

CREATING VALUE WITHIN “FLORIDA SWIMMING CLUB”: STRATEGIC IMPERATIVES FOR 2008 & BEYOND

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ABSTRACT

The essence of the research undertaken was to put a NPO, the Florida Swimming Club clearly on the map with regards to developing a strategy for them to capitalise upon in the 2008/2009 swimming season. A number of key issues relevant to their identified key stakeholders were identified from the research that they are busy capitalising upon this season.

A thorough investigation into the existing infrastructure (both strategy and structure) of the Florida Swimming Club (NPO) was initiated with a view to devising a strategy that more closely aligns the Club to the strategic imperatives of its umbrella body affiliates: Central Gauteng Aquatics- CGA and Swimming South Africa- SSA.

Strategic plans were developed for the Club after a thorough SWOT analysis was undertaken. Emanating from the SWOT analysis the Club investigated the possible values that could be created for its relevant stakeholders being: SSA, CGA, Swimmers, Coaches, Parents, Schools, Committee and Previously Disadvantaged Individuals, amongst others.

Flowing from this investigation the club also questioned its own norms and values and is now successfully repositioning itself to capitalize upon the various transformation issues confronting it. The Club has developed above all a sense of urgency in the transformation issues that it needs to tackle going forward.

The revised strategy has also necessitated a total revamp of the Club's existing committee. The committee members that will drive the strategy forward in the 2008/2009 season have each been given clearly demarcated portfolios. The portfolios developed are aligned to achieving the strategic imperatives for “2008 and beyond” and each committee member is now fully accountable for the intended achievement of the Club's objectives and goals set.

The main objective of this research was to put something back into the community by our active engagement within the Club in assisting it to develop a workable strategy that would stretch it in achieving measurable goals that would make a meaningful difference to its stakeholders. The researcher's have also assisted the Club in putting together an application to the Lotto to dome and heat their 50m swimming pool. Thus something positive and tangible has been put back into the Club as a result of the researchers' active interventions.

KEYWORDS

Vision, mission, goals, objectives, plan of action, strategy, structure, transformation, stakeholder-values, accountabilities, lotto application

Creating value within “Florida Swimming Club”: Strategic imperatives for 2008 & beyond

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Introduction

This paper is an investigation into the existing infrastructure of the Florida Swimming Club with a view to crafting a strategy that will create value for the Swimming Club into "2008 and beyond." The researchers felt that to more closely align the Club to the strategic imperatives being espoused to by its umbrella body affiliates: Central Gauteng Aquatics (CGA) and Swimming South Africa (SSA), nothing short of a total business process re-engineering exercise needed to be undertaken during the 2008/09 season to reposition the Club towards meeting its transformation targets.

Hammer and Champy, (1994:31) state that: Re-engineering means abandoning long-established procedures and looking afresh at the work required to create a company's product or service and deliver value to the customer.

The committee sees the main emphasis of the Club's existence as the provision of a superior service that exceeds the needs of all the customers/stakeholders. An identification of the main stakeholders is given in Appendix A with an analysis of outcomes they require from the committee as well as inputs they in turn can provide to the Club. Also given in the table are the stakeholders' fundamental values and beliefs as the committee sees them.

Appendix B shows the Club's key stakeholders, the key issues they present and the broad action plans formulated to address these issues. Furthermore, it also shows how the Club plans to turn these issues into advantages or how it plans to minimize there associated risks.

The importance of being customer centric is vital to the long-term sustainability of the Club.

Human and Horwitz (1992:58) state that: The rationale for all activities is to be found in the customer; to satisfy customer needs is the mission and objective of business. This reiterates the importance of the external environment. The business goal of the firm, its purpose and its reasons for existence are defined outside the business. Much of marketing today is thus concerned with converting the business to a customer orientation. These being the main principles of theory that needs to be examined in this research.

The Club is also currently in the process of applying to the Lotto for the doming and heating of its 50m pool in the 2008/2009 season as a direct result of its strategy for "2008 and beyond."

To gain a better understanding of how the Florida Swimming Club (FSC) strives to create value for its respective stakeholders and devise a relevant strategy for 2008 and beyond it is important to understand the historical background of the Club.

Historical Background

The Florida Swimming Pool and Club is situated at Florida Meer Swembad; Plaasgedeelte 15; Vogelstruisfontein as per City Council of Roodepoorts – City Engineers Department (Parks and Recreation) plans.

In May 1922, the Town Council of the day negotiated an agreement with Bantjies Consolidated in terms of which the Council was granted free use of the Florida Lake, as well as the use of the land surrounding the lake for a period of 20 years. The purpose of which was the laying out of parks, recreation grounds, tennis courts and a swimming pool.

As a result of this agreement the bowling green and tennis courts on the Eastern foreshore were laid out and the bathing enclosure in the lake itself came into being. A section on the eastern shore was cordoned off and a diving board installed.

In February 1925, the Council purchased the water in the lake and the lake foreshore from Bantjies Consolidated Mines for the sum of 8000 Pounds Sterling.

The first Prize giving of the Florida Swimming Club was held in 1925 and has been held on an on-going annual basis almost ever since.

Whilst the Club is 82 years old and has been based at Florida Lake since its inception, the Club has gone through many stages of evolution, some filled with glory having produced Springbok swimmers Glenda Page and Springbok lifesavers and captains (Debbie Robinson and Tracey Hemphill - Junior nee Dodkins – 1994 - 2001) and other stages which have presented more challenges – most notably the Club's 2006/2007 season.

The most notable setback suffered during 2006/2007 season was the fact that the Club was plagued with difficulties as a result of the pool not being in a serviceable condition for many months of the year due to faulty pumps, unhygienic water standards, and inadequate water temperatures necessitating

the Club to temporarily relocate to Roodepoort Club for much of last season. This was not conducive to ideal training conditions, as Roodepoort pool is a 30-yard pool and not a 50 metre one thus making the recording of official club times impossible. Despite this fact some of the CGA swimmers produced spectacular results as can be evidenced by the publicity given in the local newspapers (Northside Chronicle).

The Club's President (Keith Dodkins) is of the firm belief that in order to make the meaningful changes that are necessary to position the Club as the preferred Club in the region and to align the club more closely to the initiatives being undertaken by the umbrella bodies SSA and CGA, it is important to identify who the Club's key stakeholders are and thereafter seek value-adding programmes to service their individual needs.

Manning, (1991:32) supports the above contention by stating that any firm that pursues its own goals and sets its own standards is unlikely to be a real winner. Your views of what must be done, and the standards you should meet, just don't count. All business performance begins outside the organization, in the mind of the customer.

Benson, (1990:93) observes that business graveyards are littered with the remains of companies that ended up with the wrong products at the wrong time, that didn't market their products properly, or took their customers for granted. In the final analysis, you can do business without many other things, but you can't do business without customers. Market your products with this in mind, and treat your customers with the thought that your survival depends on them.

The club has a total of 22 registered CGA swimmers, two of whom fall into the A/3 group (Coloured) the remainder being from the A/5 group (White).

It is thus clear that the current racial profile of our club is not ideal in terms of the broader demographics of our country and the fundamental underlying objective for 2008 and beyond is to actively address this issue.

Thus it is imperative, for the Club's strategy for 2008 and beyond that the Club represents all population groups of the country more equitably.

In focusing upon the crucial themes that drive change Beckhard and Pritchard (1992:37) have identified five themes that may serve to focus a company's efforts in any change management interventions that it wishes to undertake:

- Change in the mission or 'reason to be'
- Change in the identity or outside image
- Change in relationships to key stakeholders
- Change in the way of work
- Change in the culture

The development of the Club's strategy for "2008 and beyond" must consider the above captioned points carefully and recognize that the change in culture is possibly the most difficult to achieve in the short term.

The Aim of the Research

To identify an appropriate strategy to create value for a community project such as the Florida Swimming Club.

Objectives

To identify key management principles to be able to create value for an organization.

To identify a strategic approach to plan the future of the organization.

Value of the research

By using sound business management principles and through the use of a strategic approach an organization (any organization, company small business or even a swimming club) can create value for the future and achieve the goals set out by that organization.

Literature review

The literature review process for this paper was not done as a separate academic process as the researchers deemed it more appropriate to discuss the different literature principles when they came up for discussion so as to highlight the importance of that literature and findings so to benefit and obtain an understanding to the committee members of the club. Also the process involved in this case study would not differ substantially because it is a swimming club, but the theory would be much the same for any small business or organization.

The main theoretical principles covered are mentioned below.

- A strengths, weakness opportunities and threats (SWOT)
- Vision and Missions
- Re-engineering
- Balanced score cards.

Methodology

The methodology adopted for this research was multi-functional with personal interviews of the individual committee members and various other stakeholders, desk research of similar cases and the requirements for the club, observations and discussion groups with the various stakeholders.

Research can also result from specific real-world needs (Melville & Goddard, 1996:xiv). The methodology adopted for this research was descriptive. Melville and Goddard, (1996:4) describe descriptive or case study research as a specific situation that is studied either to see if it gives rise to any general theories or to see if existing general theories are borne out by the specific situation.

Research findings

SWOT Analysis

As a starting point to crafting its strategy for "2008 and beyond," the researchers in consultation with the Club's committee undertook an analysis of the strength and weaknesses (internal to the Club) and its opportunities and threats (external to the Club) (SWOT) model. The findings of the SWOT analysis are shown Table 1: below.

Table 1: SWOT analysis for Florida Swimming Club

Strengths of the Club	<ul style="list-style-type: none"> • Location: Proximity to railway station and taxi ranks • One of only four 50m Pools in Gauteng (i.e. Delville, Ellispark, Boksburg North and Florida) • Altitude training (Our Club is situated at one of the highest points on the Highveld) • Potential market in relation to Soweto residents holds advantage i.t.o being more demographically representative thereby meeting SSA targets • Club has been in existence since 1925 and has many established traditions but is change needed? Should our traditions be re-evaluated? • Head Coach: Tracey Hemphill is well qualified and experienced to develop talent at grass-roots and competitive CGA levels • Affiliation to CGA holds advantages i.t.o attendance at Swimboard meetings and information gathering and networking potentials • A dedicated committee aligned to a clear strategy in creating value to all our stakeholders (i.e SSA, CGA, Business community, Swimmers, Parents, Schools, PDIs, Coaches.) But are we? • Successes of a number of our swimmers in various aquatic disciplines e.g. CGA Nationals, Open Water Nationals and Lifesaving Nationals • Ideal setting – ambiance of the lake with natural flora and fauna. Would doming the pool not detract from this?
Weaknesses of the Club	<ul style="list-style-type: none"> • Committee members are not aware of their respective portfolios accountabilities and their responsibilities. Should they be? Who is responsible for ensuring they are? • Club has been in existence since 1925 and has many established traditions but is change needed? Should our traditions be re-evaluated?

	<ul style="list-style-type: none"> • Lack of a performance management methodology to adequately measure Club's successes or areas for improvement • Safety at Club nights. Are we not vulnerable to hijackings, car theft and muggings? • Club nights are at the mercy of prevailing weather conditions – would doming the pool not provide for an all weather facility? • Demographic racial composition of Club. Do we have enough people of colour representing the Club at swimming and on the committee? • Water safety at Club. Do we have dedicated lifesavers on hand to ensure the safety of swimmers? • Location of pool. Is the Florida Lake area degenerating e.g. are drug lords operating in close proximity to our club? What are the incidences of crime like? • Is Club open to public outside of official club times? If not, why not? • Lane ropes are not put into the Pool. Can we develop competitive swimmers without basic adequate facilities? • Funding of swimmers at National competitions. Is the club doing enough to develop its talent? If not why not? If so how? • Cleanliness of change rooms. Many changing cubicles and toilets are in a state of disrepair!
<p>Opportunities for the</p>	<ul style="list-style-type: none"> • Align ourselves more clearly to our umbrella bodies' strategies e.g. SSA and CGA's transformation targets and other strategic initiatives e.g. "Every child a swimmer" – develop Club up from grass roots level. Networking is vital! • Develop a unique marketing proposition. Why do swimmers want to belong to our Club? What are our unique selling propositions? Features, attributes and benefits of membership! • Actively market the Club through various multi-media How? Northside Chronicle but more importantly our very own website • Keep our coach current i.t.o best international coaching practice. How? Make sure she attends relevant workshops and conferences • Revise our Constitution to incorporate Polo and Swimming under the auspices of the Florida Aquatics Club • Actively market our Club and grow our membership base. How? • Engage in SSA learn to swim programs and Splashball. How? Strategically align and network with Eastlyn Young at SSA!! • Develop a high powered committee dedicated to the achievement of pre-planned goals and objectives • Seek corporate sponsorships to fund initiatives such as Tracey's overseas USA trip • Apply to Lotto for heating and doming of pool • Do synergies accrue between Florida Swimming Club and Florida Water Polo Club? If so what are they? If not why not?
<p>Threats facing the Club</p>	<ul style="list-style-type: none"> • Cold water does not lend itself to a full seasons training program • At times pool has been in an unserviceable condition, broken pumps, unhygienic water standards, inadequate water temperatures • A conservative culture prevails at the Club. Are we resistant to change? Are we threatened by change? What are the dynamics of change? Do we understand them? • Lack of adequate marketing tools for the Club. How long does it take to develop a website? Do we need a website? Why or why not? • Lack of adequate communication within the Club. Opportunities lost to some of our CGA swimmers as a result e.g. SA National Open B Championships!! • Coach could desert us – Other Clubs are looking for assistant coaches. i.e. Should we care? • Elite swimmers (Level 2 & 3) could transfer to other Clubs. Let them? i.e. Should we care? • No regular deliverable targets have been set for the 2007/2008 season • No adequate processes in place to measure progress towards goals and objectives of Club. Should we not embrace a performance management methodology? • Apathetic attitude prevails, lack of commitment to driving Club forward to greater heights • Lack of leadership. Do we know where we want to go? How we are going to get there? • No clear responsibilities or accountabilities – Job roles need to be clearly spelt out to each committee member – Far greater commitment and enthusiasm is needed by all • Lack of financial planning upfront in the season – Budgets should be set and evaluated on a monthly basis • Lack of adequate capital resources. How can we go about getting Corporate Sponsorships? What do Corporate Sponsors want to see? Answer: Business Plans, Strategies, goals and objectives translated into clearly defined targets! What by Who? Accountabilities! • Competition from bodies competing for same membership e.g. Virgin Active and Planet Fitness

As Napuk, (1993:34) emphasizes, the importance of undertaking a SWOT analysis cannot be underestimated given that the ultimate reality check on ones vision is whether or not it is realizable given the company's existing strengths and weaknesses i.e. Is the future direction achievable given the company's existing strengths? Can the company's weaknesses be identified and corrected with available resources and within the timeframe dictated by the plan? Will any remaining weaknesses cripple the plan?

In support of the swimmers at all levels of competence the Club needs to commission a committee of dedicated office bearers who realize that value creating imperatives are what are really important to all their stakeholders. The level of activity and dedication demanded of such a committee will be very high, in spite of their other demanding day-to-day work commitments.

It is evident that two definite strengths that can be capitalized upon by the Club in the future is its 50m Pool (Only one of four in the Gauteng Province) and the superior coaching methods adopted by its Coaching staff as evidenced by the successes enjoyed by the Club's registered CGA swimmers.

Aaker, (1995:100) recognizes two types of key factors of success as the basis of competition. First, there are the strategic necessities, which do not necessarily provide an advantage because others have them, but their absence will create a substantial weakness. Second, there are strategic strengths, those at which a firm excels, the assets or skills that are superior to those of competitors and provide a base of advantage.

The Club believes that given the evident shortage of 50m pools in the Province it would be viable to heat and possibly even dome the pool to enable it to be utilized for at least eleven months of the year. As a result of this belief an application will be made to the Lotto to heat and dome the pool. All weather 50m pool would be a huge sustainable strategic advantage for the Club and will have the desired effect (amongst other interventions) of bolstering membership to the Club.

But Manning, (1997:159) mentions that sustainable advantage is the strategist's Holy Grail. The idea is to find something – access to raw materials, a unique product/brand, technology, a lock on distribution, or whatever – that will provide an edge over competitors which can be defended over time. But in the knowledge society, it's hard to stay out in front. Today, the message travels faster than the messenger. Notwithstanding Manning's views above, the committee still believes having a heated, domed, all-weather 50m Pool would be a very difficult act for our competitor clubs to emulate.

Vision

Before a revision of vision and mission statements can be done it is important for any business - FSC included, to understand where they have come from.

This contention is supported by Napuk, (1993:19) who stated that the first step in creating your strategic plan is to reach a clear understanding of where you are now. This understanding is reached by reviewing and evaluating your corporate history in the most objective way possible. There are three very good reasons for looking at the past before turning to the future. First, you review the company's history in an evolutionary context, which highlights previous changes and accomplishments. Second, you identify and appreciate the strengths and success factors, which brought the company to this stage in its development. Third, you establish an understanding of the historical position, which gives a clear departure point from which to discuss the future.

The researchers have also assisted the Club to define a vision and mission statement that encapsulates the necessary transformation issues it requires to undertake in the medium to long term for the satisfaction of all stakeholders' needs. The Club is also in the process of putting in the necessary structures (i.e. committee portfolios being revised) to be more relevant in terms of driving the Club's strategy and aligning the Club more effectively towards meeting the proposed transformation targets as set by SSA, amongst other initiatives.

Napuk, K (1993:28) believes that the vision statement must be a clear declaration about where the management team sees the company in the future. The vision statement needs to send a clear message of what management intends to do. Accordingly, the vision needs to be inspirational but realistic. If a vision does not inspire people, they will not be motivated. If a vision is not realistic, it will never be realized and people will become disillusioned.

Regarding the FSC's vision the Executive Committee believes it has devised a vision, which is both inspirational and realistic:

Florida Swimming Club will be the leader in promoting aquatics and water safety to the broader West Rand community by having an officially recognized development program, sanctioned by CGA and SSA.

The platform for the success of the above captioned vision will be based on a well-researched constructed development program focused primarily at members from previously disadvantaged groups. Key to successfully moving towards achieving the Club's vision will be a sound performance management system to measure progress towards the Club's desired end-result of being 30% Black by June 2009.

The success of 2008 and beyond rests upon an efficient and effective structure of: coaching, officiating, participating and administrating.

Mission Statement

Aaker, (1995:32) gives the following explanation regarding the role of a mission statement: The role of a mission statement is to provide employees, customers, and other organizational stakeholders with a business definition that captures the essence of the strategic vision of the business in order to establish a sense of purpose, identity, and commitment. A business mission can also be a vehicle for the values that are associated with an organization.

It is felt that FSC's mission statement captures the essence of its strategic vision that is to make every child a swimmer, through promoting aquatics and water safety to the broader West Rand community.

FSC's mission is to 'make every child a swimmer' in its Region a reality. The Club seeks to make a contribution to their community through the upskilling of people specifically from previous disadvantaged backgrounds to become actively engaged in running its club effectively, ethically and above all profitably. The Club strives to be financially viable through the growth of its membership base.

FSC sees the above captioned Vision and Mission statements as a necessity in securing its future and in aligning the Club towards the strategic imperatives of both CGA and SSA.

FSC recognizes and acknowledges that for the Club to survive and expand in 2008 and beyond, its strategies must above all else be sustainable.

Balanced Score Card

As a direct result of all the above captioned work undertaken by the researchers, the Club has devised a Balanced Scorecard (shown in Table 2) that highlights some key strategic imperatives in the achievement of the Club's overall vision and mission statements. The Balanced Scorecard is underscored by the following perspectives: stakeholders, viability and growth (financial), sustainability and individual competence (learning and improvement), internal efficiency and effectiveness.

Table 2: Balance scorecard results for Florida Swimming Club

Balanced scorecard area	Strategic imperative
(How must we look to our stakeholders? i.e. Stakeholder perspective)	The Club must be clearly aligned to the strategies and initiatives of our umbrella bodies e.g. (SSA and CGA) as detailed in this document above. We must be the preferred club that swimmers wish to join due to the superior coaching methods adopted and the discipline and work ethic of our swimmers but above all the dedication and commitment of our committee members.
Viability and growth (How will we look to our stakeholders? i.e. Financial goals)	We must grow our Club to be 30% Black by June 2009. We must be financially strong through the raising of sponsorship funds and grants made to the Club by corporations that wish to make a meaningful difference in terms of their social investment policies. Above all we must show a meaningful return to our sponsors through meeting the goals and objectives as laid down in our strategy for "2008 and beyond".
Sustainable Club and individual competence (How can the Club learn and improve? i.e. learning and growth)	The President will identify and approach the most suitable candidates for the various portfolios identified to be assumed in the 2008/2009 season. Any committee member needing support to function effectively will be developed through a mentoring and coaching paradigm that will be deemed to be the most suitable intervention.

Internal efficiency and effectiveness (What internal processes must we excel at? i.e. Internal processes)	The formation of a committee in 2008/2009 that is responsible for the internal efficiency and effectiveness of the Club. The committee must pledge themselves to work collectively as a team and be focussed on achieving the goals and objectives for "2008 and beyond". As committee members they must be responsible and accountable for the individual portfolios they have assumed to undertake in the 2008/2009 season. Their action and commitment will translate into the creation of value to all the Club's stakeholders. At all times the committee are to be action orientated and results driven.
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Kennedy, (2002:120) believes that the Balanced Scorecard has become indispensable in companies undergoing radical-change programmes, because it measures previously hard-to-quantify activities that are increasingly seen as giving a business its competitive edge – such as customer satisfaction and the building of organisational and employee skills.

Performance Management

The researchers believe that for the Club to succeed the importance of a performance management methodology must be adopted and it is thus imperative that all committee members must clearly understand their respective contributions and roles in the future success of the Club. The roles of the various committee members have been translated into plans of action with requisite accountabilities being clearly articulated within specific time frames. Appendix C highlights the key action plans for the Club for the 2008/09 season.

Other Findings

On investigating the process of creating value for its respective stakeholders the researchers deemed it prudent to devise a strategy for 2008 and beyond in alignment with the Club's particular umbrella body affiliates CGA and SSA. It was evident that nothing short of a total revision of the Club's constitution and a restructuring of the Club's existing systems and processes would bring about the change necessary to invigorate and grow the respective facets of all water sports represented under the banner of the Florida Swimming Club.

In other words, the various disciplines of: waterpolo; lifesaving; open water swimming and CGA competitive swimming as well as the learn-to-swim programme all needed to fall under the necessary scope of the business process re-engineering exercise in terms of creating the necessary value envisioned for all stakeholders of the Club in terms of creating value and driving the Club towards a relevant strategy for "2008 and beyond".

It was furthermore evident that any drive to reposition the Club would also need to focus upon the future racial demographics of the Club to ensure any strategy undertaken would bring the Club towards becoming more demographically representative of all segments of our population. In short, the issue of transformation in terms of the upliftment of the previously disadvantaged individuals needed to be addressed in the strategy for "2008 and beyond".

In support of the afore mentioned contention, reference was made to the ideals referred to by Cathy Doyle – President (CGA) as communicated in "Message from our President 2006/2007 Aquatic Season" -

There are many challenges ahead of us, notably that of accelerating the pace of transformation and that of obtaining sponsorships for our Province. As always we must continue to focus on bringing aquatics to all communities and we appeal to all clubs in assisting us in this endeavor.

Last season we had met with clubs and from our meetings had identified areas where we can progress and meet the targets as determined by Swimming South Africa. The time for excuses is over – we now have to meet these transformation targets (CGA Handbook 2006/2007:4).

Indeed, the Club has already undertaken a number of positive steps towards more clearly articulating its strategy towards meeting Swimming South Africa's vision of:- "Every child a Swimmer" during the 2007/2008 season.

For example, In August 2007 the Club held a meeting in which Eastlyn Young (Manager – Learn-to-Swim Programme) SSA gave a very informative presentation of how the Club might go about turning SSA vision into reality by uplifting the previously disadvantaged communities in teaching children to swim through a career-path Learn-to-Swim Instructors Programme which also has the added advantages of job

creation and could lead successful applicants into the realm of professional coaching, club administration and management. The Florida Swimming Club is indeed indebted to the initiatives that Eastlyn Young (SSA) has made in setting the Club on the right path to enable it to meet mutually beneficial objectives and to enjoy the synergies that accrue from the close strategic alliances it has with SSA and CGA. The Club's strategy for "2008 and beyond", recognizes the importance of networking with bodies such as SSA and CGA and the Club will certainly seize every opportunity to do so.

Covey, (1990:284) alludes to the synergistic Win/Win situation as follows: "When you see only two alternatives – yours and the 'wrong' one – you can look for a synergistic third alternative. There's almost always a third alternative, and if you work with a Win/Win philosophy and really seek to understand, you usually can find a solution that will be better for everyone concerned."

Coaches and the creation of value

The importance of coaches became very evident in the discussions with the relevant stakeholders in creating value. As time has become a limiting factor for many schoolteachers today who are involved in the coaching of school children. The expectations placed upon such teachers by various departments and parents have become exceedingly high. Teachers no longer have the time to provide quality coaching to swimmers and swimmers vary in levels of commitment adding to the difficulty in providing them with the requisite tools to generate the performance that is expected of them.

The Coaches at Florida Swimming Club aim to offer a solution to this challenge by providing external expertise in the swimming field enabling committed individuals to use their own time to develop the skills that they require. The individual success that children will enjoy will in turn generate an interest and desire in others to try and participate in the sport. Parents can have an external form of consultation in this regard too thereby educating and assisting their children in adding to the possible benefits of the suggested programmes offered.

The programme initiated and to be run by the Florida Swimming Club is very much aligned to SSA learn-to-swim programme. Our programme will be beneficial to the performance of school swimming teams and offers a life skill to those who lack the ability to swim.

Swim South Africa's initiative of "every child a swimmer" is being actively driven by the Florida Swimming Club and forms the very basis of its vision/mission statement. It is the Club's prime objective to offer pupils who cannot swim one lesson a week by a qualified and experienced learn-to-swim instructor. These lessons are being offered to schools as part of their foundation phase programme and will carry with them Certificates of Competence in swimming as endorsed/accredited by Swim South Africa. Thus the programme is a learning ladder that will culminate in a recognized registered qualification (made up of requisite unit standards) as registered against the requisite SETA within the ambit of the broad NQF system.

Florida Swimming Club also specializes in bridging the gap between learn to swim and the elite-coaching specialist. Whilst there is a growing need for learn-to-swim instructors the position of performance coaching is in the Club's view no less important. At this foundation phase of swimming it is vital that correct technique is developed in the swimmers to ensure that they perform to the best of their abilities and also to alleviate the potential of injury due to incorrect stroke technique being taught to them.

Performance coaching is offered to children who want to further their talent and improve upon their performance. The Florida Swimming Club is planning on a tour to the USA in 2010 in order to participate in various swimming academies. It is the club's aim to learn and be able to offer the best possible skills to these swimmers, as well as to be able to expose their swimmers to various sources of information.

Conclusion

For the Florida Swimming Club to survive it has been identified that in the long term it has to reposition itself towards better servicing the needs of all its stakeholders. Internal stakeholders are the Club's members whom include: Water polo, Lifesaving, Open-Water Swimming, CGA age level galas and Learn-to-Swim swimmers. It is imperative that the Club's strategy is in alignment with its umbrella bodies CGA and SSA and is relevant for "2008 & beyond". The Club sees itself as being the leader in promoting aquatics and water safety to the broader West Rand community by having officially recognized development programmes sanctioned by CGA and SSA.

The platform for the success of the Club's vision is founded upon a well-researched and constructed development program focused primarily at members from previously disadvantaged groups. Key to successfully moving towards achieving its vision will be a sound performance management system to measure progress towards the desired end-result of being more racially demographic in terms of the Club's racial composition i.e. 30% Black by 2009.

As Armstrong (2001:52) points out that measurement is an important concept in performance management. It is the basis for providing and generating feedback, it identifies where things are going well to provide the foundations for building further success, and it indicates where things are not going so well, so that corrective action can be taken. In general, it provides the basis for answering two fundamental questions: Is what is being done worth doing? And has it been done well?

The success of "2008 and beyond" rests upon an efficient and effective structure of: coaching, officiating, participating and administrating as well as the functioning of an active committee with clearly demarcated portfolios and requisite accountabilities.

The researchers believe that the FSC can and will make very meaningful inroads towards meeting many of the goals and objectives that it has set for itself next seasons.

Key to unlocking the human potential within the Club and to be able to mobilize it towards the realization of stakeholder creating initiatives is the understanding that what stakeholders' value most is what the FSC can deliver to them in terms of the value creating potentials that each individual stakeholder has.

In planning the way forward for the Club, it was evident that a model was needed to adjudicate whether the Club's intended strategy had any chance of success. At this juncture it is interesting to examine the questions that Nilsson (1987:58) raises in relation to evaluating the success of plans that businesses formulate in general:

- Does the plan fit the business strategy?
- Is it consistent with the basic values of the organization and its basic business objectives?
- Are the goals achievable?
- Will you know when each goal is achieved as well as how much progress has been made toward achievement?
- Are the goals congruent with each other?
- Are the goals congruent with the overall goals of the organization?
- Does the plan take into consideration economic and other business realities?
- Is the plan flexible enough to be adaptable to significant changes in the environment or in business conditions?

The importance of realistic targets cannot be overemphasized. By June 2009 at least 30% of our members should be from the previously designated disadvantaged groups. The Executive Committee sees this as being its single biggest challenge facing the committee for the 2008/2009 season and it is articulated in both the Club's vision and its mission statement.

Recommendations

Creating value – heating and doming a 50m pool

To pursue the findings of the researchers' academic engagement with the Club, that the FSC has put together a proposal and lodged with the Lotto for the heating and doming of its facilities by 2010. (This has currently been done.) What follows is a discussion on the advantages of heating and doming its 50m Pool. It is the Club's belief that should the necessary funding become available from the Lotto this would not only invigorate the Florida Lake area in terms of positive economic impacts it would have, but it would also contribute to the upliftment of the previously disadvantaged communities as well via the creation of employment opportunities both within and outside the Club.

The advantage that the geographical positioning of our club holds is immense. Given the easy access to the area by taxi and train, it is believed that with correct marketing the club can be more representatives of the broader demographics of the South African population.

The benefits that swimming can offer to a dedicated athlete are immense and given the incidence of health related diseases that are preventable (if not curable) it is evident that more mileage should be given in schools to get our population involved in some type of water sport.

The Florida Swimming Club should actively positioning itself to renew a health conscience society. Alleviating obesity in children could well form the focus of an ongoing project within the satellite

schools within our community, leading towards the eradication of this phenomenon. Such initiatives would be welcomed by the Department of Health in their crusade against fighting obesity in the Youth.

The Florida Swimming Club must create alliances with the Department of Health to jointly tackle issues such as childhood obesity, which poses huge health risks to the Nation. The obvious spin-offs would be the immense savings in medical costs to be gained from such interventions.

Other than the obvious significant health cost savings that accrue from increasing the community's involvement in swimming, other potential benefits and spin-offs would follow once the pool is a facility, which can be used twelve months of the year for example: increase in employment opportunities, reduced health costs, investment opportunities, economic development opportunities, environmental protection initiatives which the club is well positioned to co-partner with any interested parties e.g. The Department of Water and Forestry.

It is important that a project of this magnitude encapsulates the principles of sustainable economic and social development. No single project can better shape and complement the urban form than a well-positioned sporting and recreation centre.

There are currently three all-weather 25m swimming pools whose contracts were awarded to Lupini Architects, namely: Pimeville, Coronationville and Linden. The aforementioned pools were all community driven initiatives from the outset. The awarding of the doming of the pool should be given to the same architects as they have the experience in the doming of pools as shown above. The package also make provision for the heating of the pools to a temperature of between 25– 27°C (ideal for competitive swimming). The heated, high moisture content of the air immediately above the pools was exploited to create a vertical convection current, which would dissipate through the roof light drawing in air from the open eaves at a level of approximately three meters. Thus a practical solution preventing condensation of the roof sheeting and roof lights was planned for by the design of the open eaves. This also had the added advantage of preventing corrosion and build up of grime on the roof lights while naturally ventilating the interior space of the swimming pool. The solution has been coined "a thermal convection solution" and is incorporated into the preliminary design of the Florida Swimming Pool's plans drafted by Lupini Architects. The Architects have from time to time consulted with relevant authorities and administrators of these type of facilities and can report an enormous increment in the number of users both for competition and recreational swimming. It is also noted that community participation such as galas, fun days and swimming teaching days have contributed towards facilities that are indeed part of a community building process.

To engage the Johannesburg Parks and Recreation Department recognized through dialogue with supervisors and users at the swimming pools that there was a dire need for all weather and year round use of these three community swimming pools.

At the same time a request needs to be put to the Municipality by an outdoor advertising company for the purchase of the advertising rights alongside the arterial roads and freeways that circumscribed the swimming pools in question. An agreement can then be structured between the parties, in which, in return for the abovementioned advertising rights the Company would through one of its affiliate companies contract for the design, supply and erection of these three all weather structures. Thus the doming and heating of the above captioned three 25m swimming pools thus came into being by way of a reciprocal advertising contract.

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APPENDIX A

STAKEHOLDER ANALYSIS

The key stakeholders and the issues they present are captured in the following table.

Stakeholders	What do they expect from us (results/outcomes)?	What do they provide us with (inputs)?	What are their values/beliefs?
Swimming South Africa	<ul style="list-style-type: none"> ➤ Under SSA Constitution to recognize that they are the sole body that represents the interests of all South African: Swimmers, Water polo players, synchronized swimmers, diving and open water swimmers!! ➤ Reach transformation targets as set out in their Guidelines and Policies e.g. 30% Black by 2009 ➤ Expect a number of swimmers to develop through the ranks to be able to represent South Africa at international competitions ➤ Expect a capitalization fee which is levied on all registered swimmers ➤ Expect all swimmers to abide by the principles and ethics of drug free sport and adhere to the Doping control regulations as outlined by Anti-doping policy and rules of the SA Institute for drug free sport 	<ul style="list-style-type: none"> ➤ Programs aligned to their strategic objectives e.g. Learn to Swim Program and Splash ball Program ➤ An updated SSA database of all times swam at various galas by registered swimmers countrywide ➤ All competitions CGA galas and Open water events are ran under the auspices of SSA, SSA ensures that adequate provision is made to ensure the safety of swimmers at their events e.g. Lifesavers are provided for Open water events and medics are on hand at Galas ➤ TV programs aimed specifically at swimmers: Super -swimmer and Splash ➤ Their website is a hive of information on both local and international swimming news 	<ul style="list-style-type: none"> ➤ "Every child a swimmer by 2009" ➤ Water safety and prevention ➤ Transformation. Uplifting c terms of competitive swim ➤ Interestingly enough objectives as laid down constitution are to t discriminatory and n amongst other things!!
Central Gauteng Aquatics	<ul style="list-style-type: none"> ➤ Transformation targets to be achieved as set down by SSA ➤ Officials and time-keepers to be provided by our Club ➤ Participation at their CGA level 1, 2 & 3 Galas ➤ Payment of fees to effectively run their Galas ➤ Participation at Swim board meetings to effect communication between CGA and the Florida Swimming Club ➤ CGA registered swimmers of outstanding caliber to represent CGA in the various forms of aquatic disciplines e.g. Swimming, Open water, diving ect. 	<ul style="list-style-type: none"> ➤ CGA Handbook detailing the dates and venues of all CGA level Galas (SC and LC and Records held) ➤ Venues to meet together with themselves (CGA) and other clubs e.g. Swim board meetings – Provide us with networking opportunities ➤ Suitable venues to compete in various aquatic events e.g. Delville, Boksburg North and Victoria Lake (Open water swimming) ➤ Programs at Galas indicating seeding times and lane allocations ➤ Pre-gala Psych sheets and confirmation of entries received from all Clubs, outlining individual events and relay teams registered ➤ Prize-giving functions to acknowledge swimmers who have represented their Province ➤ Records of payments made to them for registered CGA swimmers and Galas swam 	<ul style="list-style-type: none"> ➤ Very much aligned t initiatives and strategi upliftment of PDIs ➤ Actively support swim disabilities who swim at level galas
Community/ Business	<ul style="list-style-type: none"> ➤ To have clear Plans of Action in terms of delivering on our Club's Strategy for 2008 and beyond 	<ul style="list-style-type: none"> ➤ Money. Obviously the Club needs to approach businesses for finances. Money will not find the 	<ul style="list-style-type: none"> ➤ Any reputable business have a sound c governance policy

	<ul style="list-style-type: none"> ➤ To be accountable for any monies, sponsorships, subsidies or grants that they afford to the Club – They expect a return on their investment!! 	<p>Club without a targeted drive by a responsible committee member to sell the benefits of Corporate sponsorships and the advantages: tax and otherwise that it holds for the Corporate concerned</p>	<p>encapsulates their key values and beliefs</p>
Committee	<ul style="list-style-type: none"> ➤ Teamwork. The gestalt theory of "the whole being greater than the sum of its parts" should hold true here ➤ Action and commitment. Do we want to make a meaningful difference? I.e. Results count here! ➤ A Club that is successful because of our actions not in spite of them! ➤ Clearly defined responsibilities and accountabilities for the various portfolios that committee members have undertaken to assume 	<ul style="list-style-type: none"> ➤ A learning experience ➤ Experience and differing strengths of each committee member ➤ Support 	<ul style="list-style-type: none"> ➤ Enablers ➤ We get the job done! ➤ "We in it for our kids and for our people's kids!" ➤ Honesty, integrity and hard work. It won't be easy but it will be worth it!!
Swimmers	<ul style="list-style-type: none"> ➤ A supportive environment that enables them to perform to the best of their abilities ➤ Parents who understand the demands of their sport! ➤ A dedicated committee that has the best interests of the swimmers at heart ➤ Warm water (26 degrees) is deemed to be optimal for competitive performance and lane ropes ➤ A coach that is <i>au fait</i> with cutting edge training techniques that can bring the best out of them! ➤ A training program that is tailored for each of their specific needs which will ensure peak performance at Nationals! ➤ Clearly agreed upon stretch goals and objectives for the season as agreed to by the coach ➤ A training program for at least the whole year but preferably even a longer term 4 or 5 year plan! ➤ Recognition of their accomplishments at Prize-giving and publicity in newspapers ➤ A squad that has a strong training ethic – "we don't need whingers" ➤ Continuous feedback from coach in terms of their times and performances ➤ A working knowledge of correct nutritional needs for swimmers and other relevant educational info ➤ Mental preparation for peak performance ➤ More emphasis upon starts, turns and finishes 	<ul style="list-style-type: none"> ➤ Consistent attendance at practices ➤ A high degree of commitment to the process in developing themselves to all that they can be! ➤ A positive attitude ➤ Belief in themselves ➤ Belief in their coach!! ➤ Avoid vices such as smoking and drinking! (Leave that to your parents!) 	<ul style="list-style-type: none"> ➤ To enjoy the sport I have chosen and to engage in! ➤ To avoid taking any performance enhancing drugs as alluded to in the "South African Institute of Free Sports manual" ➤ To develop to the best of my given talents ➤ To respect the knowledge and experience of my coach and to always give my best!

Parents	<ul style="list-style-type: none"> ➤ A safe environment for their children to practice ➤ A dedicated committee that has the best interests of the swimmers at heart ➤ A well administered system for registration at Galas ➤ A coach that is <i>au fait</i> with cutting edge training techniques that can bring the best out of them! ➤ Financial support for Nationals (whole or part?) 	<ul style="list-style-type: none"> ➤ Revenue into the Club and Coach ➤ Support with the officiating and timekeeping of Club night Galas ➤ Participation in moving the Club towards achieving its strategic imperatives through their active involvement on the committee 	<ul style="list-style-type: none"> ➤ Want to see a fair return investment they are making Club in terms of time expended through results swimmers are achieving
Coach	<ul style="list-style-type: none"> ➤ A well administered system for registration at Galas ➤ Parents who understand the demands of their sport! ➤ A dedicated committee that has the best interests of the swimmers at heart ➤ Warm water (26 degrees) is deemed to be optimal for competitive performance and lane ropes ➤ Clearly agreed upon stretch goals and objectives for the season as agreed to by the swimmers ➤ A share in any monies or sponsorships that may be afforded to the Club, for the purpose of keeping current with cutting edge coaching advancements ➤ Participation at CGA level 1, 2 & 3 Galas by swimmers in my squad ➤ Participation at Swim board meetings to better effect communication between CGA and the Florida Swimming Club 	<ul style="list-style-type: none"> ➤ A superior coaching program as evidenced by results achieved at level 1 & 2 Galas 2007/2008 season ➤ Commitment to developing swimmers to enable them to perform to the best of their abilities ➤ Club representation as Manager/Coach at Telkom SA National Galas and CGA level age group galas held locally ➤ An opportunity to tour with the Club's elite swimmers to the USA in 2009 as their Manager/Coach 	<ul style="list-style-type: none"> ➤ Want to see a fair return investment made to the terms of time expended achieving the superior results the swimmers achieved during 2008/2009 season
PDI's	<ul style="list-style-type: none"> ➤ Refer to swimmers above. The aspirations of the PDI's should be the same albeit that they probably want things to happen at an accelerated pace for them. 	<ul style="list-style-type: none"> ➤ Numbers to fill our quotas as laid down by SSA 	<ul style="list-style-type: none"> ➤ Desire accelerated pace transformation to occur

APPENDIX B

STAKEHOLDER MANAGEMENT

The key stakeholders, the key issues they present and the broad action plans formulated to address these, are captured in the following table.

Stakeholder	Key issues to be addressed	How do we plan to turn this issue into an opportunity and minimise the associated risk?
Swimming South Africa	<ul style="list-style-type: none"> ➤ Transformation targets as set out in SSA's Guidelines and Policies e.g. 30% Black by 2009 should be achieved ➤ Expect all swimmers to abide by the principles and ethics of drug free sport and adhere to the Doping control regulations as outlined by Anti-doping policy and rules of the SA Institute for drug free sport 	<ul style="list-style-type: none"> ➤ Actively go out into the Black schools ➤ Educate our swimmers through a programme for all swimmers by the SA Institute for Drug Free Sport
Central Gauteng Aquatics	<ul style="list-style-type: none"> ➤ Officials and time-keepers to be provided by our Club to assist at CGA level Galas ➤ Participation at Swim board meetings to effect communication between CGA and the Florida Swimming Club ➤ Participation at their CGA level 1, 2 & 3 Galas 	<ul style="list-style-type: none"> ➤ CGA Officials Club provides time keepers should nominate at least one official to represent the Club in this regard ➤ Our Club's Head Coach will participate in all meetings to effect better communication between Club and CGA ➤ More CGA level 1, 2 & 3 swimmers in our Swimming Squad. We do however have more swimmers at CGA level than is currently the case and recruit PDI's from Black Schools
Central Gauteng Aquatics cont.	<ul style="list-style-type: none"> ➤ Swimmers to represent CGA in the various forms of aquatic disciplines at Provincial level e.g. Swimming, Open water, diving ect. 	<ul style="list-style-type: none"> ➤ Club currently has had more success as far as Provincial representation is concerned. Charlene Welgemoed, Warren Strydom and Warren Strydom all represented the club at Provincial level. Currently swimming is concerned only Melissa level at Provincial level at the NTS. Tshwane in October 2007. At Ga Purchase and Melissa represented the club in some of Tracey's level 2 swimmers in the 100m category which inevitably provides the opportunity to develop Provincial level swimmers. More than ever we are confident that the 2008 will be a good year for our swimmers. Perhaps it should be a goal to have more than five of Tracey's Orcas squad. We have had lifesaving nationals in Durban in April
Community/Business	<ul style="list-style-type: none"> ➤ Solicitation of sponsorships, grants and donations from Businesses ➤ To be accountable for any monies, sponsorships, subsidies or grants that are afforded to the Club by business ➤ To have a clear Plan of action in terms of delivering on our Club's Strategy for 2008 and beyond 	<ul style="list-style-type: none"> ➤ A fundraising Committee needs to be formed to coordinate various road show presentations to attract sponsors. Benefits to be derived from undertaking road shows and the tax implications that accrue to the Club from sponsoring the Club financially. ➤ Prepare Club reports detailing the Club's performance and show business they are receiving from sponsors and investments ➤ "Walk the talk" – Committee members must be seen to not collectively) for the goals and objectives of the Club's strategy for 2008 and beyond!! – Accountability
Committee	<ul style="list-style-type: none"> ➤ Teamwork 	<ul style="list-style-type: none"> ➤ A workshop or one day teambuilding exercise. An example would be a simulated "Andes" exercise for example ➤ Each committee member to be given a role to play

	<ul style="list-style-type: none"> ➤ Action and commitment ➤ A Club that is successful because of our actions not in spite of them! That is: clearly defined responsibilities and accountabilities for the various portfolios that committee members have undertaken to assume must be given and adhered to by those members 	<p>on progress towards predetermined least at monthly intervals</p> <ul style="list-style-type: none"> ➤ A clear performance management system for all our goals and objectives set i.e. when?
Swimmers	<ul style="list-style-type: none"> ➤ A dedicated committee that has the best interests of the swimmers at heart ➤ Warm water (26 degrees) is deemed to be optimal for competitive performance and lane ropes ➤ A coach that is <i>au fait</i> with cutting edge training techniques that can bring the best out in our swimmers ➤ A training program that is tailored for each of the swimmers' individual needs to ensure peak performance at Nationals 	<ul style="list-style-type: none"> ➤ Each committee member has to be clear performance management system goals and objectives set i.e. who is responsible? ➤ An application to the Lotto will be made ➤ Coach has to be financially supported and seminars that keeps her abreast of the realm of cutting edge best techniques ➤ Coach has to be financially supported and seminars that keeps her abreast of the realm of cutting edge best techniques
Swimmers cont.	<ul style="list-style-type: none"> ➤ Clearly agreed upon stretch goals and objectives for the season as agreed to by the coach ➤ A training program for at least a year but preferably even a 4 to 5 year period to be developed by coach ➤ Recognition of the swimmers' accomplishments at Prize-giving and publicity to be given in newspapers ➤ An elite squad that has a strong training ethic must be developed – i.e. "we don't need whinges" ➤ Continuous feedback from coach in terms of swimmer's times and performances ➤ Mental preparation for peak performance <p>More emphasis upon starts, turns and finishes</p>	<ul style="list-style-type: none"> ➤ Coach to set down individual performance goals for swimmers within her squad ➤ Coach and swimmers to agree upfront on the 2008/2009 season. Goals ascertainable, realistic and tangible ➤ Coach to lay down training program (in written format) upfront of the 2008/2009 season to: preseason planning, midseason with emphasis upon timing of: aerobic training ➤ A committee member must be assigned to fly the Club's flag in terms of publicity in the Northside Chronicle about achievements ➤ Coach to identify whinges and oust them ➤ Coach to provide feedback on a consistent basis and action if there are signs of overtraining ➤ Coach to provide the necessary intervention to ensure swimmers are adequately prepared mentally for competition ➤ Coach to give more attention in her training to starts and finishes
Parents	<ul style="list-style-type: none"> ➤ A dedicated committee that has the best interests of the swimmers at heart ➤ A well administered system for registration at Galas ➤ A coach that is <i>au fait</i> with cutting edge training techniques that can 	<ul style="list-style-type: none"> ➤ Each committee member has to be clear performance management system goals and objectives set i.e. who is responsible? ➤ The Club must cater for on-line entries via a dedicated website ➤ Coach has to be financially supported and seminars that keeps her abreast of the realm of cutting edge best techniques

	bring the best out of her swimmers <ul style="list-style-type: none"> ➤ Financial support for Nationals (whole or part?) 	the realm of cutting edge best techniques Club has to embark upon gaining sponsorship with financing during the 2008/2009 season
Coach	<ul style="list-style-type: none"> ➤ A well administered system for registration at Galas ➤ Parents who understand the demands of the sport ➤ A dedicated committee that has the best interests of the swimmers at heart 	<ul style="list-style-type: none"> ➤ The Club must cater for on-line entry dedicated website ➤ Coach to run a workshop with parent squad Each committee member has to be given performance management system has to set objectives i.e. who is responsible for what
Coach cont.	<ul style="list-style-type: none"> ➤ Warm water (26 degrees) is deemed to be optimal for competitive performance and lane ropes ➤ Clearly agreed upon stretch goals and objectives for the season as agreed to by the swimmers ➤ A share in any monies or sponsorships that may be afforded to the Club, for the purpose of keeping current with cutting edge coaching advancements ➤ Participation at CGA level 1, 2 & 3 Galas by swimmers in the Coach's squad ➤ Participation at Swim board meetings to better effect communication between CGA and the Florida Swimming Club 	<ul style="list-style-type: none"> ➤ An application to the Lotto will be made ➤ Coach and swimmers to agree upon the 2008/2009 season. Goals ascertainable, realistic and tangible ➤ Coach must be provided for by workshops and conferences to keep developments and initiatives in coaching ➤ Club's body of CGA swimmers is to be members through presentation and schooling communities ➤ Coach to be Club's representative at communicate CGA news back to the action
PDI's	<ul style="list-style-type: none"> ➤ Recruitment of PDI's to occur at an accelerated pace. Refer to swimmers above. The aspirations of the PDI's should be the same albeit that they probably want things to happen at an accelerated pace for them. 	<ul style="list-style-type: none"> ➤ Actively go out into the Black schools

APPENDIX D

KEY ACTION PLANS FOR 2008 AND BEYOND: CLUBS STRATEGIC FRAMEWORK

Strategy	Imperative	Action
PR and marketing of Club	☞ Increase visibility of the Club to bolster membership	☞ Create a website
		☞ Publish articles in local papers
		☞ Have open Club nights where members encouraged to bring friends along
		☞ Actively market Club to local school area
		☞ Increase the abilities of our CGA swimmers
Fundraising	☞ Provide adequate financial resources to drive strategic imperatives for 2008/2009	☞ Solicit fund from businesses
Learn to Swim	Clearly aligned to SSA vision of: "Every child a swimmer". To prevent the incidence of drowning on the Westrand	☞ Coach to liaise with SSA for LTS in and local schools to run such a program
Officiating and timekeeping	☞ CGA requires clubs to support them in timekeeping at CGA level Galas	☞ One parent from each of levels 1, 2 be nominated to attend course
Appoint Committee for 2008/2009 season	☞ Strategy to be set for 2008/2009 season and buy-in to it by committee members important	☞ Identify what committee portfolios are and hold a meeting for all parents to seek nominations and volunteers for available
Coaching	☞ Improvement of CGA Swimmers' times for the 2008/2009 season	☞ Coach to hold a meeting with swimmers to agree upon goals for 2008/2009 season
Lotto Application	☞ To heat and dome Florida's 50m pool	☞ Submit application to Lotto via SA as applications are open for 2008/2009
Prize giving ceremony	☞ To recognize the Club top performing swimmers	☞ Identify prizes, trophies and their cost award. Trophies to be engraved in Prize giving in May 2008
Financing, budgeting and forecasting for 2008/2009 season	☞ Proactively plan the flow of income and expenditures to the Club for the 2008/2009 season	☞ Newly appointed Treasurer to prepare excel model of anticipated cash flow 2008/2009 season
Overseas tour to the USA in 2009	☞ Elite swimmers to gain exposure to international competition and training techniques	☞ Identify squad to undertake the tour and embark upon fundraising initiative to raise the R25 000- needed for each (including coach)