

SINGAPORE GOLF ASSOCIATION (SGA)

IMPACT MATRIX: ACTIVITIES & PROGRAMMES

This Impact Matrix evaluates SGA programmes based on Strategic Importance and Stakeholder Reach. It helps prioritise initiatives aligned with SGA’s three pillars.

SGA Strategic Pillars

1. Developing the Golf Ecosystem
2. Ensuring & Accelerating High Performance
3. Strengthening Financial Position

Pillar(s)	Activity / Programme	Estimated Financial Spend/Raised (FY25)	Strategic Importance (S)	Stakeholder Reach (R)	Impact Score (S×R)	Priority Level	Key Insights & Next Steps
1 & 2	National Championships (Senior, Amateur, Junior) 4 core national events with international fields driving talent pipeline and competitive opportunities.	\$320K spend	9	9	81	● Critical	Pillars 1 & 2 4 events 15 nationalities per event 450 participants Next steps: Title sponsorships for national championships and increased

							media coverage.
1,2,3	<p>Major International Tournament Hosting – WATC</p> <p>SGA was awarded by IGF to host the WATC for the first time in Singapore in 2025.</p> <p>WATC positioned Singapore as an international golf destination which had global visibility and opportunity for government engagement (e.g. STB/SportSG).</p>	\$1.5M spend	9	9	81	● Critical	<p>Pillars 1, 2, 3</p> <p>2 events: Espirito Santo (women) & Eisenhower (men) Trophies</p> <p>216 top amateur golfers</p> <p>36 countries represented each week</p> <p>6,200 spectators in total</p> <p>Global highlight show broadcast in 145 territories with household reach of 179 million.</p> <p>Fringe events included opening/closing ceremonies and IGF biennial meeting</p> <p>80 C-suites and Board Members of Federations attended the WATC.</p> <p>Next steps: NA,</p>

							one off event.
1,2,3	<p>Major International Tournament Hosting -Singapore Open</p> <p>National men’s championship which has a legacy dating back to 1961. One of Asia’s most prestigious national professional championships.</p> <p>Key commercial asset to grow for SGA.</p>	\$65K income (sanction fee for 2025)	9	9	81	● Critical	<p>Asian Tour/SGA co-sanction event</p> <p>Moutai Title Sponsor US\$2m prize purse as part of International Series</p> <p>144 professionals from Asian Tour and internationally.</p> <p>Global live broadcast with household reach of 450 million.</p> <p>Fringe activities included 2 Pro-ams.</p> <p>Next steps: 2026 will have 2 Open Qualifying Spots, ensure sustainability of event to avoid breaks in the legacy of the championship.</p>

1,2,3	<p>Major International Tournament Hosting -Singapore Women's Open</p> <p>National women's championship which started in 2022.</p> <p>Key commercial asset to grow for SGA.</p>	\$125K income (2024)	9	9	81	<p>● Critical</p>	<p>KLPGA/SGA co-sanctioned event</p> <p>Hana Financial Group Title Sponsor</p> <p>S\$1.1m prize purse</p> <p>108 professionals from KLPGA & the region</p> <p>Global live broadcast with household reach of 400 million.</p> <p>Fringe activities included Gala Dinner and 2 Pro-ams.</p> <p>Next steps: Secure new title sponsor and have the event as Ladies European Tour or KLPGA. Build event legacy to become a prominent national women's open.</p>
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1	<p>GetGolfing! Introduction to Golf Program</p> <p>Grassroots engagement introducing golf to wider community including students and persons with disabilities.</p> <p>Active SG Pesta Sukan event brought back in 2025 (first time since Singapore independence)</p>	\$25K spend	9	9	81	<p>● Critical</p>	<p>850 students in 2025 were introduced to golf through Golf In School Program.</p> <p>300 persons with disabilities (PWDs) in 2025 were introduced to golf through the partnership with SDSC.</p> <p>300 participants in ActiveSG Pesta Sukan event.</p> <p>Next steps for 2026: >1,000 students >350 PWDs >5,000 members of public through community activations</p>
1	<p>Women and Senior Golf Development</p> <p>Supports participation growth among women and senior</p>	\$40K spend	8	8	64	<p>● Medium Priority</p>	<p>Tripartite agreement with SLGA and SSGS.</p> <p>Reaffirmed R&A Women In Golf Charter with SLGA.</p>

	golfers through collaborative initiatives with SLGA and SSGS.						Next steps: - Launch “Active Aging through golf” initiative - Increase Women In Golf Charter club signatories to 75%.
1	<p>Corporate Branding Initiative (Rebranding, Mascot, Merchandise, Club Co-Branding,)</p> <p>Undergone a re-branding exercise to strengthen SGA’s brand identity and alignment across stakeholders.</p> <p>Mascot and merchandise are commercial assets.</p>	\$25K spend	7	8	56	● Medium Priority	<p>Re-branding exercise was pro-bono</p> <p>Started co-branding exercise with clubs to strengthen identity (40% of clubs have implemented this)</p> <p>Next steps: Develop detailed brand guide + Co-branding exercise with clubs (achieve 75% of clubs to have co-branding with SGA).</p>
1	Marcom / Media	\$40K spend	8	9	72	● High	Bi-monthly editions of

	<p>Engagement</p> <p>Increased awareness of golf through stronger media coverage and storytelling.</p>					<p>Priority</p> <p>GOLF:SG to promote Singapore golf news. Shared on CHS which has 45K users.</p> <p>Relationships with SPH, Mediacorp). E.g. Participation in SPH League has strengthened media relations.</p> <p>18 features on Straits Times in 2025, PR value: S\$750K</p> <p>Next steps: > 24 features > S\$1m in PR value</p>
1	<p>Technical Training / Development (Rules, Handicapping, Course Rating)</p> <p>Ensures technical integrity of the game through training and education.</p>	\$60K spend	8	8	64	<p>● Medium Priority</p> <p>Organised an R&A-led course rating seminar with 25 attendees</p> <p>Developed course rating SOP</p> <p>Organise Level 1 & Level 2 R&A Rules Schools</p> <p>Expanded to</p>

							<p>conduct club-specific R&A rules schools for members</p> <p>Next steps:</p> <p>Deliver a referee skills development workshop for all level 2-3 referees to increase (upskill current referees).</p> <p>Identify and develop at least 3 more additional level 3 senior referees to promote to chief referee (increase referee pool).</p> <p>Organise a course rating seminar to upskill course raters to ensure course ratings are accurate.</p>
1	Conferences (e.g.,	\$10K spend	8	9	73	● High	- Half day

	<p>Asia Golf Convention)</p> <p>Platform for regional knowledge sharing and industry dialogue.</p> <p>Commercial Asset for SGA.</p>					<p>Priority</p>	<p>session</p> <ul style="list-style-type: none"> - 200 attendees - 30 speakers <p>Next steps: Grow Asia Golf Convention as a leading regional industry event. Planning to organise a three-day convention with NTUC Club with target of 1,500 attendees in total.</p>
1	<p>International Relations (engagement with IGF, R&A, APGC, AGF, Augusta National and other federations)</p> <p>Build relationships with global golf bodies including IGF, R&A, APGC, AGF and Augusta National.</p>	\$40K spend	9	8	73	<p>● High Priority</p>	<p>Key area for securing international events such as WATC, Singapore Open, Singapore Women's Open.</p> <p>R&A Bursary Program</p> <p>Joint high performance training camps with Korea, Thailand, Vietnam.</p>

							Next steps: Deepen collaboration and strategic partnerships. Joint projects and exchanges between countries (e.g. Leaders Exchange Programs).
1 & 2	SGA Junior Development Program National School Games, overseas & local training camps / competitions. Builds long-term talent identification/pipeline through SGA-BFG Series, Junior Inter-Club League, MOE National.	\$180K spend	9	9	81	● Critical	35 events 2000 juniors participate in these events per year. Grants to clubs for club junior development programs Next steps: >2,500 junior participation Active participation in club junior program curriculum development.
2	SGA High Performance Program	\$1.2M spend	9	9	81	● Critical	Led by two full-time national coaches

To develop national athletes through a holistic high performance program, and bring success to Singapore.

Supports 45 elite amateur golfers between 12-24 years old through training, sports science and competition exposure.

Total of 30 overseas competitions each year.

SEA Games Women's Team Silver Medal in 2025 (first since 1991).

Next steps:
Goal is to dominate SEA and contend in APAC events.
Women's Gold in 2027 SEA Games, Men's and women's Gold in 2029 SEA Games.

Strengthen technical support (e.g. strength &

							conditioning, and enhancing training facilities/ environment).
2	<p>SGA Professional Program</p> <p>Supports Singapore touring professionals competing internationally, financially and technically.</p>	\$100K spend	9	9	81	● Critical	<p>Recently engaged High Performance Manager (Professional Squad) Gareth Jones to manage the 12 touring pros.</p> <p>Shannon Tan won LET OOM, James Leow and Nicklaus Chiam won ADT events in 2025/2026.</p> <p>Next steps: Podium at Asian Games, 2 Singaporeans to qualify for Olympics in 2028.</p>
1, 2	<p>Coach Development</p> <p>Strengthens local coaching capacity aligned with CoachSG pathway. Upskill local</p>	\$12K spend	8	7	56	● Medium Priority	<p>Developed & delivered 2 runs of Level 1 curriculum with CoachSG.</p> <p>CCE sessions conducted by</p>

	coaches.						<p>SGA National Coach to upskill local coaches.</p> <p>Next steps: Engage professional coach developer to review Level 1 curriculum, and develop Level 2 & 3 curriculums to expand workshops and certification pathways.</p>
3	<p>Distinguished Donor Program</p> <p>Key fundraising initiative supporting SGA programmes and long-term sustainability.</p>	\$100K raised	9	8	72	● High Priority	<p>4 distinguished donors secured (S\$100K/year).</p> <p>Next steps: Achieve 10 distinguished donors (S\$250K/year).</p>
3	<p>Fundraising Golf Days</p> <p>Fundraising events to leverage IPC status and matching grants to raise funds for high performance and junior</p>	\$1M raised	9	9	81	● Critical	<p>FY25 was first year organising two fundraisers due to WATC. S\$1M raised combined.</p> <p>Next steps: Organise two fundraisers per year on a</p>

	development.						regular basis to raise S\$1M.
3	Corporate Sponsorships Strategic commercial partnerships supporting SGA events and programs.	\$500K raised	9	8	72	● High Priority	Currently S\$500k/year across different programs. Next steps: Increase corporate sponsorships quantum to S\$1M.
3	Member subscriptions + levies Based on membership structure which has not been revised in 18 years.	\$600K raised	9	7	63	● Medium Priority	Conducted review of membership structure as part of income sustainability project. Next steps: - Develop revised structure and implementation plans. - Target 35% of annual revenue from member subscriptions.



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1,2,3	Secretariat Costs (professionalisation of Secretariat to deliver the three pillars) Operational backbone enabling delivery of all SGA programmes, governance and stakeholder management.	\$1.1M spend	9	9	81	● Critical	- Increased headcount in commercial partnership and corporate services to support the increased level of activity - Total full-time headcount now 12 (50% increase since 2021). Next steps: Upskill current secretariat team by attending relevant courses and on-the-job experience e.g. international events to increase capability.
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Commercial Assets Summary (Pillar 3: Strengthening Financial Position)

This table summarises SGA’s key commercial assets across events, platforms and programmes, with indicative KPIs and monetisation pathways. This complements the Impact Matrix and links back to Pillar 3.

Commercial Asset	Linked Programs	FY25 Value (Income /Spend)	Scale / Reach (KPIs)	Monetisation Levers	Next 12-Month Targets
National Championships	National Championships (Senior, Amateur, Junior)	\$320K spend	4 events; ~600 participants; ~15 nationalities/ event	Title sponsorships	Secure 3 title sponsors; +20% media coverage
International Events Portfolio	Singapore Open; Singapore Women’s Open;	\$65K–\$200K income	144–216 players; 30+ countries; global broadcast up to 145 territories	Title/Presenting sponsors; sanction fees; hospitality; pro-ams	SWO title sponsor secured; Open Qualifying Series status; maintain annual continuity
Asia Golf Convention	Conferences (Asia Golf Convention)	\$10K spend	200 attendees; 30 speakers	Sponsorship tiers; ticketing; exhibition booths	Scale to 1,500 attendees over 3 days; 20 sponsors/exhibitors
Branding, Mascot & Merchandise	Corporate Branding Initiative	\$25K spend	Co-branding at ~40% clubs; mascot activations	Merch sales; licensing; event activations	Reach 75% club co-branding; \$50K merchandise revenue
Media & Marcom	Marcom /	\$40K	>24	Branded	>24 features/year;

Platforms	Media Engagement; SPH Golf League	spend	features/year; CHS reach ~45K; SPH League participation	content; media partnerships; digital ads	>\$1M media value
Women & Senior Programmes (as assets)	Women & Senior Golf Development (WIG Charter, Active Aging)	\$40K spend	200+ participants; charter adoption across clubs	Sponsorship of series; grants; branded events	75% club signatories; +30% female participation
GetGolfing! & Pesta Sukan	GetGolfing! Introduction; ActiveSG Pesta Sukan	\$25K spend	~1,450 participants (students + PWD + Pesta Sukan)	Community sponsors; grants; conversion to paid pathways	>1,000 students; >350 PWD; >5,000 public reach

Matrix Key & Interpretation

Priority Level	Action Required
● Critical (S×R ≥ 80)	Must be prioritized.
● High Priority (65–79)	Recommended for continued investment.
● Medium Priority (50–64)	Support where resources allow.
● Low Priority (<50)	Consider selectively.

How to Use This Matrix

- **Annual Planning:** Review this matrix each year to guide budgeting and activity selection.
- **KPI Tracking:** Assign KPIs to each high-priority initiative (e.g., # of youth participants, tournament viewership, sponsor retention).
- **Stakeholder Feedback:** Validate “Reach” scores through surveys (clubs, members, public).
- **Adapt Over Time:** Update the matrix annually as SGA’s goals evolve

Final Note:

This impact matrix transforms abstract goals into actionable priorities. It empowers the SGA leadership to focus on what moves the needle with the three guiding strategic pillars:

1. Developing the Golf Ecosystem
2. Ensuring & Accelerating High Performance
3. Strengthening Financial Position