



gemba



Yachting Australia Research and Brand Strategy Project

SUMMARY FOR YACHT CLUBS

February, 2012

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2008-10 Federal Government – Crawford Report into Sport

Increased funding for sport high performance programs and first funding for Participation

2010 – Yachting Australia successfully bids for participation funding

\$1.6m over 4 years for three priority programs – Tackers, Sailability Pathway, and “new entry brand”

2011 – Yachting Australia appoints Sport Development Director and Participation Manager

Detailed Sport Development Plans developed with ASC and State (& Territory) Associations

June 2011 Yachting Australia - lack of data and insights into sailing participation identified.

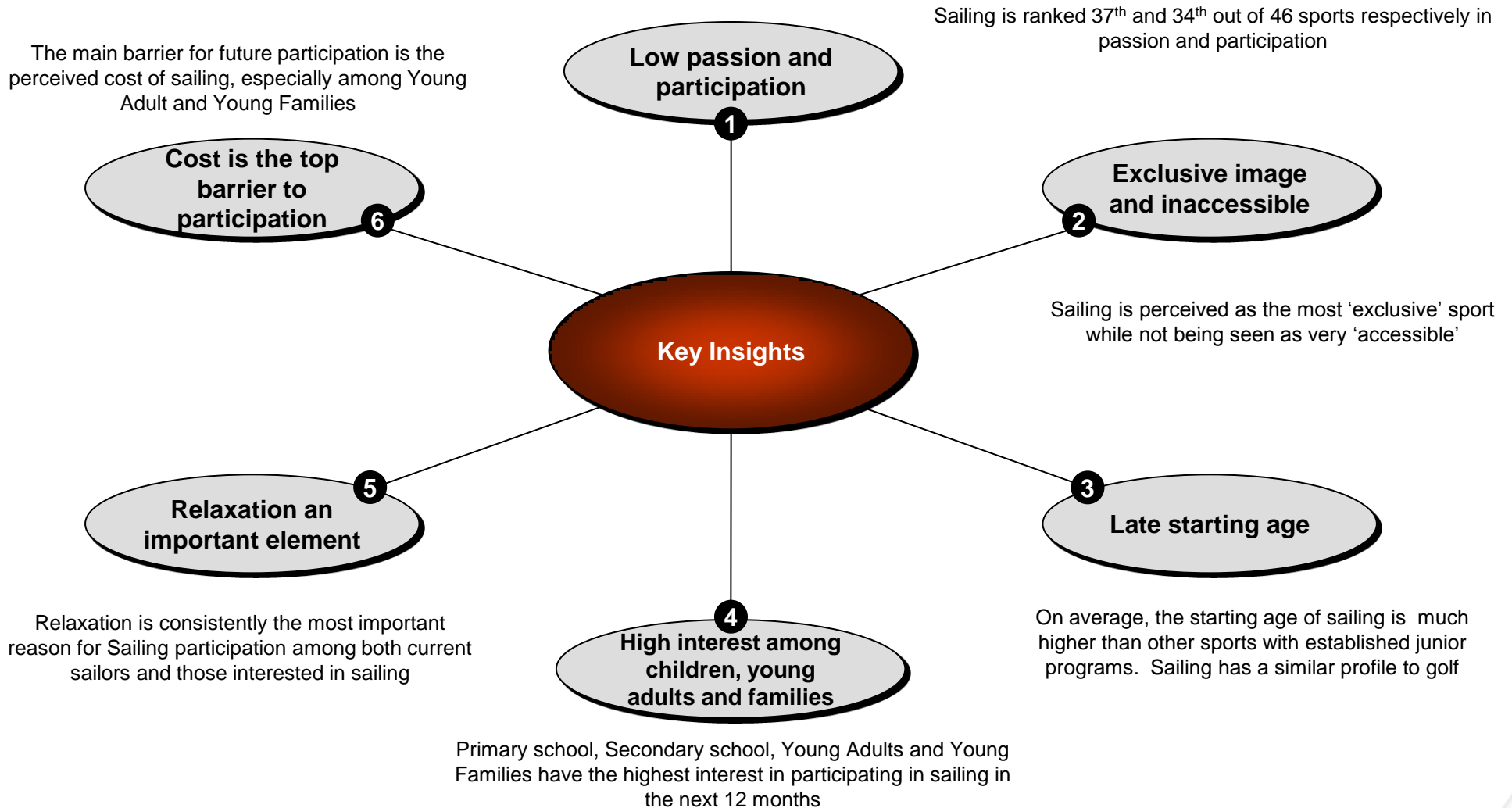
Australian Sports Commission agrees to additionally fund major research & appoints gemba

August – November 2011 gemba conducts market research, both surveys and focus groups into members and non members throughout Australia and provides progressive insights

December 2011 – gemba Final Report delivered

Consultation with Stakeholders regarding recommendations.

Consumers





THE BARRIERS

What are the current barriers for people getting involved in sailing?

The Image of Sailing

Inaccessible, Exclusive, Yacht Clubs are not welcoming, for older people only

The Costs

Boat ownership, maintenance, storage costs, membership, expensive for a family, lessons

The Focus on Racing

New participants are interested in a social, relaxed activity rather than competition

The Time Commitment

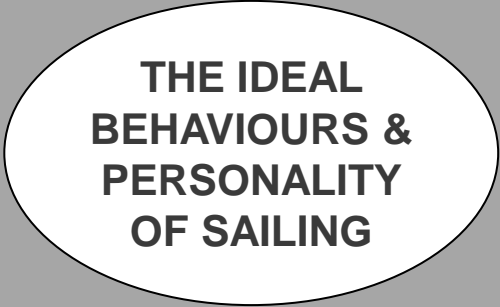
Consumers want shorter forms of sailing activities

The Financial Commitment

Consumers generally stay away from annual membership commitments – Consider 'pay for sail', instalments, introductory

The Lack of Information & Communication

Consumers often don't know where to go & whom to ask for information in a yacht club. It needs to be made easier for them by being proactive



**THE IDEAL
BEHAVIOURS &
PERSONALITY
OF SAILING**

These barriers or perceptions can easily be removed by sticking to some simple behaviours & actions

1

Behaviours

What are our actions?

The Brand behaviour determines the manner in which we interact with people

- **Welcome new people,**
- **Provide opportunities to be involved,**
- **Ensure safety is maintained at all times**

How?

- By having a designated & trained person in club welcoming new participants or enquiries over phone
- By having a blackboard with next crewing opportunities in club / on website
- Speak about potential dangers but also safety measures to parents & new sailors – safety briefing
- Qualified Instructors for all on water

2

Personality

What is our tone and style of our products, communications & service?

The Brand personality is the brand's unique character – how it acts and expresses itself

ADVENTUROUS

RESPONSIBLE

FUN

FRIENDLY

This is how we should be communicating to new participants or consumers making an enquiry



**THE HIGH
POTENTIAL
CONSUMER
SEGMENTS**

There are 3 key consumer segments with high interest to participate in sailing in future that Yachting Australia will focus on

Primary School Children

5 - 12 years
In primary school



Secondary School Children

13 - 19 years
In secondary school
(schools)



Young Families

< 49 years
Family with youngest
child under 10 years



What are the needs of these consumer segments?

Primary School Children

- Crucial to focus on this segment since this is the time in children's life where sampling of a variety of sports is taking place, first experiences of success happen and first friendships are built
- Barriers of this segment for sailing are:
 - parents perceive sailing as a dangerous sport for primary school kids
 - the fact that the ideal starting age is believed to be around 7-12 years, which is later than for other sports
 - the perception that sailing is an exclusive sport, reserved for older people
 - having to become a member & lack of equipment & facilities
- When asked, parents wanted their children to be in a program featuring:
 - Good coach : child ratio
 - Short time, weekend or holiday program
 - Certificate and clear pathway at end
- Any communication about a program targeting this segment needs to emphasise
 - Safety
 - Social aspects & fun
 - Boats provided - inclusive cost

Secondary School Children

- In general, this segment is participating in a variety of sports – they have the most time at hands but will already have made their choices about their favourite sports
- Main sports motivations for this segment are social interaction and fitness
- Barriers to participation in sailing are:
 - Cost of participating
 - Equipment needed
 - Potentially lower interest levels of teenagers who have already chosen their favourite sports
 - Not an ideal age to start sailing, too late
- When asked, parents wanted their children to be in a program featuring:
 - More practice than theory, learning by doing
 - Organised by school
 - 2-3hrs
 - Weekend or summer holidays
 - No membership
 - Boats provided
- Program needs to be fun & social as sailing is currently not perceived as very exciting by this age group
- Investigate options to include sailing in school activities

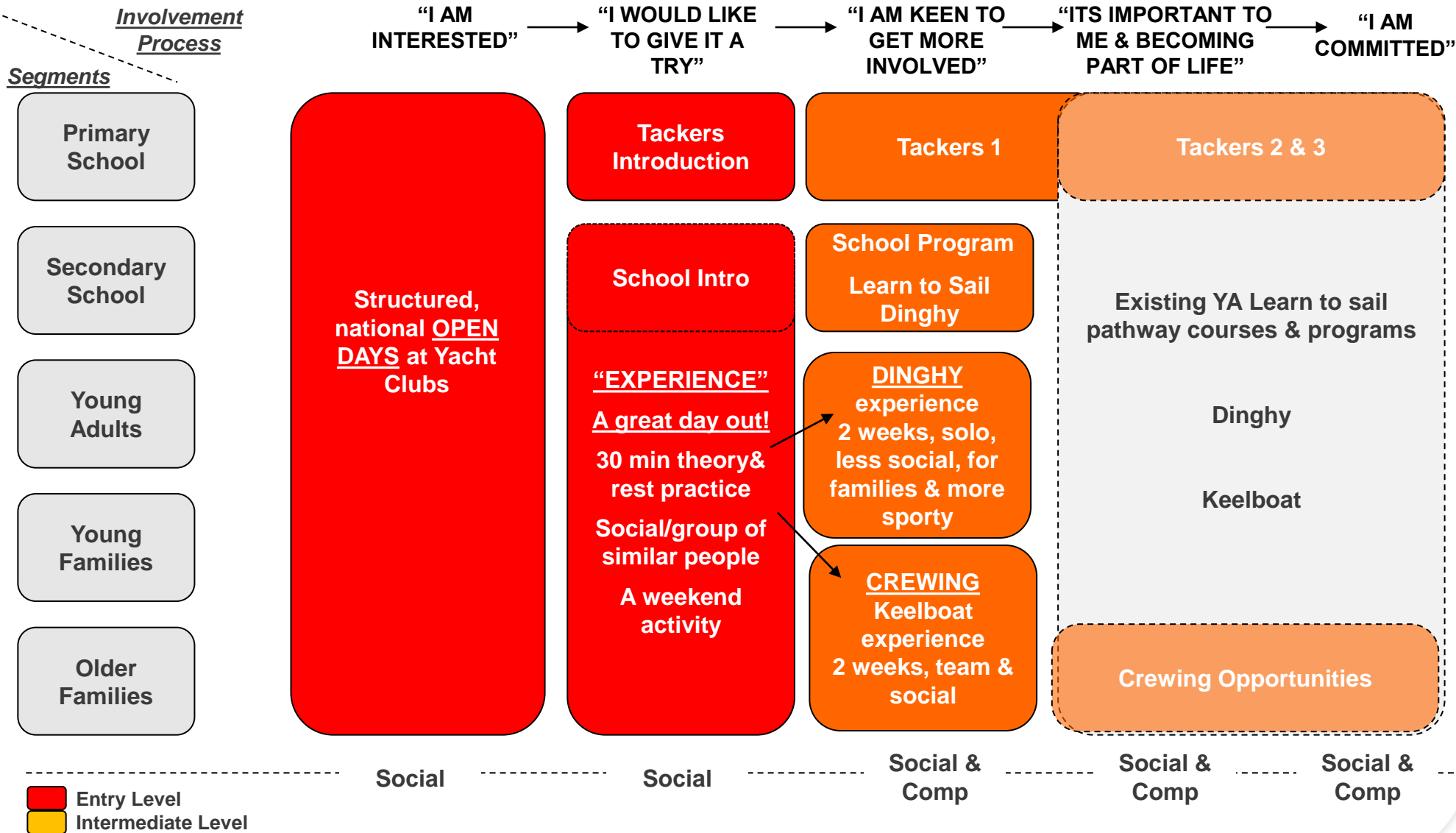
Young Families

- This segment is particularly crucial to engage in sports since young parents are still taking decisions for their young children
- By acquiring & retaining young parents there is a chance to not only get adults into the sport but also their young children since parents are looking for social activities that can be done by the entire family
- Fitness is a key motivator for young families to participate in sports – competition & achievement are rather uninteresting
- Real or potential barriers to participating in sailing are:
 - Lack of available time
 - Cost of participating
 - Lack of facilities & equipment
 - Lack of information/communication
 - Perceived danger of sailing for young children
 - Lack of offerings for kids & partners
- Program needs to be short, with flexible membership offering, an activity for the whole family, with only basic theory on the job. Boats provided

**THE SAILING
PATHWAY &
THE ENTRY
LEVEL**



Overall, there is a potential to offer more entry level programs at the very beginning of the sailing pathway





**THE KEY
PROGRAMS
FOR THE KEY
CONSUMER
SEGMENTS**

The OPEN DAY needs to cater for all priority segments and occur regularly and in a similar consistent manner across the country

1

**Structured, national
OPEN DAY at Yacht
Clubs**



CONTENT

- Regular event – monthly or fortnightly
- Short enticer session
 - Brief introduction to club
 - Short safety tips, majority of time in boat on water
 - Potential to try different boat types
 - In small groups, parents with children, similar-aged people together
 - Interactive elements, e.g. participants to receive small pack including brochure with clear outline of next stages in pathway, CD/DVD highlighting what dinghy vs. keelboat sailing is about
 - Participants to receive contact details of 1 person in club – mentor or buddy system

COSTS

- Free for participants, vouchers for Experience Day

2

Social EXPERIENCE DAY



CONTENT – SUGGESTED

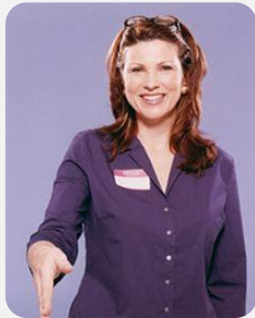
- Could be once-off or done more than once
- Social, with a group of similarly-aged people, or family
- On weekends, starting not earlier than 10am – for 3-4 hours
- Should include lunch or a drink and an invitation to the club house after the sailing experience
- With only a brief “in-flight security demonstration” type of safety briefing – majority happening on/around boat
- Done on keelboats, potentially large dinghies
- Includes a ‘destination’ – somewhere to sail to

COSTS

- \$50-\$150 depending on which extras are included

3

The YACHT CLUB Experience



THE OVERALL EXPERIENCE NEEDS TO BE

- Welcoming & not intimidating
- Be open for new participants – who are not necessarily members right away
- A special volunteer/person trained to welcome new participants (e.g. “ASK ME ANYTHING” badge)
- Visible boards at Yacht Club, or on websites, about which boats are available for crewing and what skills are needed
- Participants that return for another course want to be recognised & offered what works for them
- Clubs to be more visible in the communities – visible banners next Open Day or course start

MEMBERSHIP

- No commitment
- Pay-for-sail
- Payment for added value activities, e.g. sailing experience with additional lunch and/or drink at club house

4

Continuing The Discovery – The PATHWAY

LEARN TO SAIL COURSES in both dinghies and keelboats

- Level 1 – Learn to sail
- Level 2 – Intermediate
- Level 3 – Learn to Race

SIMPLIFIED RACING (Level 4)

- Social Sailing – emphasis on fun not results
- ISAF Simplified Rules
- Kids = Green fleet

CLUB COACHING PROGRAMS (Level 6)

- Like a golf or tennis club, an on site Coach to develop skills one on one

SOCIAL INCLUSION

- Some people want to do things with groups of similar demographics
- Ensure people in learn to sail programs experience the club socially
- Including people of all abilities

Discover Sailing

Yachting Australia New Entry Brand and Program

- Winter 2012 Yachting Australia will launch a new entry brand and program.
- Research recommends “Discover Sailing”
- Discover Sailing will offer clubs
 - Strong, consistent national brand and national open day
 - A range of promotional materials
 - Information and insights for clubs to increase membership
 - New website serving people not currently club members
 - Targeted programs– initially Tackers, and their families, and the Sailability Pathway (but not resourced for youth)
- Discover Sailing likely to be initially rolled out to only clubs with on site YATC's (there will be a new presentation and promotion of “Training”)
 - “Experience” half day requires “inducted” Instructor & is for a fee
 - Requires capacity to deliver the full sailing pathway to level 6

What should Clubs consider

- Insights provided in this summary (full gemba report and research findings on Yachting Australia website - Member Services/State & Club Resources)
- Adopting the Discover Sailing Program for summer 2012-13
- The new “experience” half day
- The first and highest priority group – primary school age children – Tackers, and their families

**Questions and
Discussion**