



**International[®]
Taekwon-Do**



**INTERNATIONAL TAEKWON-DO
RICCARTON INC**

STRATEGIC PLAN 2012-2015



The Martial Art for Life



Vision, Mission and Values

Our Vision

The Martial Art for Life

Our Mission

**To promote and teach International Taekwon-Do
to the highest standards**

Our Values

Love for the Art

Excellence

Inspiration

Collaboration

Accountable

- We spread the philosophy and the tenets of Taekwon-Do throughout our communities, by inviting and encouraging participation and valuing and supporting contribution
- We strive for the highest quality and excellence in everything we do
- We instil pride and passion, and a sense of achievement by encouraging people to realise their true potential
- We embrace and share our ideas and expertise in an inclusive, collaborative and respectful manner.
- We are responsible for our own actions and encourage integrity and transparency at all levels

Strategic Plan Overview

This is our first comprehensive and documented strategic plan to develop International Taekwon-Do Riccarton. We achieved significant growth in 2006 and maintained this growth until about 2009, although this growth was largely organic and did not translate into producing and retaining black belt members or sustained results in other areas, such as tournaments.

The challenge for us is to realise exponential growth through a structured plan. We will need to grow our revenue base so that we can continue to develop our instructors as well as invest in equipment to ensure we provide a quality experience for all members.

We hope that this plan will help build a platform and momentum for the development of our instructors and members. We hope to increase the number of training options for current and potential members, and engage more staff and volunteers to help drive this strategy. Year on year growth in membership will be a platform for us to build even more success.

This strategic plan has been developed along the same lines and framework as the strategic plan for International Taekwon-Do New Zealand, the national governing body for International Taekwon-Do in New Zealand. This is to ensure goal congruity that will provide us with the maximum opportunities provided by International Taekwon-Do for us to achieve our strategic priorities.

These include the Vision and the newly developed core values: Love for the Art, Excellence, Inspiration, Collaboration and Accountability. These were developed to guide our behaviour as an organisation, in conjunction with the tenets of Taekwon-Do.

With committed and skilled instructors and volunteers we look forward to the opportunities this new Strategic Plan will create, through its targeted actions and clear directions and priorities. Capitalising on these opportunities will help develop us and International Taekwon-Do as the *Martial Art for Life* and the pre-eminent martial art in New Zealand.

Key Priorities to 2015 are:

- Marketing & communications
- Club Mark recognition
- Increased participation through new participation pathways and targeted events
- Quality experiences through experienced instructors and quality equipment
- Successful participation in events, particularly gradings and tournaments

Kris Herbison, IV dan



President
International Taekwon-Do Riccarton Inc

Role of the Committee

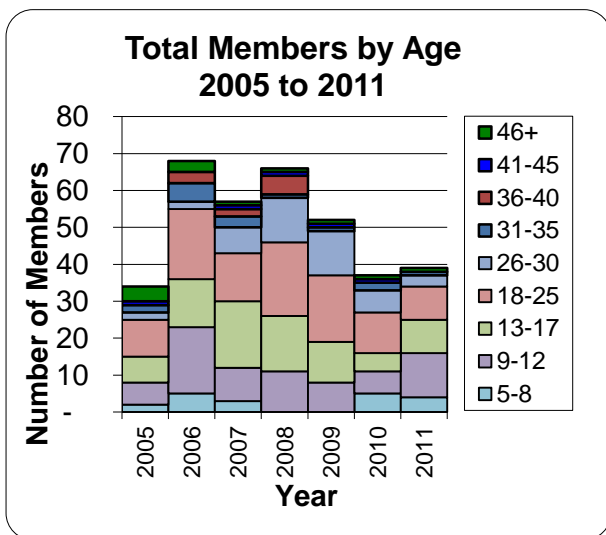
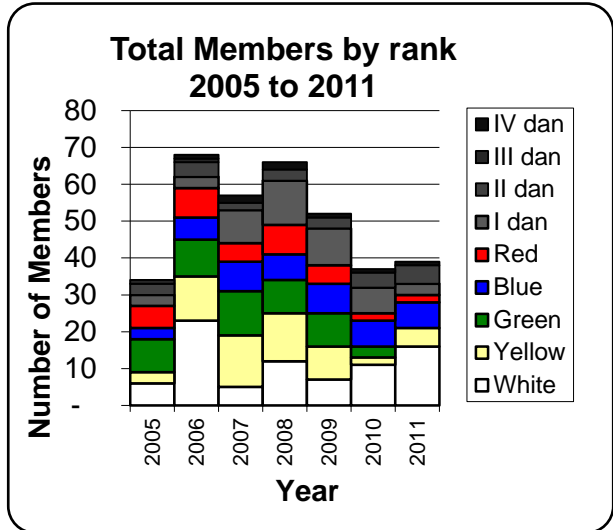
The Committee is made up of 4 members, 2 of which are elected each year. The Committee is charged with setting our strategic direction and overseeing performance against the plan and any other areas as needed. It also makes sure we have cohesive policies, guidelines and processes that ensure the right decisions are being made for all members.

Membership Overview

The past few years have been challenging for membership retention at the school. At the end of 2009 the school head instructor retired and at the start of 2010 another school opened in Christchurch which many members transferred to.

This was followed by major earthquakes in Canterbury at the end of 2010 and the beginning of 2011. This resulted in many members ceasing to train and/or relocating from Christchurch.

By the end of 2011 the school had many new members as can be seen by the increase in white belt members, and managed a small increase in 2010. However the loss of so many senior ranked members will have its challenges going forward.



Keeping younger members coming to training has been challenging, as can be seen by the falling numbers of the 5-12 age groups to 2009. Much of this is the time it takes for them to learn enough to grade under the standard system adults follow.

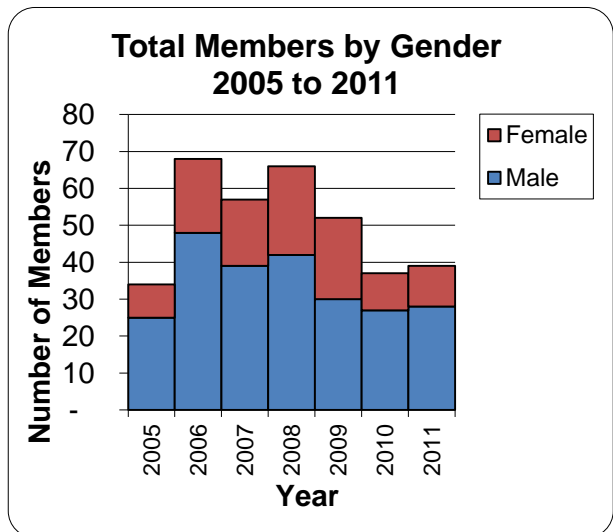
At the end of 2009 International Taekwon-Do introduced a new mini-kids syllabus with their own intermediate gradings and rank milestones for them to work towards.

A new class was created in 2010 for members from 5-12 years old using this new syllabus which has increased our membership in this age group. We hope to be able to split this class into 5-8 years and 9-12 years to better focus on the needs of those ages.

We will also be looking at increasing participation pathways in other age groups by working with local schools and tertiary education providers, such as Canterbury University.

Traditionally International Taekwon-Do participants are mainly males, as is the case with many martial arts. The ratio has generally been 70% to 75% male participation, which is in line with the national participation. There was a notable increase in the ration for females in 2009 of 42% with 22 female members.

We hope to increase the number of female practitioners in the future with females achieving success in Taekwon-Do and becoming role models for other members.



Event Participation Overview

As membership has declined over the past few years a direct result has been a reduction in the number of members participating in events. However with the effects of the Canterbury earthquakes a noticeable reduction in participation in events by active members has also occurred.

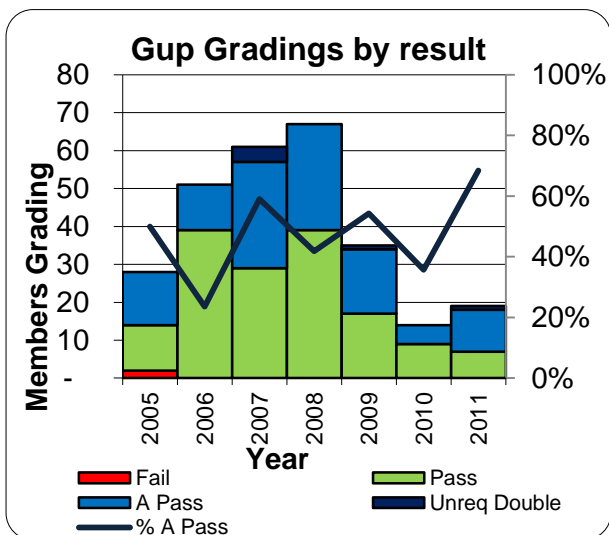
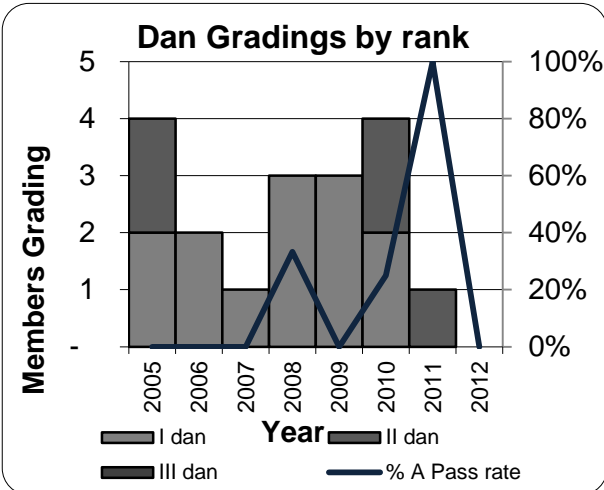
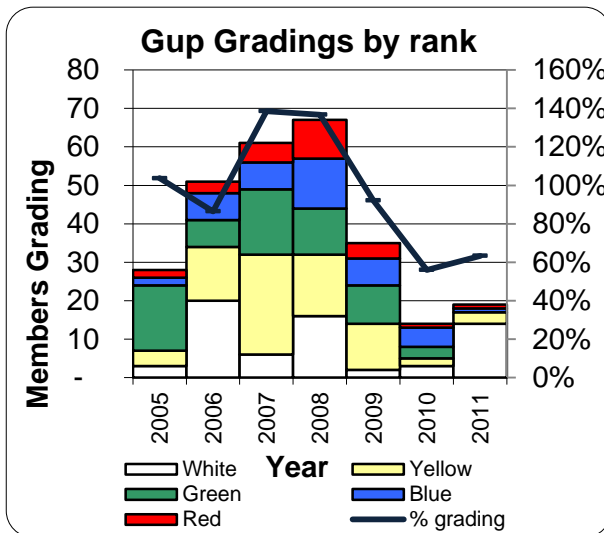
The South Island including the Christchurch schools are relatively small and isolated from each other, as well as the larger centres of International Taekwon-Do in the North Island. Fewer members attending events means that being able to run some events is less viable either financially and/or practically, for events such as tournaments.

Coloured belt (gup) gradings is a primary activity for International Taekwon-Do, as these examinations allow for students to progress through these lower ranks. Members about 13 years and older can undergo a grading up to 3 times per year, whereas Kids and younger members may only be ready to grade once per year.

Once a member has graded through the coloured belt ranks, they then progress to the black belt gradings, this process takes at least 4 years. Once a member gains the first rank of black belt (I dan) they can then begin to participate more fully in events such as tournaments and seminars or develop towards to learn to be an instructor or tournament umpire.

Increasing the number of members participating in gup gradings will lead to more members being promoted to black belt (dan) levels. More members at dan levels are needed to further our primary objectives: to teach and promote Taekwon-Do.

Maintaining a high standard for members is also a priority for us and this can be shown through maintaining a high A pass rate at gradings for all members.



Having a good participation in other events, such as tournaments, seminars and camps will also be important for the overall development of members, and will also help members skills develop so they are ready for gradings in a timely manner.

Though statistics have yet to be compiled for other events we know attendance has declined over the past few years. We are planning on increasing attendance through targeting events towards activities that more members are more interested in attending.

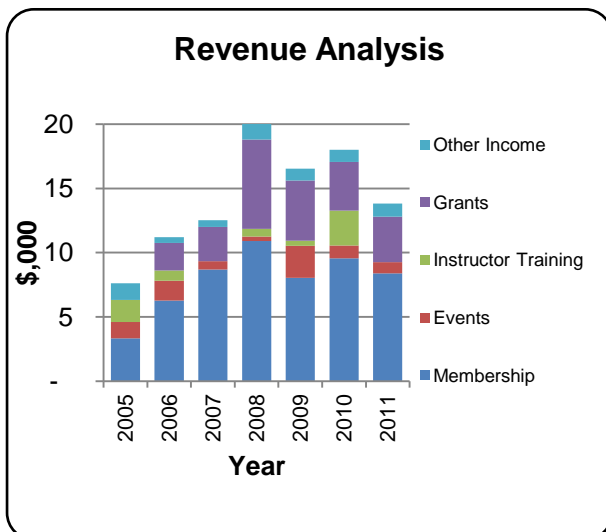
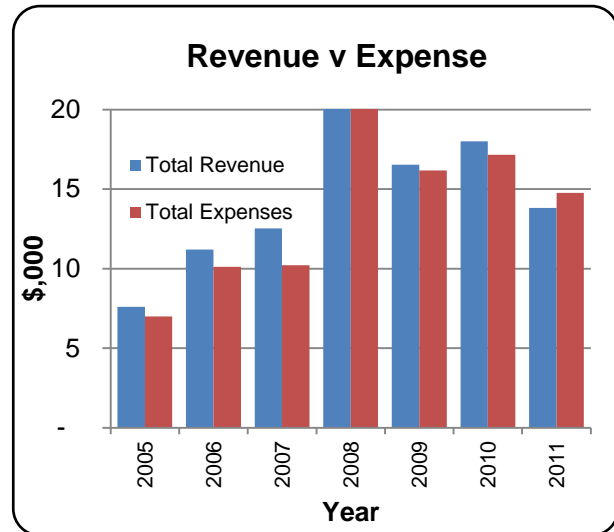
We also strive to produce top students regionally and nationally, and measure this through success in tournaments.

Financial Overview

We increased revenue in 2006 to 2008 through an increase in grants mainly to purchase new training equipment and to fund instructor development. Revenue from membership has generally been varying with membership numbers. With the purchase of new equipment and introduction of new and improved instructing techniques membership increased.

A corresponding increase in expenditure also occurred as increased revenue allowed increased investment in equipment, resulting in depreciation expense, and instructor training.

However attracting, training and retaining qualified and experienced instructors is becoming an increasingly difficult challenge.



Having high quality experienced instructors, and assistant instructors, has proven to have a strong positive correlation to membership retention.

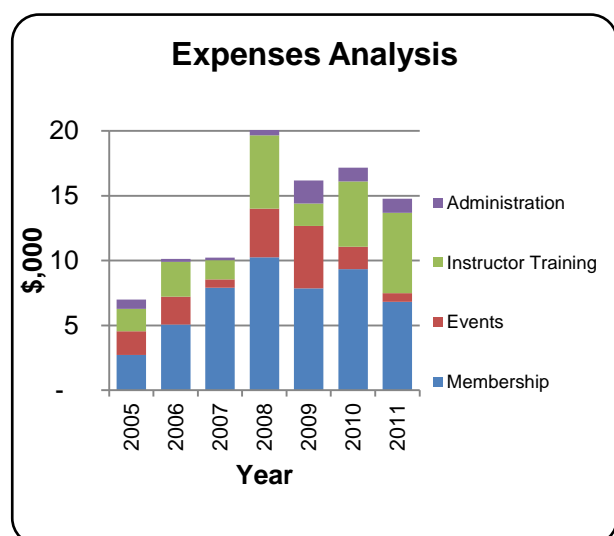
In order to attract and retain high quality instructors additional investment in instructors will be needed going forward. Additional revenue will be needed to fund this increased investment in instructors.

Reviewing members training fees on a regular basis against other International Taekwon-Do and other martial arts schools as well as other comparable activities will help make sure that our fees are in line with the market and maximise our membership revenue.

We are committed to promoting family, fun and fitness, and being accessible to all members of the community. Our policy for fees will continue to incorporate concessions for family groups and lower socio-economic members.

Additional investment in continuing professional development and sufficient amounts of equipment to allow all members to enjoy high quality training is also a priority although any shortfall in funding for these initiatives from membership revenue will need to be from funding or sponsorship.

Administration costs have been kept to a minimum, through the use of volunteers' time. However this means that many administrative tasks can take a long time to complete, which may need addressing going forward.



Strategic Priorities

Strong Organisation

A robust structure, and effective systems and processes to ensure sustainability of the school and to support the delivery of Taekwon-Do to members

Strong Organisation - Key Initiatives

- Develop a strong membership revenue base, ensuring business as usual activities are sustainable
- Communicating the value of our services, and building on our points of difference and our strengths
- Development of individuals for key roles

Maximum Participation

Be well prepared and flexible enough to respond to membership growth and to encourage greater levels of participation from all members

Maximum Participation – Key Initiatives

- Provide appropriate classes to meet demands of members, and create new joining pathways
- Create opportunities for participation in tournaments, seminars and courses
- Improve connectedness by developing appropriate systems for communicating with members to increase participation

Quality Experience

An organisation that delivers a quality experience to all members and ensure that the sport, the art, the philosophy is the first choice for all

Quality Experiences – Key Initiatives

- Invest in developing current and new instructors, and in retaining seniors
- Providing sufficient high quality equipment so all members can participate in relevant activities
- Promote ‘family, fun, fitness’

Maximum Potential

Be well placed to support and nurture success on a local, national and international stage – success begets success

Maximum Potential – Key Initiatives

- Encourage and appropriately recognise high performance of members in all areas
- Provide appropriate training and support for high performance members
- Set high standards for members in all areas and provide programmes for all members to achieve success

Translating our priorities into initiatives

Strategic Priority	Key Initiative	2012	2013	2014	
Strong Organisation	Planning				
	• Strategic plan				
	• Club Mark qualification				
	• Marketing plan				
	• Communication plan				
	• Policy review				
	Performance				
	• Fee review				
	• Revenue growth	\$20k	\$25k	\$30k	
	• Member agreements				
	• Funding plan				
	• Sponsorship plan				
	People				
	• Committee members				
	• Instructors				
• Administrators					
• Succession plan					
• Attrition study					
Maximum Participation	Increase participation				
	• Adult/Youth Membership	35	45	60	
	• Kids membership	20	30	40 (2class x20)	
	• Gup Gradings	80%	100%	125%	
	• Tournaments	40%	50%	75%	
	• Seminars / Camps	40%	50%	75%	
	New opportunities				
	• Organise events				
	• GPP Classes				
	• Canterbury University				
	• High School/Self-Defence				
• KiwiSport/Primary School					
Quality Experience	Develop Instructors				
	• Development plans		2013	2014	
	• Instructor qualifications		RBSD	IIC/IUC	TBC
	• Instructor experience	GPP	W.Cp	HP	W.Ch
	Provide equipment				
	• GPP				
	• Power breaking				
	• Safety mats				
	• Sparring equipment				
	• Special technique				
Maximum Potential	Gradings				
	• High A pass rate	40%	50%	50%	
	• Black Belt members	5	7	10	
	Competition				
	• Regional Champs	10 medals	15 medals	25 medals	
	• National Champs	3 medals	7 medals	10 medals	

Measuring our Performance

Strategic Priority	Key Initiatives	Success Indicators
<p>Strong Organisation</p>	<p>1. Planning 1.1 Strategic Plan 1.2 Club Mark 1.3 Marketing Plan 1.4 Communication Plan 1.5 Policy review</p> <p>2. Performance 2.1 Fee review 2.2 Member agreements 2.3 Funding plan 2.4 Sponsorship</p> <p>3. People 3.1 Committee 3.2 Instructors 3.3 Administration 3.4 Succession planning 3.5 Attrition study</p>	<p>That Self Review and Planning ensure the school is sustainable and effective. Communicating the value of our services, and building on our points of difference and our strengths to ensure the satisfaction of our members and stakeholders and gain new members.</p> <p>Develop a strong membership revenue base to ensure business as usual activities are sustainable and we can focus on strategic priorities. Development and growth of sponsorship and funding to allow the achievement of strategic priorities, such as new equipment, instructor development and new programme development.</p> <p>Development of individuals for key roles within the school and have a succession plan in place to diversify and strengthen the school and ensure the sustainability of the school over the long term.</p>
<p>Maximum Participation</p>	<p>1. Increase participation 1.1 Gup Gradings 1.2 Tournaments 1.3 Seminars / Camps</p> <p>2. New opportunities 2.1 Organise events 2.2 GPP classes 2.3 Canterbury University 2.4 High School Self-Defence 2.5 KiwiSport / Primary School</p>	<p>Instructors who make sure our members know about the opportunities and benefits of participation in events locally, nationally or internationally, and encourage them to participate and support them at those events.</p> <p>Develop and provide new classes and events to be available for our members to meet the needs of our members.</p> <p>Develop and provide new pathways for potential members to be exposed to and try International Taekwon-Do and have them become members.</p>
<p>Quality Experience</p>	<p>1. Develop Instructors 1.1 Development plans 1.2 Qualifications 1.3 Experience</p> <p>2. Provide Equipment 2.1 GPP 2.2 Power breaking 2.3 Safety Mats 2.4 Sparring equipment 2.5 Special technique</p>	<p>Provide our members with instructors who have confidence in themselves and their ability to deliver a quality experience.</p> <p>Provide our instructors with the equipment needed for them to ensure members can participate effectively in safe and enjoyable environment to build their quality experience without reliance on use of regional equipment.</p> <p>This will respond to our members needs and build an unwavering confidence in our value with our instructors and members.</p>
<p>Maximum Potential</p>	<p>1. Gradings 1.1 High A pass rate 1.2 Black Belt members</p> <p>2. Gradings 2.1 Regional Champs 2.2 National Champs</p>	<p>Our instructors provide an environment where our members, through hard work, can train at a level that promotes success in gradings and competition at their level.</p> <p>Successful performance at gradings and competition is embedded in the psyche of members. Developing this attitude in our members will translate to all areas of their lives.</p>