

# Bowls Australia



# Digital Strategy



**BOWLS**  
AUSTRALIA

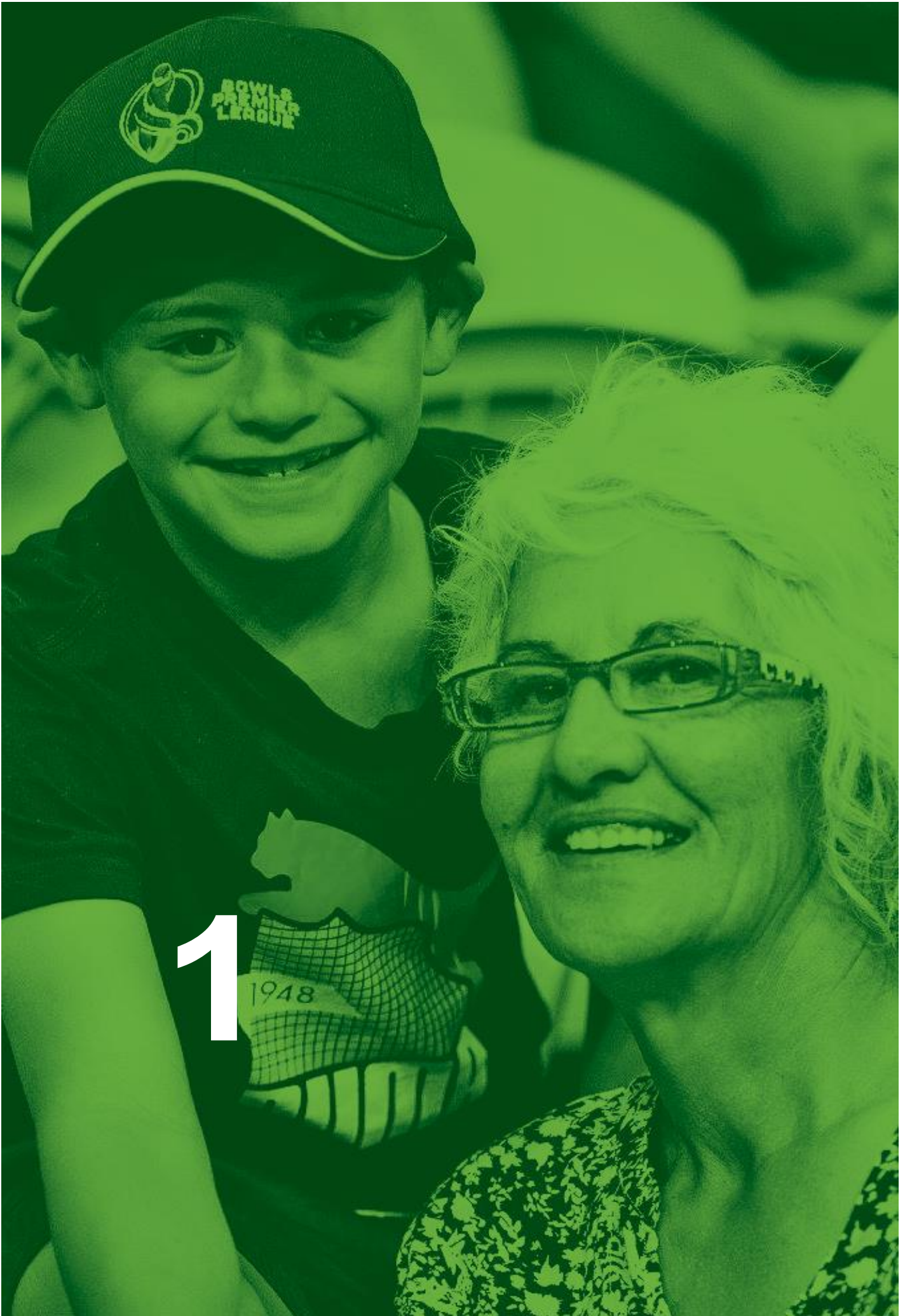


**InteractSport**



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# Introduction

Digital engagement allows the entire bowls community the opportunity for a thoroughly interactive experience. From Bowls Australia (BA), with MA's and clubs to players and social participants, the ability to know what is happening, share the knowledge and be involved in the conversation is the desire, available across any device or platform.

Bowls Australia have initiated through workshops, dialogue and analysis the process of a Digital Strategy to activate a starting point that delivers an inclusiveness and understanding that is valued by all.

The Digital Strategy is aligned to the following framework:

- **Audience.** Who BA is engaging with
- **Content.** What is of interest and valued
- **Channels.** How the content is delivered, received and responded to
- **Analysis.** Understanding what is working, what more or less of is needed
- **Implement.** How to make available

This document provides an updated insight into the activity, research and points of learning that will continue to evolve as we actively seek to improve the connectivity and meet the demands of the bowls community from knowing more about each other.



The background is a vibrant green with a fine, pebbled texture. A thin, dark vertical line runs down the center of the image. Scattered across the green field are several circular objects. In the upper left, there is a black circle with a white center. In the lower left, there is a black circle with a white center and some faint, illegible text around it. In the lower center, there is a black circle with a white center. In the lower right, there is a smaller white circle. On the far right edge, a portion of another black circle is visible.

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# Vision and Mission

## **Vision**

To reposition how the sport of bowls is seen and perceived in Australia and internationally through a dynamic digital platform.

## **Mission**

To determine a whole of sport digital strategy flowing from a digital roadmap (plan of action, program of work) that connects, listens, captures and communicates to the entire Bowls community.

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# Guiding Principles

In alignment with the guiding principles established, defined and presented by the Australian Sports Commission - Helping Sports with Digital.

## Digital Leadership

“Supporting sports to develop digital leadership and capability to ensure they are connecting with their customers effectively and building their commercial potential and utilising technology to support growth and innovation”

## Digital Strategy

A digital strategy is a business strategy inspired by the capabilities of powerful, readily accessible technologies, intent on delivering unique, integrated business capabilities and customer experiences that are responsive to constantly changing market conditions.

## Vs. IT Strategy

Identification and application of new technologies to opportunities identified in the digital strategy, and existing products, practices and processes.

## Vs. Communications Strategy (Digital)

Expresses the goals and methods of an organisation's information outreach activities, including what an organisation wishes to share with the public, whom the organisation is trying to reach, and through which channels (digital).

“Digital should be seen less as a thing and more a way of doing things. To help make this definition more concrete, we’ve broken it down into three attributes: creating value at the new frontiers of the business world, creating value in the processes that execute a vision of customer experiences, and building foundational capabilities that support the entire structure.”

**Karel Dörner**  
**McKinsey & Company**



Australian Government  
Australian Sports Commission



**BOWLS**  
AUSTRALIA

# A SNAPSHOT OF BOWLS IN 2016

## TOTAL PARTICIPATION

**633,865**

**+1.7%**  
GROWTH

Over the period 2010-2016, participation has increased at an average annual rate of 3.5%

## CLUBS

**1,879**

AFFILIATED CLUBS

**544**

METROPOLITAN CLUBS

**1,335**

COUNTRY CLUBS

## MEMBERSHIP

**473,357**

BOWLS CLUB MEMBERS

**176,594**

PLAYING MEMBERS

**110,901**  
PENNANT PLAYING MEMBERS

**65,693**  
OTHER PLAYING MEMBERS

## PARTICIPATED IN SOCIAL PROGRAMS

**389,249**

The average increase in regular social participation has been 19.20% over the period of 2010 to 2015



## PARTICIPATED IN COMPETITIONS

**210,717**

The 2016 Australian Open showcased 1,932 unique competitors across 14 Gold Coast clubs, and over 4,340 matches were played.



AUSTRALIAN OPEN  
Gold Coast, Queensland

## PARTICIPATION BY AGE GROUP

**145,331**  
<40 YEARS

**126,484**  
40-59 YEARS

**253,297**  
60-74 YEARS

**108,754**  
75+ YEARS

## REGIONAL PARTICIPATION

**63.7%**

## PARTICIPANT TO POPULATION

**2.99%**  
OVERALL PARTICIPATION RATE IN AUSTRALIA

**3.93%**  
OVERALL PARTICIPATION RATE FOR MALES

**2.07%**  
OVERALL PARTICIPATION RATE FOR FEMALES

**7.10%**  
OVERALL PARTICIPATION RATE FOR PEOPLE AGED 75+

**7.99**  
OVERALL PARTICIPATION RATE FOR PEOPLE AGED 60-74

## FEMALE PARTICIPANTS

**223,194**

## MALE PARTICIPANTS

**410,671**

## ACCREDITED OFFICIALS

**12,426**

## CLUBS AND PARTICIPATION BY STATE & TERRITORY



# Situation Overview

Exploration through the Digital Diagnostic process (refer Insights) and workshop activities within forums that contained a cross section of representatives from Bowls Australia, MA's, clubs and players revealed a current position consisting of various levels of effectiveness, activity and usefulness. This included various platforms and software programs (tools) where it was agreed a review was essential.

From the asset review, a summary of tools included:

- **Websites (4)**
- **Newsletters (5)**
- **Social Platform.** Facebook (3), Twitter, Instagram (2), YouTube, LinkedIn
- **Services.** Bowls Connect, Maximiser (CRM), Bamboo, MYOB, E-Learning.

From here, a starting point of review activity (refer Tasks) affiliated with brand control, good behavior, best practice and logic can commence to improve the sense of order with current assets. It was also identified to examine where Snapchat, Facebook Live, podcasts and a repositioning of some of the current profiles may deliver improved outcomes.

An outline of current audience:

- Facebook = 13,147 Likes and 13,044 Following
- Twitter = 4,776 Followers
- Instagram = 720 Followers
- YouTube = 1,400 Subscribers.

From a positive perspective, findings from the analytics available within Facebook were that:

- Bowls Show previews were well received
- Comments and feedback generally of a positive sentiment
- Encouragement to MA's and clubs to broadcast events on Facebook Live
- Heavy Melbourne based audience
- Audience appear to accept click through ads
- Native posts without external links generate increased traffic
- Use of scheduling tools to post content in peak times (5pm to 9pm)
- Demographic stronger in younger males and senior females.

Initial research with sponsorship targets indicated that potential value invested by a partner can be multiplied by a factor of 6 based on the position of broadcast and social content.

Apps are expected to be increasingly reliant for the availability of competition information and results from BA events.



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# Purpose

The Digital Strategy will enable a seamless connection of stakeholders, participants, fans and customers to the entire sport, to create a single view of a sports customer.

To properly know and understand the audience comes from the ability to collect data, intelligence and sentiment through real time user generated content and observing trends. Finding a trusted and respected position to rally the audience to unlock the creativity and arouse transparent engagement.

- What is the current digital position of BA?
- How can BA improve communications with digital platforms to understand and connect with the audience?
- What type of digital experience will drive commercial opportunity and engagement?
- How can BA activate and influence enablers to reach a new target audience?
- Can BA transform a live event into an interactive conversation and experience?
- Can BA activate campaigns that capture valuable first party data?
- What is the digital brand that BA want to project?
- How to develop digital assets of commercial value (content, engagement, App data, email, social audience) and collect data of strategic interest?
- How BA can provide supporting systems, assets and infrastructure to MA's and clubs to deliver content?
- Ensure relevant policies, behaviours and guidelines are compliant with risk management and public relations processes.
- How to deliver extended and ongoing value to BA community, sponsors, partners and suppliers (tickets, registrations, advertising, merchandising, interactions)?

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# Insights

## Digital Diagnostic

Insights gained from conducting Digital Diagnostic workshops to uncover the current position and status across digital platforms at a high level by way of:

- Asset Review — platforms used, activity trends and metrics, objectives and goals relative to KPI's, consistency of brand and image
- Comparison — industry equivalent, influencers and enablers, method of activity and engagement, demographics
- Emerging Trends — progressive leaders, method of activity and engagement, risks, interactions
- Value — current position, measurement tools, KPI's, projected.

## Expectations

Today's digital customer expects a quality experience at all times and across all channels. People come first at all times. Governing bodies must demonstrate value, trust and expertise to differentiate themselves, attracting, retaining and converting the unengaged into ambassadors and advocates for their activities. Successful execution of this will result in:

- Vibrant, engaged community having open conversations
- Enhanced revenues from memberships
- Unlock new opportunities from existing and niche audience segments and demographics
- The channel to drive income from commercial offerings and services.

## Digital Assets

Identified as being:

- Web Assets
- Content
- Social Channel
- Tools and Technology.



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# Digital Roadmap

The Digital Roadmap is a communication plan developed from a series of exercises and interactions with nominated participants that will provide structure and direction.

## **People and Culture**

Are we allocated, aligned and responsible for effective utilisation that encourages growth and engagement throughout the community?

Digital activity relies on agility, testing and the ability to fail. Senior management needs to have a real understanding of digital.

People need to be adaptable with digital expertise, digital education, senior management immersion, training on the job, digital WIP's and sprints, enablers, external speakers and mentors.

## **Skills**

Skills are important, can be gained and can be taught for written, visual, audio and broadcast (TV and streaming) that deliver HR assets and personal development.

## **Process**

Can our organisation execute with the focus on digital and mobile first?

Do we understand the responsibilities, accountabilities and communications processes?

## **Technology**

Do we have access to the right tools and networks for analytics, review management systems, Apps, content management and feedback loops?

Are the tools fit for purpose and have they been correctly installed or contracted?





**Bowls Australia: Meet the new bowls ... Extended cut**

Check out this extended three-minute version of Bowls Australia's Meet the New Bowls clip promoting the sport's exciting participation product, Jack Attack! Is your club running a successful Jack Attack program? Make sure you tag Jack Attack Bowls in your posts.

2C41 · Uploaded on 03/08/2016 · View profile link / YouTube

**Video performance in this post** ©

|       |                          |       |
|-------|--------------------------|-------|
| 0     | Minutes viewed           | 5,776 |
| 1     | Unique viewers           | 8,088 |
| 9,532 | Video views              | 9,532 |
| 5,211 | 10 - second views        | 5,211 |
| 0:36  | Video Average Watch Time | 0:36  |
| 1.1   | Audience and engagement  |       |

# Value and Measurement

A management dashboard of key metrics to be configured for a live status aligned to monthly reporting requirements against performance and return on investment.

To properly identify aspects of the unique value proposition and have the best measurement tools in place by and through:

- Process map the journey of participation and the sponsor interaction
- Why, how and what is being measured
- Engagement data analysis
- Facebook insights and use of existing data from demographics, interests, events and sentiment
- App data usage
- Cost of services.

"It is perceived that the value invested by partners (actual spend with BA) can be multiplied by a factor of 6 based on broadcast position and improved use of measurement data."



TWEETS

1,181

FOLLOWING

977

FOLLOWERS

272K

LIKES

210

LISTS

1

Cameron White

@CameronWhite152

The Official Account of @Bushrangers  
@RenegadesBBL ... Cameron White...@EliteSportsProp

Melbourne, Australia

Joined November 2011

Tweet to Cameron White

311 Followers you know



104 Photos and videos



Tweets

Tweets & replies

Media

Cameron White @CameronWhite152 · 17h

#bowls #freetoair #goodgrass



15

34

...

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# Tasks

Immediate tasks that can be undertaken to establish a sense of order and foundation of good behaviour, best practice and logic ongoing that can be contained within digital WIP's and sprints:

## Process

- Clarify staff roles, responsibilities and accountabilities
- Digital security audit of access levels
- Research partners and sponsors
- Feedback awareness loop
- Where an App can enhance experience
- Ensure privacy policies, terms and conditions of use are implemented.

## Content

- Create and activate digital style guide
- Audit of logos, brands and images
- Content strategy sprints aligned to events, programs and activities
- Curate and aggregate with vision of being destination of choice
- Digital branding ie: hashtags and acronyms
- Identify broadcast opportunity ie: podcast.

## Audience

- Analyse available demographic and engagement data from all sources.

## Social Media



- Content posted during peak viewing times
- Increase native posts
- Facebook Live and video
- Capture email contacts
- Upload database contacts
- Broadcast of live scores at events
- Identify dedicated hashtags
- Create segmented lists
- Engagement method with enablers and HP athletes
- Social event postings.

A woman with a prosthetic arm is walking on a sandy beach. She is wearing a dark, patterned sleeveless top and light-colored shorts. She has a prosthetic arm on her right side, which is holding a cane. She is also wearing a black wristband on her left wrist. In the background, there is a crowd of people, some of whom are sitting on a bench. The entire image has a green tint. The number 10 is overlaid in the center.

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# Recommendations

The sport is in a reasonably healthy position with validated scope to extend digital assets and services that BA can control, lead and commercialise.

The amount of investment and resources required to deliver will need to factor in the following recommendations:

1. Establish Digital Team with skills and tools that can be developed and enhanced
2. Identify and secure talent
3. Digital Team to be responsible for completing identified tasks
4. Develop framework and form Digital Roadmap
5. Establish position for BA and with the community
6. Control mobile services and assets for BA – events and community
7. Communication plan –forums
8. Guidance from ASC on level of investment, support and aligned behaviours.



**BOWLS**  
AUSTRALIA





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