



I Don't Know			
Title:	Discussion Paper		
Subject:	Tiered Membership System		
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003. Tiered Membership System

A discussion paper for Archery Australia.

Please read in conjunction with the Australian Sports Commission paper entitled Market Segmentation.

https://www.clearinghouseforsport.gov.au/research/smi/market_seg/market_segmentation_-_case_studies

Purpose

- To increase the membership of archery clubs, SSAs and Archery Australia.
- To provide a membership package that offer a variety of fees that suit people's income levels, lifestyle choices and varying hours of employment.
- To recognise disadvantaged groups, including women and people with a disability, and to explore ways to enable them to enjoy archery as a whole of life sport.
- To provide a membership package that provides a choice to their involvement such as a recreational, social or competitive level.
- To provide a membership package that offers value for money based on the user pays system.
- To provide options to capture the ever-increasing transient nature of sport memberships.
- To recognise the number of bows that are imported into this country by people that are not part of an archery association and what options we can provide to capture that membership.

Preamble

For this document we shall use an existing club as the example. The club is Sherbrooke Archers based in Upper Ferntree Gully, Victoria.

In April 2013, the committee of Sherbrooke Archers accepted a motion that created a tiered membership system by means of creating a social club. This document details the reasons and the evidence why clubs, SSAs and Archery Australia should investigate a tiered membership system.

Background

In May 2013 we conducted a trial of the tiered membership system at Sherbrooke Archers, a club in the outer eastern suburbs of Melbourne, Victoria.

Sherbrooke Archers has had an average of 60 members for the last 15 years. During that time literally thousands of people have passed through their come'n'try and archery instruction programs with very few joining. That is a lot of effort by the club with little reward.

Over the years there have been two consistent themes from these people that don't join. They don't want to pay for a 12-month competition package, or, that the package that they offer is not value for money. So, it is not necessarily the price of the fee but the value that person derives from that fee.

It is too early to tell what these membership packages will do but in the short term the effect has been quite dramatic. They have had 10 new Silver and one Gold member join in the month of July. They have never had that sort of membership take-up before and these are arguably the coldest and wettest months to be starting a new outdoor sport. Also, they report a real buzz at the club. They have all these new people that have joined, plus others wanting to join, that is feeding this new sense of excitement around the club.

The belief is that this system will be good for all archery clubs and that the SSAs and Archery Australia can also benefit from having these new members on board. It may be at a reduced price, but 66% of something has to be better than 100% of nothing.

The following chart was extracted from the IMG Database. An Archery Victoria comparison has been added.

<u>Age Analysis</u>	National	(sub-total)	versus	Victoria	(sub-total)
0-13 years	11.1%			12.3%	
14-15 Years	7.3%			6.9%	
16-17 years	4.4%			5.9%	
18-19 years	3.6%	26.4%	Youth	5.5%	30.6% Youth
20-29 years	9.4%			10.9%	
30-39 years	10.6%			11.8%	
40-49 years	19.2%	39.2%	Open	21.0%	43.7% Open
50-59 years	18.6%			14.7%	
60-69 years	10.2%			7.9%	
70 year plus	5.6%	34.4%	Master/Vet	3.1%	25.7% Master/Vet

Average age of Archery Australia members is 37.2 years.

Average age of Archery Victoria members is 29.9 years.

As can be seen, the bulk of the Archery Australia membership rests in the over 40 age bracket. (53.6% nationally, 46.7% in Victoria)

Statistical Overview

- In Victoria, 47% of the population was born overseas.
- In Victoria, 36% of the population do not speak English as their first language.
- In 1980 the archery membership in Victoria was 850. (0.038% of the population)
- In 2012 the archery membership in Victoria is 1000. (0.018% of the population)
- The population of Victoria grows by 1,000 people a week mainly in the outer suburbs of Melbourne.
- The Victorian Government says the population is currently 5.4M.
- The Victorian Government says the population shall grow to 7.4M by 2030.
- The majority of this growth shall be from overseas.
- The average age in Victoria is 45.
- The average age by 2050 is projected to be 55.
- Currently in Australia there are 1,000,000 people of recent Chinese heritage.
- Currently in Australia there are 750,000 people of recent Indian heritage.

For our sport to grow it needs to be encompassing and sustainable.

Competition Attendance

In Victoria the percentage of the membership that attended tournaments in 2009 was 21.2% and has been falling steadily each year. For 2012, the membership attendance at competitions in Victoria has fallen to 14.8%.

That leaves **85.2%** of the membership that do not attend competitions.

Currently there are no programs or support for this 85.2% of the membership. This may be a root cause of the retention problem the sport has.

Women and Youth in Victoria

The following is a percentage breakup of female and youth membership in Archery Victoria.

Year	Women	Youth
2008	16.9%	9.4%
2009	19.8%	28.1%
2010	21.5%	32.7%
2011	20.6%	31.8%
2012	21.6%	30.6%

Market Analysis

The sport of archery needs to investigate the reasons why people join the sport and why people do not join the sport. The recently released market segmentation study by the ASC is a good starting point.

A recent study of sports in Victoria showed one of the strongest growth sports was AFL football. Considering the existing numbers of participants this came as a surprise to the researchers. The main reason for the growth was the introduction of AusKick - a modified version of the game designed for youth.

In Victoria, until 2013, we had the Challenge Shoots. These were short range, low cost handicapped shoots for our newer archers to ease into competitions - our version of AusKick. The new Board of Archery Victoria is only interested in elite archery and has removed all Challenge Shoots from the calendar.

Archery Victoria had also been working on a school's program since 2009 and the growth of their youth membership has grown from 9.4% in 2008 to 30.6% in 2012. Archery NSW also has the PCYC doing a similar job. The challenge is to attract these people to archery clubs and for that we need the social and recreational membership levels, and a good handicap system, to start them off in the sport.

The current stumbling blocks for a school child trying to join our sport in Victoria are the competition-only fee structure, and, the lack of a national approach to handicap competitions.

The Recreational Market

Information from the Australian Customs Department states that there are 9 times more bows brought into this country each year than there are members in the associations.

This is confirmed by the retailers in Melbourne that have provided sales figures of 7% to AA members, 4% to ABA members, 2% to 3DAAA members and the remainder, **87%**, to people that don't belong to any association. Of this 87%, over 70% is a hunting compound bow/arrow combination.

These people obviously shoot a bow somewhere but don't join Archery Australia because they don't want to do competitive archery; they just want to shoot recreationally. Archery can be a dangerous sport yet if a bad archery story is going to be reported in the press, we can almost guarantee it shall be caused by a non-association member.

We need a way to have these archers as members of Archery Australia, for their benefit and for ours.

Saving Our Clubs

In the metropolitan area of Melbourne there are only 13 archery clubs. Of those only 2 have a field course and recently we nearly lost one of them.

The growth of the sport relies on strong, financially viable clubs and that only comes with membership. Archery Victoria has already had 3 clubs leave the fold because the AA/AV fees were unjustifiable to their membership. These fees do not represent good value for money if the members don't shoot tournaments.

- It is not AA or the SSAs that provide the facilities for archers to shoot at, it is the clubs.
- It is not AA or the SSAs that provide the venues for competitions to take place, it is the clubs.
- It is not AA or the SSAs that provide the socialising component to our sport, it is the clubs.

The clubs provide the social glue that holds the sport together. Everything we do must be to make the clubs better, stronger and financially viable.



The Changing Face of Sport

Full time employment has diminished greatly in the last 30 years being replaced with casual and part-time employment.

The membership is not growing because Archery Australia is not offering a business model that suits the current environment. The current model is based on when people worked Monday to Friday and had the weekends off to shoot competitions.

Those days are long gone and have been replaced with very transient memberships being reported from all sports. People don't want to be, or don't have the leisure time to be, locked into a regimented, competitive, annual membership package.

An example of that is Waverley City Archers who have a regular Wednesday morning shoot. 5 years ago, they only had 10 participants from their club participating; now, they have 25 archers from 3 clubs shooting every Wednesday morning.

Sherbrooke Archers participation numbers on the weekends have been dropping over the past few years, however, their overall participation numbers are increasing. When you look at the sign-in book there are around 10 people shooting there every day. So, their membership is shifting from weekend participation to weekday participation. Sunday is still the biggest day but it is noticeable shifting to be a 7 day a week club.

How can we adapt what we are doing to capture this transient nature of membership?

Understanding Disadvantaged Groups

In Victoria there are 1,000,000 people with a disability which is a staggering 18% of the population and it is predicted to reach 20% by 2030 because of our ageing population.

Victoria has a massive population of people born overseas and/or come from a non-English speaking background.

Regional areas are suffering from lack of employment and various other issues created by that unemployment. In fact, in 2011, Melbourne became the most urbanised city in the World. Five years ago the government predicted a 5% growth a year in public transport. Because of the growth in Melbourne, public transport patronage has grown at 55% a year, every year, for the last 5 years.

Women, the most unrecognised disadvantaged group we have. If we really want to have women in our sport, we must recognise that the average married women with children will rarely have the weekend time to compete in tournaments, yet that is the only membership model Archery Australia promotes.

Talk all we want about equal opportunity our female membership is only around 20%. The same with youth which only accounts for around 30% of our membership.

In sport, a disadvantaged person is a woman, a person with a disability, a person from a culturally and diversified background and/or an Aboriginal or Torres Strait Islander.

In country towns the average take home pay is now considerably less than their metropolitan counterparts.

In all these cases how can we make archery an attractive sport for these groups of people?

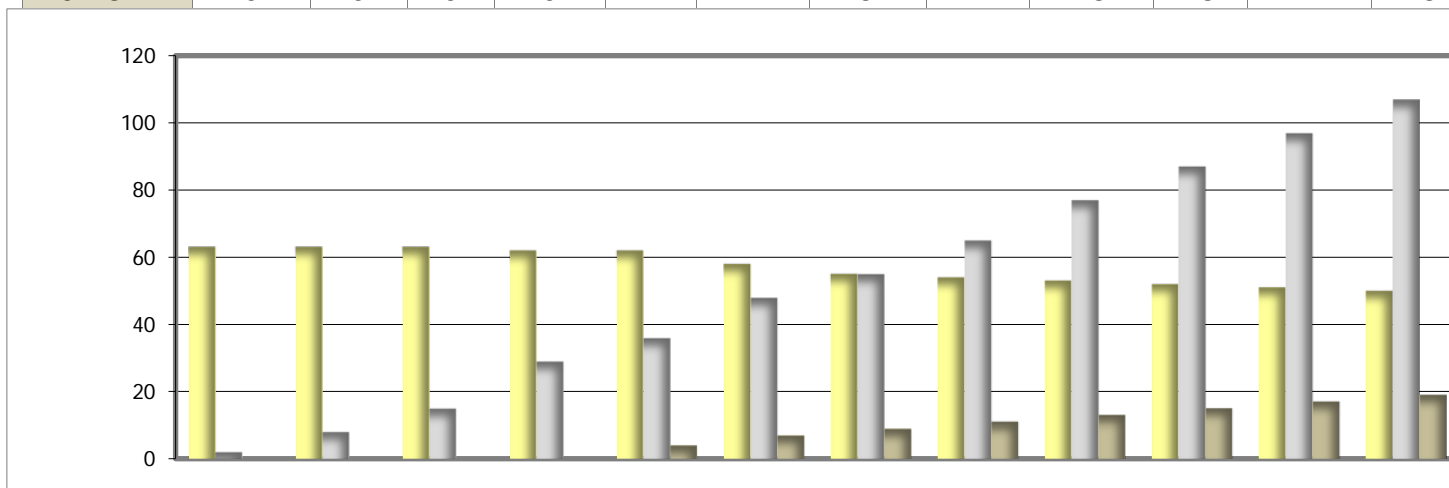
Sherbrooke Archers Member Analysis

In May 2013 Sherbrooke Archers did a trial of the tiered membership system. Over the past 15 years the club has had an average of 60 members. Of those 60 members in Sherbrooke Archers only 6 of them (10% of the membership) regularly attend tournaments. They have around 20 others (33%) that attend tournaments infrequently and/or will continue to use their full AA membership for coaching and judging accreditation.

Most members are happy to attend the club once or twice a week and just shoot the club round. The Sunday attendance appears to be dropping away quickly but the attendance through the week is growing quite rapidly. These people just want to do archery in the social atmosphere the club provides.

As can be seen in the graph below the combined membership of Sherbrooke Archers has increased by **293%** in a 12-month period. They anticipate even faster growth when they start advertising their new membership system.

Sherbrooke Archers Club Membership Graph as at 30-Apr-14												
	2013								2014			
	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR
Gold	63	63	63	62	62	58	55	54	53	52	51	50
Silver	2	8	15	29	36	48	55	65	77	87	97	107
Bronze	0	0	0	0	4	7	9	11	13	15	17	19



Two members downgraded from a Gold membership to a Silver membership. One did it because he has just had a new addition to the family and won't have the time to shoot competitions for the next 12 months. Without a Silver membership option, he would have been out of the sport for 12 months.

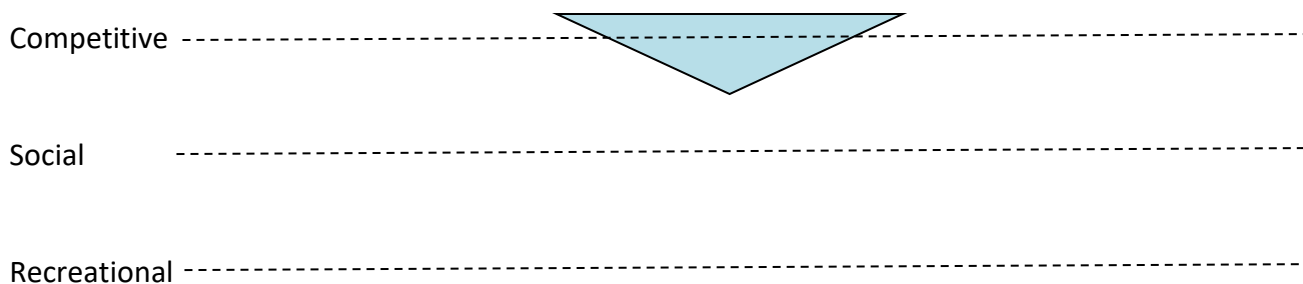
The second member downgraded to a Silver membership as he only joined the club in 2010 to do social archery and took the opportunity to save \$100. Without a Silver membership option, he still would have renewed as a Gold member.

A belief, in the original discussion paper of 2009, is that up to 50% of Gold members may downgrade to a Silver membership. This was based on several years of anecdotal evidence in preparation for this motion. At the moment, and over a very small sample of members, the forecast of 50% may be too high.

Also, at the time of writing the belief that the Bronze membership will end up being the largest category of membership may also be in doubt. However, the motion to formalise the trial has been presented to Archery Victoria three times in 2013 and the motion continues to be rejected.

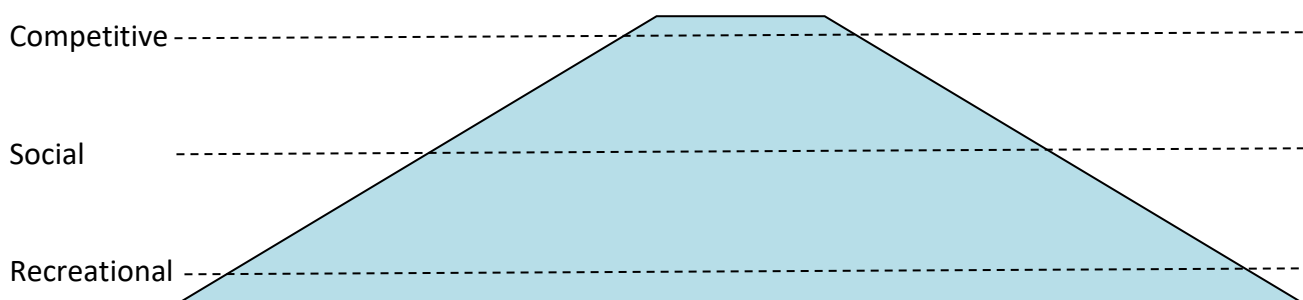
Current Membership Pyramid

A graphical representation of how the current membership level is perceived.



Potential Membership Pyramid

A graphical representation of how the proposed membership levels may be perceived in a few short years.



The Forecast

The introduction of a Silver and Bronze Membership package should result in a growth of the social and recreational archery in ways not seen before. This is evident by the rapid growth of social level members already seen at the Sherbrooke Social Club, without any advertising.

There is a belief that there are around 2,000 archers already in the social club system, mainly in NSW and Victoria. It is believed that if this motion is successful then Archery Australia would be able to increase its total membership by nearly a third in very quick time.

Archery Vs Golf

We believe Archery Australia has a good model for the competitive archer. We believe there is a need for feeder programs, firstly to get more people into archery generally, and then provide them with opportunities to represent our Country at the highest level.

But what happens to those archers that don't make the cut or don't want to be a high-level archer?

As it is in golf, the foundation of all membership should be the ratings/handicap system. Archery must broaden its base and the rating/handicap events should be the precursor for archers to elevate themselves to open competition - if they want to! Archery Australia needs a person that will champion grassroots archery throughout the country, driving the membership and solving the retention problem.

The Motion

Create the Gold, Silver and Bronze Membership levels.

This is a series of membership levels that allow people to choose a package that suits them. Packages that suit the people rather than trying to mould different people into the same package.

Gold Membership (a full competitive member)

- As is currently, a full Archery Australia, SSA and Club fee structure.
- Allows the archer to shoot in open competitions, claim state and national records.
- May only downgrade on their anniversary date.

Silver Membership (a social member)

- A (proposed) 2/3rds price (+/- \$5) Archery Australia, SSA and club fee structure.
- Restricts the archer to only shoot at their club and at challenge competitions.
- May upgrade at any time by paying the difference in the fees.
- May only downgrade on their anniversary date.
- They may not claim any records.

Bronze Membership (a recreational member)

- An optional membership level for the larger 7 day a week clubs.
- Uses the Archery Australia and SSA Silver Membership fee.
- Clubs may offer a lower shooting fee for a one-day (flexible) membership fee.
- Allows the archer to shoot on certain days that suit the club.
- May upgrade at any time by paying the difference in the fees.
- Cannot shoot in any competitions, can only shoot at clubs and with restricted access times.
- Hire of equipment is optional.
- Must qualify at 20 metres to be a Bronze Member.

A Proposed Fee Structure

Gold	AA \$	SSA \$	Club \$	Total \$
Adult Male	85	40	200	325
Adult Female	85	40	200	325
Youth Male	55	30	140	225
Youth Female	55	30	140	225
Silver	AA \$	SSA \$	Club \$	Total \$
Adult Male	55	30	140	225
Adult Female	55	30	140	225
Youth Male	35	20	90	145
Youth Female	35	20	90	145
Bronze	AA \$	SSA \$	Club \$	Total \$
Adult Male	55	30	60	145
Adult Female	55	30	60	145
Youth Male	35	20	40	95
Youth Female	35	20	40	95

Implementation

As with everything in our sport we need evidence of what it costs, how it works and will it be successful.

We had proposed to ask up to 8 clubs in Victoria to agree to a trial of the system. To support a Silver Membership shall mean their standard membership and shooting fees shall be discounted as per the proposed fee structure.

The national database for the Gold, Silver and Bronze Memberships shall only show one adult male, one adult female, one youth male and one youth female. No family memberships shall be shown.

A scenario may be that 2 adults (mum and dad) and 2 youth (daughter and son) join as a family all using the Silver membership fee structure. That would be 4 separate entries not a combination family membership.

Later, the father and the son decide to upgrade to the Gold Membership. The cost shall be the difference between the two fees; however, the anniversary date remains fixed and constant meaning that if they joined in July and upgrade in May they still have to renew in July.

Mum may like to stay as a Silver member whilst the daughter may like to become a Bronze member. Given these scenarios you could not make a family subscription package to covers the multitude of options.

As mentioned above, you can upgrade any time you like, you can only downgrade on your anniversary date.

The big objection of course is the reduction of income from the Gold members. A proposal like this will reduce Archery Australia's income if it is not balanced with substantial growth so it needs to be introduced at a slow and controlled rate. If it doesn't work then it can be stopped with little harm done. If it does work then it will need to be fed into the SSAs at a controlled rate of (let's say) 5 clubs a year.

Of course, the other side to the argument is that we shall never know unless we try something like this. The evidence over the past 4 decades says the current model is ineffective in that we are not consistently growing in numbers and we are certainly falling behind in the percentage to population figure.

The trial at Sherbrooke Archers has shown that if the trial had been done with the proposed AA/AV/club fee structure then all parties would have increased their income by 173% on the previous year.

Twin City Archers have already stated that if the Silver Membership was available that 50% of their current membership would change to it and that a conservative 100 people would join the club if the fees were lower.

If this turns out to be true then it confirms that the current Archery Australia Business Model is inflexible and supports the theory that if introduced it would have to be done so at a slow and controlled rate.

Recommendations

- Family discounts shall be abolished effective the 1st of January 2015.
- That a discount rate for women be available as part of a short time frame marketing campaign as required.
- That SSAs wishing to support the motion must set their fees using the same discount system. AA to create a binding contract for this purpose. (SSAs not signing the contract do not have access to the Silver membership pricing)
- That clubs wishing to support the motion must set their fees using the same discount system. AA to create a binding contract for this purpose. (Clubs not signing the contract do not have access to the Silver membership pricing)
- That AA creates a new set of subscriptions for the IMG Database.
- That AA approaches the SSAs to encourage Challenge Shoots and that archers may claim classification badges to Gold level.
- That Silver and Bronze Members can claim All Gold/Perfect pins.

How the Discounts Work

The proposed fee structure is based on a proposed 2/3rds (+/- \$5) rate as we come down the scale. To understand the effect, we shall discuss the thinking process behind it.

It is envisaged that a new person joining the sport would be take the Silver membership package first. For those adults that cannot afford the \$225 then you have the fallback option of the Bronze membership package for only \$145. So, the Silver membership is expected to be the default entry point of new archers coming into the sport. In Victoria the conversion ratio of come'n'try participation to the current Gold membership is around 2%.

There are a few clubs in Victoria that do not even try to justify the expense of the AA/SSA component so they just let people join the club as unregistered and only register them when they want to shoot competitions. Knowing this, and proving this, has been an obstacle but there is evidence to support it. However, without a contract it is nearly impossible to stamp out.

If we have such a discounted fee for the Silver membership then income may suffer. However, will a Silver membership change the conversion rate from Come'n'try of 2% to 4%, 6% or 90%?

The proposed membership fees are net prices, no discounts for families. However, we are very conscious of women being a disadvantaged group and when it comes to families joining it is usually the woman that misses out. We also believe women fall into the transient group mentioned before.

It may not be employment that stops a woman from shooting on a weekend but rather family life. But some women do have an hour or two available through the week and this is the avenue we are trying to explore.

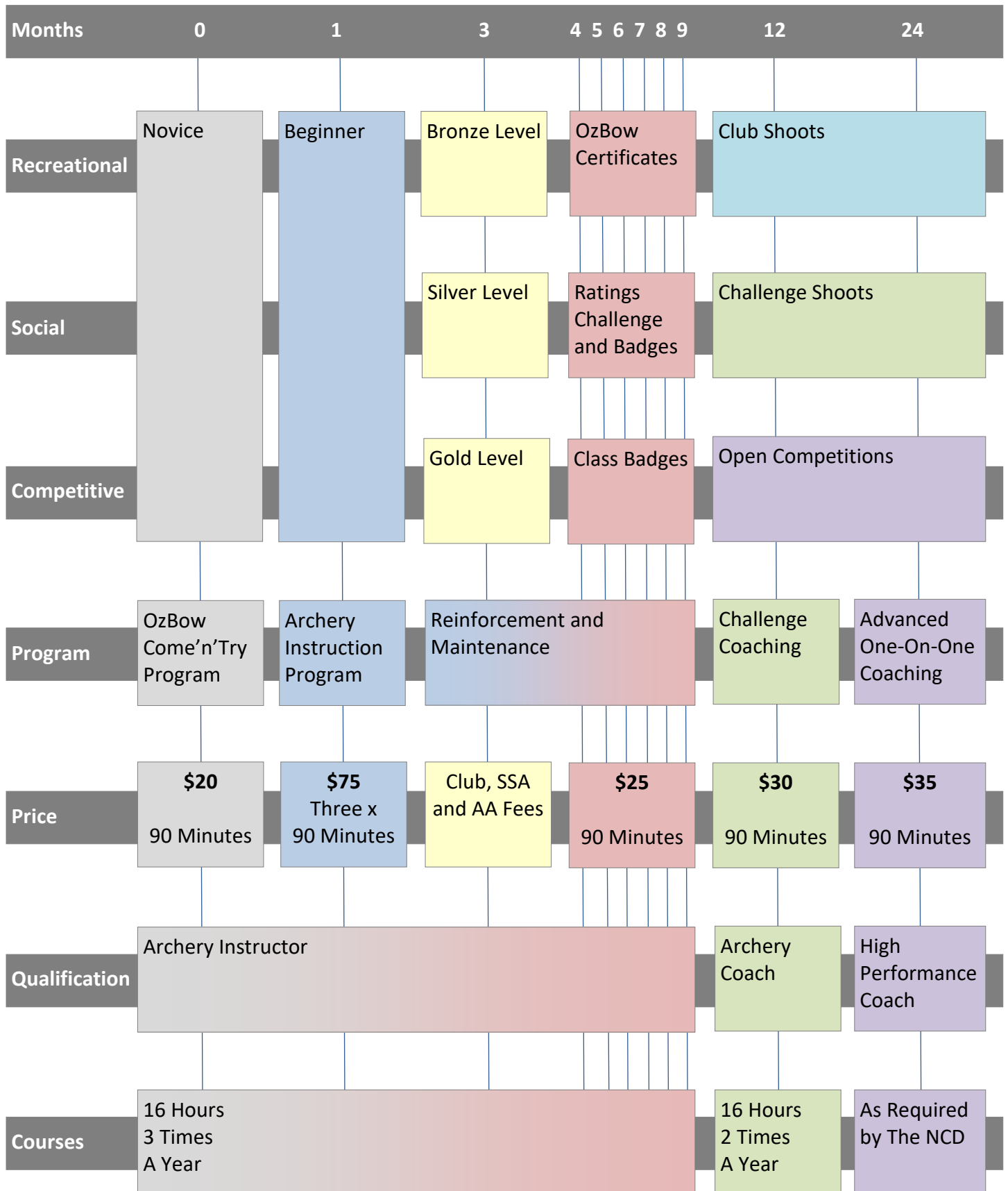
We want the Silver membership to be the social based membership. Does this give us a chance to get more women into the sport if we had a mid-week league?

The Tiered Membership System

Membership Benefits			
	Gold	Silver	Bronze
International competition	Yes	---	---
National competition	Yes	---	---
SSA Championships	Yes	---	---
SSA Tournaments	Yes	---	---
Challenge shoots	Optional	Yes	---
Visit other clubs	Yes	Yes	---
Club shoots	Yes	Yes	Yes
National Records	Yes	---	---
State Records	Yes	---	---
FITA stars	Yes	---	---
Australian Star awards	Yes	---	---
Arrowhead awards	Yes	---	---
18 metre indoor award	Yes	---	---
FITA 720 award	Yes	---	---
FITA 900 award	Yes	---	---
Classification pins MB, GMB, Elite Bronze, Elite Silver, Elite Gold	Yes	---	---
Classification pins White, Black, Blue, Red, Gold	Yes	Yes	---
Perfect pins	Yes	Yes	Yes
All gold pins	Yes	Yes	Yes
Full access to the club	Yes	Yes	Limited
Access to on-demand coaching	Yes	Yes	Yes
Club Voting rights	Yes	Yes	Yes
Coaching accreditation	Yes	---	---
Judging accreditation	Yes	---	---
Full insurance cover	Yes	Yes	Yes

Proposed Archers Timeline

The Archers Timeline has been implemented at Sherbrooke Archers and shows the different paths new members may take. It uses both of the Archery Australia Come'n'Try Programs to introduce the sport of archery to the public.



Being Inclusive

- Not everyone wants to be an international archer.
- Not everyone has the time to devote to being a competitive archer.
- Not everyone is strong enough, or able enough, to shoot a competitive bow.
- Not everyone is wealthy enough to afford a competitive bow.
- Not everyone is wealthy enough to afford an annual competitive membership fee.

This motion in no way demotes, diminishes or degrades those archers that wish to one day represent our country at international events.

Every effort must be made to support them and this motion is about increasing the base and thereby creating a bigger pool of archers for Archery Australia to choose from.















































































This motion is about opening the doors to encourage everyone be a member of an archery club.

This objective has now been vindicated by a recent study from the Australian Sports Commission. It clearly states that membership pricing requires flexibility if we are to support the multi-faceted needs of people that wish to participate in sport.

There was also a relevant article in The Age newspaper.

<http://www.theage.com.au/national/in-the-fields-of-dreams-many-kids-are-coming-a-poor-second-20130713-2px5t.html>

























Proposed Subscription Types (using Sherbrooke Archers as an example)

Title	Order	Amount	Edit	View	Delete	Members
01 Youth Female (Gold)	1	\$225.00				
02 Youth Male (Gold)	2	\$225.00				
03 Adult Female (Gold)	3	\$325.00				
04 Adult Male (Gold)	4	\$325.00				
11 Youth Female (Silver)	5	\$145.00				
12 Youth Male (Silver)	6	\$145.00				
13 Adult Female (Silver)	7	\$225.00				
14 Adult Male (Silver)	8	\$225.00				
21 Youth Female (Bronze)	9	\$95.00				
22 Youth Male (Bronze)	10	\$95.00				
23 Adult Female (Bronze)	11	\$145.00				
24 Adult Male (Bronze)	12	\$145.00				
51 Associate (Non-Shooting)	13	\$40.00				
52 Associate (Shooting) Gold	14	\$200.00				
53 Associate (Shooting) Silver	15	\$140.00				
61 Life Member (Club)	16	\$125.00				
62 Life Member (SSA)	17	\$285.00				
63 Life Member (SSA and AA)	18	\$200.00				
64 Life Member (Club, SSA and AA)	19	\$0.00				
Import Subscription Type	20	\$0.00				

Women

One of the reasons for proposing separate male and female subscriptions is to allow Archery Australia, the SSAs and the clubs to do some specific marketing.

Women are a disadvantaged group. We propose an advertising campaign where girls and women are offered a discount (say \$30 in total) if they join between a certain period. Let's say that in March we advertise this discount through the combined websites. It would have a close off date of (say) June the 30th.

Title	Order	Amount	Edit	View	Delete	Members
01 Youth Female (Gold)	1	\$195.00				
03 Adult Female (Gold)	3	\$295.00				
11 Youth Female (Silver)	5	\$115.00				
13 Adult Female (Silver)	7	\$195.00				
21 Youth Female (Bronze)	9	\$65.00				
23 Adult Female (Bronze)	11	\$165.00				

Archery Australia would monitor the membership mix nationally and when the female percentage falls below (say) 40% then it would activate the discount for a short period of time. A contract between all parties would ensure the SSAs and the Clubs matched this initiative each time.

The Contract

There have been many complaints over the years on why the AA fee is so high. The primary reason is income. To conduct the activities of an NSO requires income and the best source of income is membership fees. This applies to the clubs and SSAs as well.

If Archery Australia introduces this motion there is no guarantee that the SSAs and clubs will pass on the benefit. The motion is based on a user pays system. The more a person uses the facilities and services available to them the more they should pay. Conversely, the less a person uses the facilities and services available to them the less they should pay.

The only way to ensure all parties are working cooperatively together is to have a legally binding contract between all of the parties.

Archery Social Clubs

We believe Archery Australia and the SSAs have to be careful of the growing trend towards social clubs. We have been given many reasons behind this phenomenon but the main one appears that clubs want to sign up members that don't want to be open competition archers.

The operating of a social club is their way of getting around the Archery Australia Constitution and is a practise that could be stopped by providing the clubs an avenue to register these people under different membership structures.

The Bronze Membership Level

The Bronze Membership is used by 7 day a week clubs that have the ability to offer a one-day membership package.

A person may apply to be a Bronze Member. They may do this by progressing through a come'n'try class or they may be one of these several thousand people that have purchased a compound bow through the internet.

We believe the first item of business is to ensure they can shoot 20 metres safely. This gives us a chance to see who they are and whether they have any reasonable skill. The proposed qualification may be 30 arrows at 20 metres on a 122cm target face with a score yet to be determined.

If they pass the qualification then they should pay the appropriate fees and be entered into the National Database. From there we should be able to communicate to them the benefits of that membership such as insurance, safety, bow tuning, coaching and club activities.

Being a Bronze Member allows them to shoot at a club one day a week, more than likely on a weekday. A Bronze Member is a member of the club but they will only have access to the clubs on the days that the clubs allow. This will be the biggest deterrent to the system being widespread, however, the clubs that can manage it we believe will be very successful. After all, there must be limitations for paying only \$145.

A discussion with members of the Sherbrooke Archers committee has highlighted another option for the Bronze membership. The discussion is based on limiting the number of spots available in an effort to control the numbers appearing on a Sunday. The thought is that the club can handle 100 Gold members and 200 Silver members with a limit of 50 Bronze members a day. To make the Bronze more attractive it may be opened up to every day of the week making a potential total of 350 Bronze members.

To promote this concept even more Sherbrooke Archers hired a Grounds Keeper with the long-term aim that they also become the Club Manager. This person would open the club up weekdays at 10.00am and close it at 4.00pm for the Bronze Members. It was anticipated the club could sell 50 memberships for each weekday totalling 250 memberships. It was expected that the majority of these memberships would be the women that were discussed earlier.

When you add that to the 100 Gold members and 200 Silver members then you have a club with up to 650 members. That is quite an increase from a club stranded on 60 members for over 15 years.

There is more to an Archery Career than Open Competitions

We believe Archery Australia has a good model for the competitive archer. We believe we need feeder programs to firstly get more people into archery generally and then provide them with opportunities to represent our Country at the highest level.

But what happens to those archers that don't make the cut or don't want to be a high-level archer?

The Silver Membership Level

As a Silver Member you cannot shoot open competitions but a proposal recently submitted to the Archery Victoria Board was to amalgamate our challenge competitions into our open events.

A new archer, being a 19-year-old recurve male, wishing to shoot a FITA round must shoot the 90-metre distance. If we want to keep these new people at lighter weight bows then offering them shorter rounds may help. Not everyone can afford a moderately powerful bow and not everyone is fit and healthy. Also, not all wheelchairs can traverse the variations of ground conditions we have at different clubs.

The proposal is to offer our challenge events concurrently with the open competitions. It allows us to have fewer events per year, it should increase attendance and provide mentoring opportunities. Our challenge events are limited to 60 metres so the 19-year-old recurve male now has a choice of the FITA 60m, the Intermediate or the Horsham round, all with a handicap.

If the Silver Membership level is going to be the social level of membership then we need to advertise and support this concept with an appropriate social website. You will find this in the 001 discussion paper at <http://www.idontknow.com.au/>

Summary

There are quite a few components to this discussion paper. The first is to expand the current membership by offering several variants. The face of Australia is becoming multi-cultural and the workforce is becoming transient. We should have different membership packages to address these variables.

The next is the recognition and support of disadvantaged groups. In sport, probably the biggest disadvantaged group is women and the proposal to offer them a discounted fee needs to be considered. Yes, it will affect income which only means it needs to be implemented slowly and carefully, not discarded because of cost.

We also believe we can attract a lot of people with a disability by using the Silver and Bronze membership packages. They just want to do archery, they don't want a full blown, 12-month competitive membership package.

Break the compulsion that forces archers into open competitions by encouraging, supporting and marketing a handicapped series of competitions that don't need big, shiny, powerful and expensive bows to compete with. Archery is perceived as a sport for all. It is advertised as a sport for all, a sport for 8 to 80-year olds, yet it has a restrictive membership package that is aimed at a very small group of people. If the sport is to grow, and be sustainable, then it must increase its base.

The existing membership package caters very well for those that wish to be competitive. That focus should never wain, however, this is an opportunity to supplement and enhance our offerings to a much broader segment of the population.

The last point is the contract that must exist between AA and the SSAs and AA and the clubs. We must support the clubs to grow as the bigger and more successful the clubs are, then the bigger and more successful the sport will be. Some golfers pay \$1,000 to be a member of a golf club yet some archers complain about the \$85 to be a member of Archery Australia. It is all about the perception of value.

It is not the new members that complain about the fees, it is the old ones. Those that have been around for years and don't understand or accept the premise that the sport must grow to survive. If you cannot change the face of archery by negotiation then change it by being professional and business-like. We must give our clubs the tools that allow them to grow but that growth must be in a unified direction.

Archery Australia has some products that it has exclusive use of. Don't undersell these but instead leverage them to grow and improve the sport.

For your consideration.

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~ The primary focus of all obstacles is to induce labour so progression can be born~ "Lil' C"