

GOLF INDUSTRY DEVELOPMENT TASK FORCE



THE TASK FORCE



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INTRODUCTION

The Golf Industry Development Task Force (GIDTF) consists of leaders and experts in various industries to develop strategies that will foster the growth and development of the golf industry in Singapore.

The task force will identify and address challenges facing the industry, as well as develop ideas and solutions that will improve the golf ecosystem in Singapore.

The GIDTF was established in May 2023 and has put together a three-year timeline to achieve its objectives.





OBJECTIVES

To be a structured and collaborative platform for SGA to engage with external leaders and experts who have deep and wide experience and network in areas or matters where SGA requires expertise, guidance and advice.

Create strategies that will develop the golf industry in Singapore.

To advise SGA in its vision to fulfil the strategies envisaged in the 3 pillars and 9 strategic goals.

To assist the Executive Board and management of SGA to enhance their strategic thinking and access to expertise and networks.



SGA'S 3 PILLARS

Developing the Golf Ecosystem

Ensuring and accelerating High Performance

Strengthening SGA's Financial Position

SGA'S 9 STRATEGIC GOALS

1

Increase the number of golfers and the frequency of play by promoting inclusiveness and accessibility.

4

Develop and establish a leading golf training & development infrastructure and framework for juniors, teenagers, amateurs to professionals to ensure golfing performance and excellence.

7

Increase the regional and international impact, influence and reputation of SGA.

2

Establish a thriving and engaged stakeholders fraternity by promoting stakeholders engagement and ESG leadership.

5

Increase the appeal and profitability of SGA's professional and amateur events by collaborating with leading regional and international bodies.

8

To develop the bench strength of the secretariat to enable SGA to fulfil its mission and vision, and achieve its strategic goals.

3

Build golf's reputation as a force for good by providing CSR leadership.

6

Focus on Sponsorships and Commercial Assets, and diversification to enable SGA to strengthen its financial position.

9

Govern responsibly to ensure integrity, wellbeing, sustainable development, and enjoyment of golf.

IDENTIFY

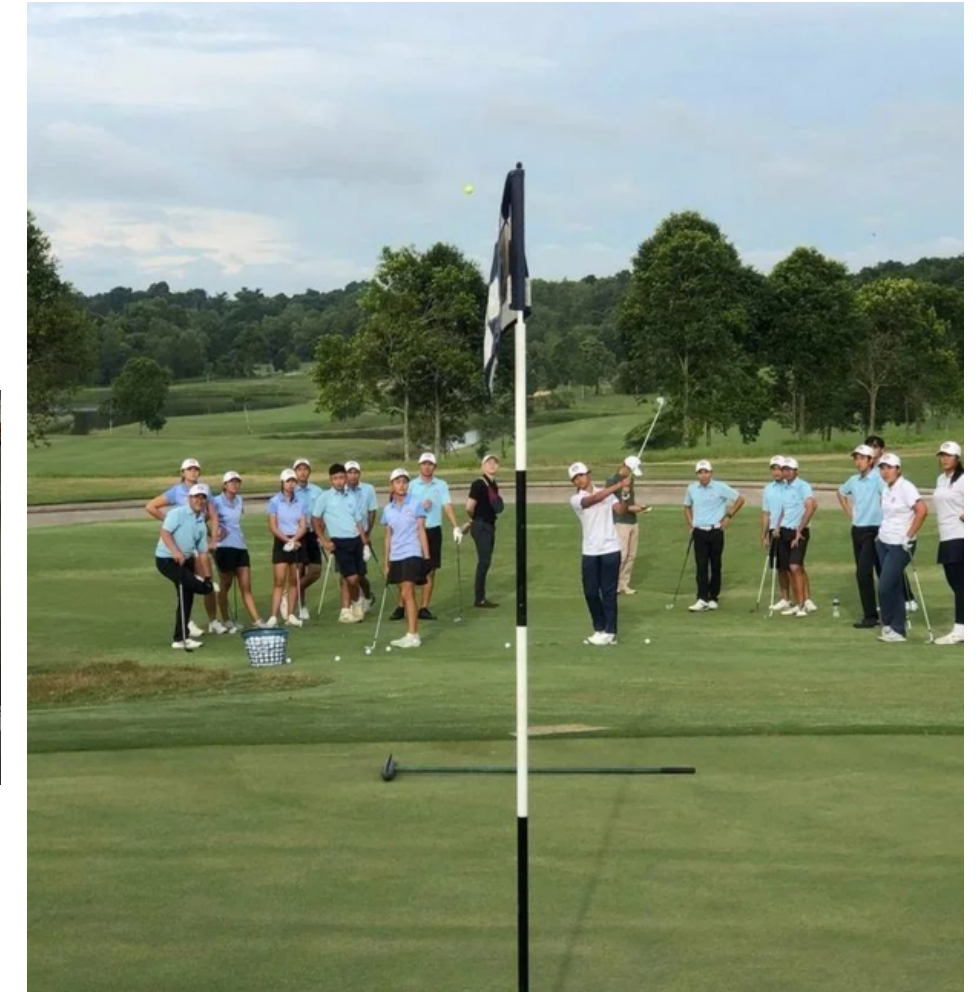
- Conduct a comprehensive assessment of the current state of the golf industry in Singapore, including strengths, weaknesses, opportunities, and threats.
- Identify trends and challenges facing the golf industry in Singapore.

ACCELERATING COLLABORATION & CO-OPERATION

- Foster strong collaboration and cooperation between SGA and external leaders/experts.
- Establish regular meetings and workshops to exchange ideas, share best practices, and discuss industry challenges and opportunities.
- Encourage partnerships between SGA, golf clubs, golf-related businesses, and other stakeholders to collectively work towards industry development.

INITIATIVES & PROGRAMS

- Develop a roadmap of initiatives and programs that align with the identified areas of improvement and growth potential.
- Prioritize initiatives based on their potential impact and feasibility.
- Develop initiatives that enhance the golf ecosystem in Singapore including areas such as access for public golfers, students, sustainability, technology, conferences, media & PR.



COMMUNICATION & ENGAGEMENT

- Establish effective communication channels to ensure all stakeholders are kept informed about the initiatives of SGA and the task force.
- Engage with the wider golf community and industry stakeholders to gather feedback and input on proposed strategies.
- Utilise digital platforms especially social media, to amplify the messages created by SGA and the task force.



RECOMMENDATIONS


- Develop actionable and well-researched recommendations for SGA based on the insights and expertise provided by external leaders and experts.
- Present the recommendations to SGA's Executive Board and management in a clear and concise manner, outlining potential benefits and implementation strategies.




SETTING OUTCOMES

- Establish measurable outcomes and key performance indicators (KPIs) to track the success of the strategies and initiatives.
- Regularly review progress against the set outcomes and adjust strategies as necessary to ensure effective implementation and results.

SINGAPORE'S GOLF ECOSYSTEM

 38,000 registered golfers in SGA's Central Handicap System (CHS)

 An estimated 40,000 other golfers who are not registered.

Demand of golfers & supply of golf facilities

Based on a survey, there are about 80,000 active golfers in Singapore, of which around 50% are members of either golf clubs or associate clubs while the remaining 50% are public golfers without memberships.

The demand of golfers remain high as shown by the utilisation of golf facilities.

However, the land lease of public golf courses Champions Golf and Marina Bay Golf Course will expire in 2023 and 2024 respectively. Land leases of a few private golf courses also expire in 2030.

Outcome: The task force will identify strategies to ensure the sustainability of golf facilities while growing the number of golfers in Singapore.



SINGAPORE'S GOLF ECOSYSTEM

Measure of the Industry

In order to curate strategies, an extensive analysis of the golf ecosystem is required.

SGA will utilise the data from its Centralised Handicap System (CHS) to analyse playing trends which include number of rounds played over the past five years. Third party consultants will also be engaged to further analyse other components in the golf industry by organising data points, collection and analysis, which will be useful for the task force to understand the overall economic impact golf has in Singapore.

Outcome: In-depth analysis on the demographics and type of golfers (e.g. age, gender, member/public, as well as economic impact of golf in Singapore.)



ACCESS TO PUBLIC GOLFERS, STUDENTS AND NEW GOLFERS

Public Access

NTUC Club is also building up My Golf Kaki (MGK) by collaborating with SGA under the NTUC Club & SGA MOU to make golf inclusive. MGK currently has 7,000 members, and it is a platform to lower the barrier of entry to golf. An example is an alternative six-hole format of golf which requires less time commitment.

Students

Interest in golf should start at an early age. This year, 40-45 schools participated in the National School Games, but only 10 offer golf as a CCA.

We can work with MOE to create a similar program they currently have for water polo and Track & Field. Their strategic partnership scheme for those sports allows students to attend training sessions at satellite training centres outside of their schools.

Outcome: To promote the game of golf to a wider community including at schools and through public facilities and clubs with no real estate



LEVERAGING TECHNOLOGY

Indoor Golf Facilities

50% of users who visit indoor golf facilities are beginners as they find it less intimidating. A big warehouse with multiple indoor facilities could be a cost-effective way to introduce golf to new golfers too.

Competitions/trials across the different indoor golf facility operators would also enable talent identification. There, however, remains a need to standardise a common system as many such facilities use different systems to conduct these trials.

With indoor golf competitions on the rise in countries like Hong Kong, we can introduce a stadium-based virtual golf league TGL where Tiger Woods and Rory McIlroy are involved to heighten interest, especially amongst the youth.

The linking of golfers' handicaps to indoor golf should be explored too.

Outcome: To collaborate with indoor golf facilities to become part of the golfer journey from beginner to high-performance, and creation of online tournaments/leagues in Singapore and beyond.



SUSTAINABILITY

We recognise the significance of the environmental and social challenges affecting the people of Singapore and across the world – and through this strategy we seek to play a proactive and meaningful part.

We're at a critical point in time for all parts of business, government and society to come together to evolve, innovate and adapt. Climate change, ecological degradation, urbanization, overconsumption and pollution are driving an important movement in sustainability.

SGA's role to lead by example, provide direction, support and incentives. Help to represent the sport's commitment, actions and achievements.

SGA has embarked on an ongoing golf sustainability project with GEO Foundation and The R&A which aims to provide recommendations to golf clubs on sustainable practices.

There are a couple of golf clubs in Singapore which have proactively been spearheading sustainability efforts.

Outcome: Build a culture of sustainable and best practices across golf clubs in order to provide stable, nature rich landscapes that deliver significant net positive impact for Singapore's people and environment.



GOLF CONFERENCES AND AWARDS

To grow the game, regional seminars, forums and conferences should be organised so that experts from their various fields- agronomy, hospitality etc can share their best practices and help stakeholders like golf clubs improve their standards.

The partnership with the right organisations to deliver 3- 4-day training programs. Club management, development and maintenance for the region should also be explored.

Create golf-related annual award events to acknowledge the efforts and performances of leaders and high performers in various areas of the golf industry.

Outcome: Sharing of best practices and presenting of awards to elevate the overall standard in all aspects of the golf industry.

MEDIA AND PR

The amplification of key messages and implementation of initiatives, its success etc. should be constantly communicated with the media, not only in Singapore but the region. Network and relationship with the media will be important to ensure positive coverage and readership. Leveraging on SGA's digital channels will also be key in ensuring the community is aware and kept abreast of the latest developments of Singapore golf.

Outcome: Communicate and amplify key golf activities with both the golfing and non-golfing communities.





THANK YOU

Prepared by
The Picture Suite

