



# Lebanese Golf Federation

## Strategic Plan 2021-2024

### 1- Executive Summary

*The LGF is dedicated to the overall growth and development of the game of Golf in Lebanon, as well as reaching Lebanese golfers across the globe, and emphasizing on the importance of supporting and participating under the Lebanese flag in international tournaments*

#### **Vision:**

Become a leading Golf Organization in the region.

#### **Mission:**

*Implement optimal solutions for growth, development and performance in Golf.*

#### **Values:**

- Ethics
- Discipline and professionalism
- Teamwork
- Pride
- Determination and hard work
- Sportsmanship and Fairplay
- Innovation

#### **Objectives:**

1. To promote golf in Lebanon with an emphasis on the youth.
2. To implement elite development programs.
3. To develop optimal coaching services.
4. To reach financial independence.
5. To use golf as a tool to connect the Lebanese Diaspora with their homeland.

## 2- SWOT and Gap Analysis

### Strengths:

COMPONENT	POTENTIAL OUTCOME
Dedicated club partners.	Maximize use of MOU with club
Dedicated staff.	Maximize use and development of staff
Dedicated venues.	Develop an annual plan comprising activities in all relevant venues
Success stories.	Media Campaign
Partnerships.	Local and international. Develop a detailed list
Strong relationship with prominent educational institutions	Globalization of GO through "golf in schools"
Strong relationships with various stakeholders including prominent social figures and institutions (financial and other private companies)	Develop a detailed list and study potential of every stakeholder

### Weaknesses:

COMPONENT	POTENTIAL OUTCOME
Most athletes don't have time to commit to all year training	Develop a practical plan based on individual needs if possible
Lack of exposure of golfers to latest trends and advancement in the game	Request equipment through MOUs, International grant, IGF and OS
Absence of physical HQ	<ul style="list-style-type: none"> <li>- Stay as is</li> <li>- Porta Cabins behind civil aviation</li> <li>- House next to old club house</li> </ul>
Absence of dedicated staff	Training programs through IGF and OS
Financial independence	Aggressive marketing and sponsorship strategies
Absence of experienced and knowledgeable and up to date coaching staff.	Courses for coaches through OS and IGF
Nationwide venues and training centers.	<ul style="list-style-type: none"> <li>- Work closely with other clubs</li> <li>- Develop snag with municipalities</li> <li>- Golf in Schools</li> <li>- Snag on football pitches</li> </ul>

	<ul style="list-style-type: none"> <li>- Snag by the beach</li> <li>- Snag in Ski resorts</li> </ul>
Marketing and promotion.	<ul style="list-style-type: none"> <li>- Develop and aggressive marketing campaign</li> <li>- Partner with a leading advertising agency</li> </ul>
Political intervention in major aspects of the game	Minimise the impact through developing strong ties with the President, PM, or Speaker of the house.
The misconception and lack of knowledge across the political spectrum about the game of golf and its relevance at the regional and international scenes.	<ul style="list-style-type: none"> <li>- Create awareness.</li> <li>- Invite key people for workshops and training classes</li> </ul>
High Barriers to entry from new players: weak Knowledge of the game, bad Perception, and no proven desire for new comers to try and play	Awareness + schools and universities
Bad accessibility to new potential players: Location & having only a single destination to learn the sport (except for indoor places for schools)	Awareness + schools and universities

### Opportunities:

COMPONENT	POTENTIAL OUTCOME
Memorandums of Understanding with local and international partners.	Develop an optimal list, based on strategic partners and knowledge of potential of each partner
Support from the Olympic Committee and various sponsors.	Maximize of use through annual development and sponsorship plans
Availability of training grounds nationwide.	Use snag as entry tool to Golf. Talk to relevant government entities to develop golf ranges in neighborhoods
Growth in new sports.	Develop awareness in Golf
Foreigner Lebanese Athletes (search & local tournament)	Request through ministry of foreign affairs and IGF to provide list of golfers with Lebanese descent
Sport investments, and media agencies financial support.	To be discussed in details through the marketing plan
Availability of excellent sports medical staff.	Fast track medical system with AUB / LAU
International NGOs and Foreign aid.	UK Embassy / UK Aid
Development of the sports fund.	Long term. Part of marketing plan
Existence of undiscovered talent.	<ul style="list-style-type: none"> <li>- Golf in schools</li> </ul>

	- Talent Identification Process
Political network	Optimize network strategically
Social Media Presence	Develop an annual media plan and budget
Draw the attention of young parents	Parents Golf days Family Golf days School and University workshop
New 9 holes Ahlam golf club	Develop an win win long term partnership

***Threats:***

COMPONENT	POTENTIAL OUTCOME
Political instability.	Ensure strong political network and back up
Improper use of sports media.	Develop strategic friendship with key sports media persons and entities
Increasing interest of the young population in politics and religion.	<ul style="list-style-type: none"> <li>- Golf In Schools</li> <li>- Municipalities</li> <li>- Golf For the masses / Snag</li> <li>- Workshops on sport philosophy</li> </ul>
Absence of proper sports regulations.	Ensure Olympic Charter and IGF regulations are applied. International regulations in sport have precedence over local laws. This will protect the IGF
Absence of proper government sports development budgets with the economical crisis	Develop financial independence through marketing and sponsorship and donations
The current legal situation of the LGF and its sustainability in the medium to short term and land renewal.	<ul style="list-style-type: none"> <li>- Look at all possible options and be realistic towards the outcome.</li> <li>- Find alternative long term solutions</li> </ul>

### 3- Objectives and Strategies

1. To promote the LGF and golf in Lebanon with an emphasis on the youth.
2. To implement elite development programs.
3. To develop optimal coaching services.



4. To reach financial independence.
5. To use golf as a tool to connect the Lebanese Diaspora with their homeland.

**Strategies:**

**1. To promote the LGF and golf in Lebanon with an emphasis on the youth:**

- To improve and promote the LGF and its image.
- Work on receiving national and international recognition.
- Transform the federation to an establishment that works to follow up & develop its programs and plans.
- Focus on the adoption of information technology in the works of the LGF
- Emphasize on the Youth.

**2. To implement elite development programs:**

- Send students abroad on sports scholarships, through embassies, EU grants, etc...
- Follow up with various international training and development centers, regarding ideal programs for Lebanese athletes.
- Implementation of proper nutrition programs.
- Implementation of proper medical follow up.

**3- To develop optimal coaching services:**

- Develop optimal coaching services.

**4- To reach financial independence:**

- Make a clear and detailed assessment of financial needs per year for the duration of the plan.
- Create a list of potential financial partners, both locally and internationally.

**5- To use golf as a tool to connect the Lebanese Diaspora with their homeland:**

- Bond with Lebanese Expat Golfers.
- Manage Diaspora Affairs.

**4- OBJECTIVES, STRATEGIES AND COMPONENTS**

<b>1- To promote the LGF and golf in Lebanon with an emphasis on the youth</b>	
<b>STRATEGY</b>	<b>COMPONENT</b>

<p>To improve and promote the LGF and its image</p>	<ul style="list-style-type: none"> <li>- Create a promotional policy for the federation</li> <li>- Implement “play with the President” Program.</li> <li>- Implement “play with the national champs” program.</li> <li>- Develop complete golfing solutions to potential stakeholders for them to implement Golf (Zaarour, Mzaar, Qanat Bakish, Tyre rest house...)</li> <li>- Increase number of press releases and social media interaction.</li> <li>- Organize family introductory days to Golf.</li> <li>- Use previous and current success stories for promotion, lobbying and networking.</li> <li>- Develop a nationwide corporate identity.</li> <li>- Expand the academy and have training centers in the various areas of Lebanon.</li> <li>- Ensure we have the best, most efficient recognized development programs.</li> </ul>
<p>Work on receiving national and international recognition,</p>	<ul style="list-style-type: none"> <li>- Develop a full time networking plan of action.</li> <li>- Develop marketing, lobbying and negotiations, with national bodies (relevant ministries), and international organizations, such as the AGF, IGF, Olympic Solidarity and other.</li> <li>- Further use of the current MOUs, and seek MOUs with other internationally recognized (and respected) organizations.</li> <li>- Develop a regional development center for Golf in cooperation with IGF/OS</li> <li>- Ensure our coaches, policies and procedures, methods, academy and other, receive awards for the level of productivity and outcome regarding the athletes.</li> </ul>
	<ul style="list-style-type: none"> <li>- Develop Policies and Procedures</li> </ul>

Transform the federation to an establishment that works to follow up & develop its programs and plans	<ul style="list-style-type: none"> <li>- Abide by strategic plan</li> <li>- Follow up and implement innovation in golf.</li> <li>- Organize educational workshops for Golf professionals.</li> </ul>
Focus on the adoption of information technology in the works of the LGF	<ul style="list-style-type: none"> <li>- Look Into existing platforms within the IGF</li> <li>- Look into specific requirements of local market</li> <li>- Develop an interactive platform for the users</li> </ul>
Emphasize on the Youth	<ul style="list-style-type: none"> <li>- Include Golf in the Schools league</li> <li>- Organize youth snag tournaments</li> <li>- Promote youth golf tournaments and events and develop a youth league with Ahlam and Roumieh.</li> <li>- Develop a discount / point card program for youth.</li> </ul>

2- To implement elite development programs	
STRATEGY	COMPONENT
Send students abroad on sports scholarships	<ul style="list-style-type: none"> <li>- Discuss various opportunities with embassies, EU grants, etc...</li> <li>- Look into IGF and OS development programs.</li> <li>- Individual sponsorships</li> </ul>
Follow up with various international training and development centers,	<ul style="list-style-type: none"> <li>- Look into international best practices</li> <li>- Discuss development opportunities with professionals who understand the local market.</li> </ul>

regarding ideal programs for Lebanese athletes.	- Develop individual athlete pathway plans
Implementation of proper nutrition programs.	- Organize sport nutrition seminars. - Work closely with a sport nutritionist to develop individual nutrition plans.
Implementation of proper medical follow up.	- Discuss fast track opportunity with AUB - Designate partner doctors and physios who are knowledgeable of Golf injuries and rehab procedure.

3- To develop optimal coaching services	
STRATEGY	COMPONENT
Develop optimal coaching services	- Use Olympic Solidarity budgets to send coaches abroad for professional diplomas. - Use Olympic Solidarity budgets to bring international experts to Lebanon in order to develop the local coaches (levels 1 to 3). - Discuss with various diplomatic missions, the existence of sports budgets / grants, to be used for education and/or professional diplomas.



	<ul style="list-style-type: none"> <li>- Create a technical data sheet for every coach / technical staff, to plan and follow up on their experience, professional growth and productivity. This will be used as a planning and evaluation tool for all coaches and other needed personnel.</li> </ul>
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4- To reach financial independence	
STRATEGY	COMPONENT
<p>Make a clear and detailed assessment of financial needs per year for the duration of the plan.</p>	<ul style="list-style-type: none"> <li>- Point out the requirements and prerequisites to obtain proper needed budgets, instead of the current scheme.</li> <li>- Develop a detailed and accurate budget</li> <li>- Include EVERYTHING ++</li> </ul>
	<ul style="list-style-type: none"> <li>- Work within the vision of big donors, in order to meet their own vision and mission, and eventually partner with them on a long term sponsoring basis.</li> </ul>

<p>Create a list of potential financial partners, both locally and internationally.</p>	<ul style="list-style-type: none"> <li>- Look into CSR and community funds</li> <li>- Discuss with NGOs, international social welfare organizations, diplomatic missions and other, the possibility of accessing grants for social development, social welfare, environment</li> <li>- “work with the devil” if needed, while ensuring that our vision, mission and values are continuously upheld.</li> </ul>
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<b>5- To use golf as a tool to connect the Lebanese Diaspora with their homeland</b>	
<b>STRATEGY</b>	<b>COMPONENT</b>
<p>Bond with Lebanese expat Golfers</p>	<ul style="list-style-type: none"> <li>- Organize bi annual tournaments during holidays, focusing on Lebanese expats.</li> <li>- Create a mailing list and provide expat golfers with constant updates on Golf in Lebanon.</li> <li>- Implement an online Lebanese Golf gazette.</li> <li>- Provide a platform for people to post their opinions and advice regarding Golf in Lebanon.</li> <li>- Accept criticism and build on it positively.</li> </ul>

<p>Manage Diaspora Affairs</p>	<ul style="list-style-type: none"> <li>- Coordinate with IGF and Ministry of Foreign Affairs (MOFA) for identification of Lebanese champion golfers abroad</li> <li>- Develop a web forum for Lebanese golf Diaspora</li> <li>- Build a database of Lebanese Golfers abroad</li> <li>- Designate a Subcommittee to manage annual coordination and program relevant to expat golfers.</li> </ul>
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