Focusing on products, promotion, participation marketing, communication, pathways, and events

1.2 Events

KEY OBJECTIVE	TO LEVERAGE NATIONAL AND INTERNATIONAL EVENTS TO INCREASE COMMERCIAL REVENUE AND INCREASE BRAND AND PROFILE WITHIN THE WIDER COMMUNITY TO KEEP GROWING SOFTBALL		
Key Result Area	Strategies	Measure	FY16-17 Target
EVENTS	International (regional) signature event established to showcase our national team	Recurrent viable competition established	Established
		Increased commercial financial profitability	Financial profit achieved
		Increased levels of event sponsorship	Major event naming sponsor
	National Championship Events showcase elite softball on a national basis	Recurrent viable competition established	Established
		Increased commercial financial profitability	All events show profit
		Increased spectator numbers	50%
	Growth of television coverage for all flagship events	Signature events v coverage	80%



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1 GROWING PARTICIPATION: Focusing on products, promotion, participation marketing, communication, pathways, and events

KEY OBJECTIVE	TO MAINTAIN ENGAGED, INFORMED AND SATISFIED STAKEHOLDERS		
Key Result Area	Strategies	Measure	FY16-17 Target
STAKEHOLDER ENGAGEMENT	Develop a Unified Communications Plan to manage all related stakeholders through the participation reform journey	Clubs and Associations know our plans and progress to date	80%
	Exploit the use of digital & social media to achieve membership growth	No of impressions, visits, hits etc	80% growth per annum
	Implement a national CRM Program to all States, Associations & Clubs	Centralised repository of Associations, Clubs, Contacts and Participation History	100%
		Member self-registration	100%
		Member payments	70%
		Member communications	80%
		Competitions	80%
	www sites	50%	
Relaunch a relevant Member Benefits Program with aligned sponsors to support the softball value proposition	Program launched and used	Program launched	



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KEY OBJECTIVE	TO MAINTAIN ENGAGED, INFORMED AND SATISFIED STAKEHOLDERS		
Key Result Area	Strategies	Measure	FY16-17 Target
STAKEHOLDER ENGAGEMENT (CONT'D)	Federal Government Agencies	Increase federal funding opportunities	Net 10% increase in funding per annum
	State Government Agencies	Increase state funding opportunities	Net 10% increase in funding per annum
	Local Government Agencies	Increase federal funding opportunities	Net 10% increase in funding per annum
	Australian Olympic Committee	Build strong and enduring relationships with local and regional IOC officials	Softball voted back into OG by local and regional representatives
	Drive completion of the Annual Member Survey	Members surveyed	5%



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2 DEVELOP CLUBS AND ASSOCIATIONS

KEY OBJECTIVE TO STRENGTHEN THE RECRUITMENT AND RETENTION CAPACITY OF OUR CLUB-ASSOCIATION NETWORK (AFFILIATES)				
Key Result Area	Strategies	Measure	FY16-17 Target	
CLUB-ASSOCIATION DEVELOPMENT	Every affiliate complete the ASC Club Health Check to identify strengths, weaknesses and action plans	% of affiliates through the Health Check and committed to action plans	100%	
	Implement minimum affiliation standards for all new affiliates	% of affiliates meeting affiliation standards	100%	
	Implement minimum affiliation standards for all existing affiliates	% of affiliates meeting affiliation standards	60%	
	Implement a national recognition program to reflect, participation, affiliation standards and Health Check results	Recognition program implemented	100%	
	Provide a Portal that contains all the necessary resources to focus on Participation Growth and Club Health	JDs for Director, Club President, Club Treasurer, Club Secretary, Coaches, Volunteers		
		On-line training courses for above		100%
		Case studies		100%
		Good Governance Guide		100%



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Key Result Area	Strategies	Measure	FY16-17 Target
CLUB-ASSOCIATION DEVELOPMENT (CONT'D)		CRM induction kit completed	100%
	Establish baseline and then grow volunteer workforce to meet the needs of growing participation base (including coaches and officials)	Aligned to participation base	5% increase per annum
	Establish a key registry of all softball grounds and facilities in Australia	Centralised repository of softball grounds and facilities with a full audit which includes a three tiered ranking system	100%
	Develop and adopt a national inclusion statement of intent and strategy framework supported by all stakeholders	National inclusion statement of intent supported by all stakeholders	100%
		National Inclusion Framework implemented	50%
		Current level of accessibility is determined	100%
		Increase in accessibility Less barriers preventing people accessing the sport	50%
		Increase in opportunities More options for people to participate	50%



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3 ORGANISATIONAL SUSTAINABILITY

3.1 Key stakeholder relationships

KEY OBJECTIVE			
TO BUILD STRONG AND ENDURING RELATIONSHIPS WITH STRATEGIC PARTNERS			
Key Result Area	Strategies	Measure	FY16-17 Target
KEY STAKEHOLDER RELATIONSHIPS	Other sports	Regularly have other sports share their successes and challenges with our key stakeholders	At least twice per annum
	Baseball	Co-develop proposals to showcase our two sports through facilities or events	At least twice per annum
	Pacific-Asia Region Softball Organisations (NZ, China, Japan etc)	Engage in Annual Forum to develop opportunities that benefit softball in the region	Annually
	Sponsors	To develop a formal sponsorship management program to monitor sponsor sentiment and maximise growth together	At least 90% sponsorship retention
	Establish baseline and grow media coverage	Increase annual media coverage by 20%	20% per annum
	Establish and/or maintain formal relationships with strategic partners to attract new members accessing product variants	Manage MOUs with key providers, including Australian University Sport, School Sport Australia, Special Olympics Australia, National Sport Inclusion Alliance, and Australian Defence Softball Association	
No of registered participants			5%



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3 ORGANISATIONAL SUSTAINABILITY

KEY OBJECTIVE	TO BUILD STRONG AND ENDURING ORGANISATIONAL SUSTAINABILITY		
Key Result Area	Strategies	Measure	FY16-17 Target
FINANCE- GOVERNANCE	To ensure all States and national body are financially sound to support participation reform and growth	Positive Annual P&L's and Reports	100%
	Implement a shared services model to support single in accounting and book-keeping using common platform and chart of accounts	Number of States using the shared services model	50%
	To assess and reduce duplication of effort and resources between Member States and Softball Australia	Position Descriptions assessed and matched	100%
	Reform delivery model of membership and participation services and products to reflect ROI imperative	Reduced subsidy, break even, or profit	\$X
	Develop model of governance support for Member States	MOUs	2
	Document model of products and services engagement with Member States	MOUs	8
	Maintain a beneficial, cost-effective national risk management and insurance program	No of States participating	100%



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3 ORGANISATIONAL SUSTAINABILITY

3.2 Marketing & Sponsorship

KEY OBJECTIVE			
DEVELOP AND HARNESS KEY CORPORATE RELATIONSHIPS TO SUPPORT ENHANCED CAPABILITIES AND DECLINING GOVERNMENT REVENUES			
Key Result Area	Strategies	Measure	FY16-17 Target
MARKETING & SPONSORSHIP	Develop and implement Softball Corporate CLUB to professionally manage and engage sponsors from entry to mature status	Key corporate sponsors managed under program	20
	Extend corporate relationships into other packages events, teams and promotions	Corporate sponsors for events, teams and promotions	50%
	Generate annual funds from marketing and sponsorship	\$ raised per annum	\$500K