



STAGE ONE

# DEVELOPING A STRATEGIC PLAN

JULY 2021



# Workshop to start the development of a new Strategic Plan

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On Sunday 21 Feb a diverse group of members met to brainstorm, discuss, ideate





# We worked through the components of a Strategic Plan

WE FIRST NEED TO...

**UNDERSTAND  
Our Context**

(the things that have, are, or will,  
influence and shape our work)

AND

**BE CLEAR ON  
Our Purpose and Role**

(the reason we exist and what we  
do to fulfil our purpose)

IN ORDER TO DEVELOP A STRATEGIC PLAN

**Our Vision**

(how we will make the world different)

**Our Impact/Outcomes**

(what success looks like)

**Strategic Focus #1**

(the things we will do to achieve  
our vision, purpose)

**Strategic Focus #2**

**Strategic Focus #3**

**Strategic Focus #4**

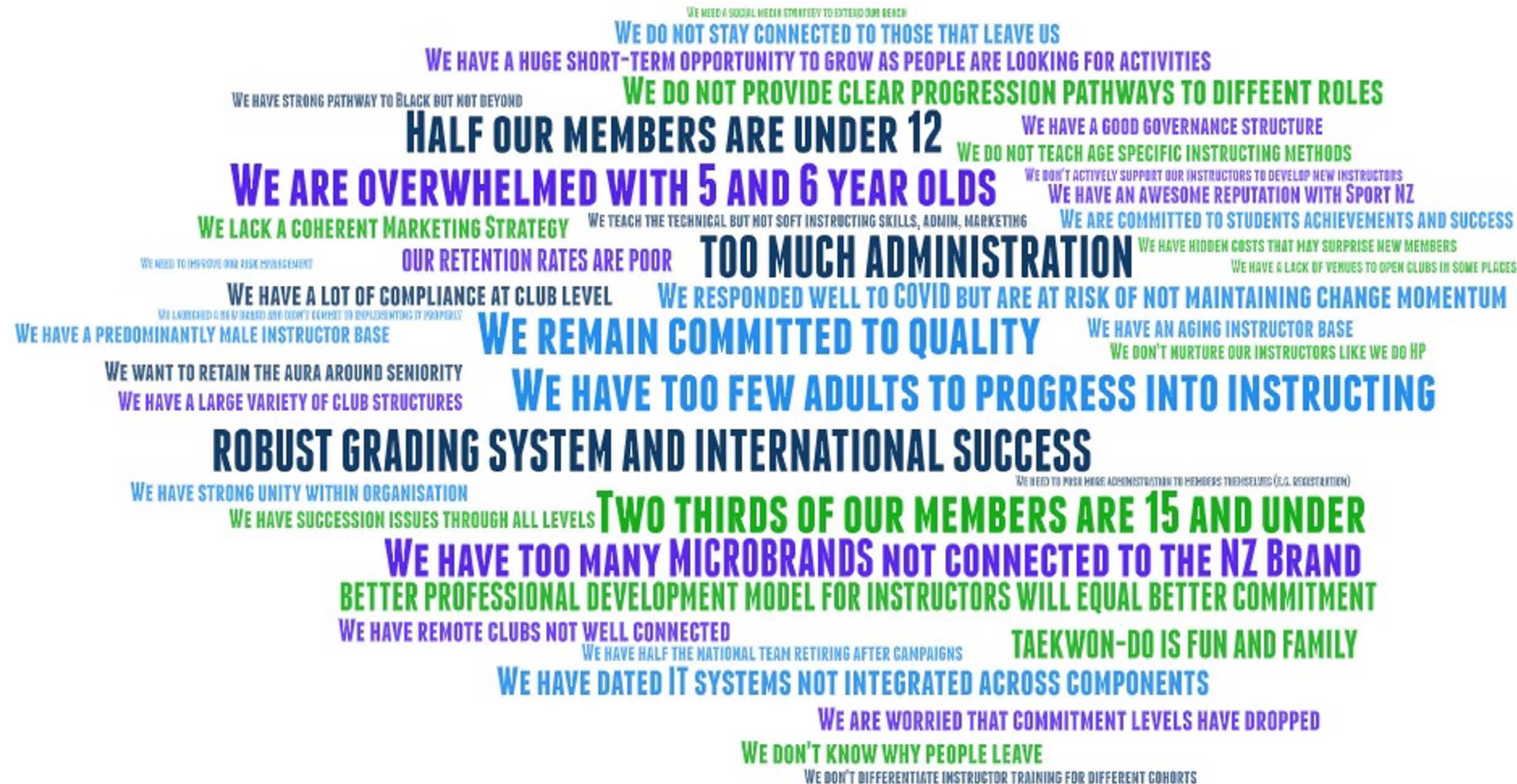
**Strategic Focus #5**

**ALL UNDERPINNED BY  
Our Values**

(the things we believe in, that matter to us, that guide our behaviours and all of the work we do)



# As a group we talked about our Context



Note that this information is ordered in general themes in the table in Appendix A



## And discussed our Purpose and Role

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- Continue the legacy of General Choi
- Make Black Belts and future leaders
- Teach effective methods of self defence
- Fitness and sport through a martial art
- Develop and support instructors
- Encourage physical and mental health
- A tool for social development
- Build friendships and diverse communities
- Qualifications authority / framework
- Teach discipline and values to live by
- Provide centralised infrastructure to supports clubs (syllabus, gradings, IT, governance, compliance)
- Develop confident people and communities
- Provide a way of life and life long learning
- Provide a family activity

## We moved on to think about sentiments to form our Vision

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- Champion in Life
- To be New Zealand's martial art of choice
- Inspiring people to be the best versions of themselves
- Personal growth – from athlete through the Do to service
- Art of Taekwon-Do cultivates the mind, body and spirit
- Supporting diversity
- Enthusiasm, passion, belonging
- More than just a sport
- New Zealand's number one traditional, authentic martial art
- Original, authentic, traditional, recognised, revival, quality, genuine, uphold, structure, advocate, guarantor, legacy
- Championing traditional martial art values
- Guarantors of General Choi's Taekwon-Do
- Multi-layered, military based, values
- Innovation, tradition, relevance
- Honouring the spirit of Taekwon-Do (through balancing tradition and innovation)
- Excellence in Taekwon-Do learning



## When we voted, these ideas resonated the most

- **Champion in Life**

- **To be New Zealand's martial art of choice**

- **Inspiring people to be the best versions of themselves**

- Personal growth – from athlete through the Do to service
- Art of Taekwon-Do cultivates the mind, body and spirit
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- New Zealand's number one traditional, authentic martial art
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- **Championing traditional martial art values**

- Guarantors of General Choi's Taekwon-Do
- Multi-layered, military based, values
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- **Honouring the spirit of Taekwon-Do (through balancing tradition and innovation)**

- Excellence in Taekwon-Do learning

Note The highlighted ideas captured the most votes.

## We also thought about ways to measure our Impact

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### We will be successful when...

- Practiced more than rugby and soccer
- A club in every town/city or members from all suburbs
- Double the number of clubs
- Consistently at the top in international comps
- Double the number of members
- 1 in 3 in NZ recognises the ITKD brand
- 500 students developing as next instructors
- National network of branded TKD locations
- 500 instructors, 40% female
- Smarter club models operating around country
- Churn reduced by 50%, retention doubled
- 200 4th Dan and above
- Most members have a higher qualification (e.g. umpiring)
- Multiple development pathways and 100 online courses for BBs
- 1/3 members over 18
- Increase average training tenure
- 50 hours video coverage



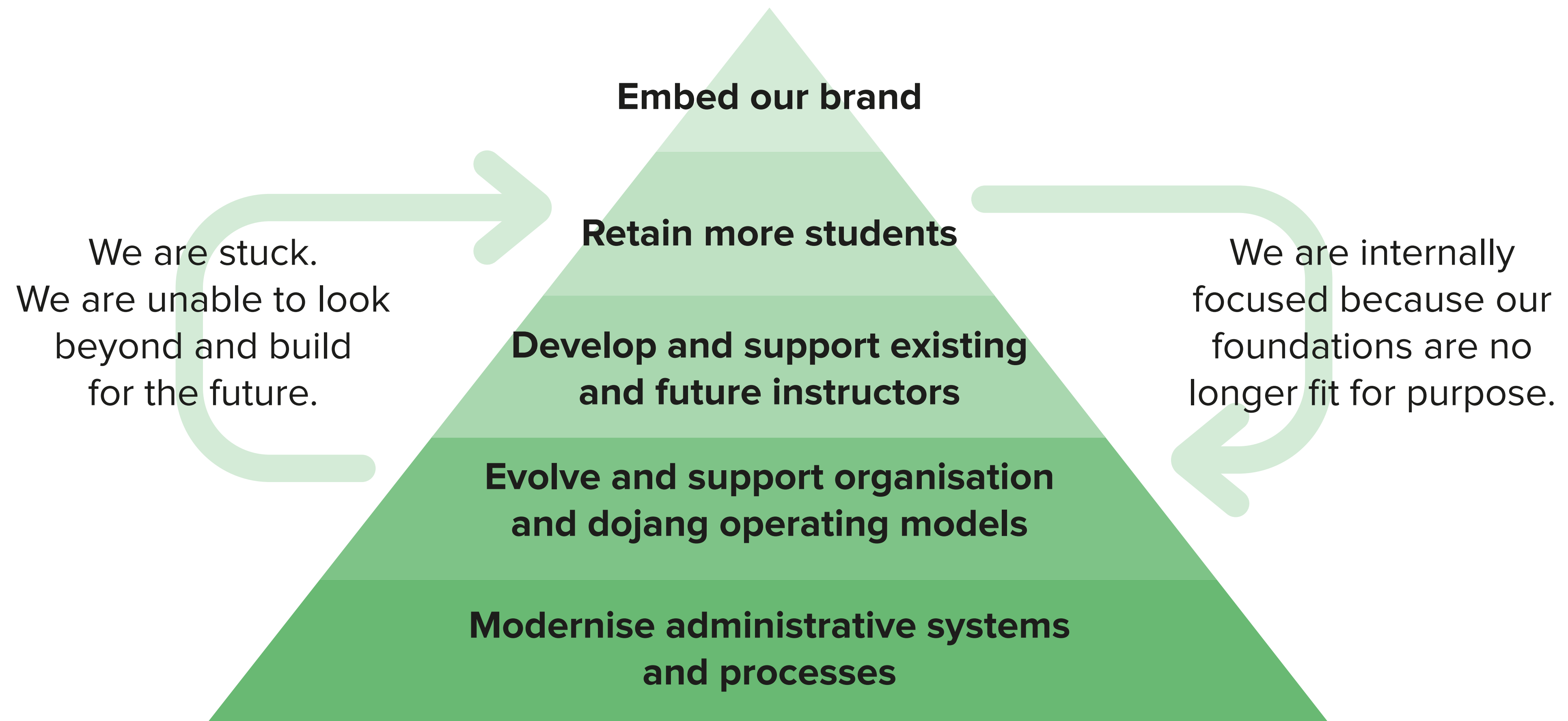
## We spent some time brainstorming Solutions



Note that a lot of these solutions will be reflected in the work programme that falls out of Strategic Plan



## Which we summarised across five strategic focus areas





## Key focus area #1 recognises that better use of technology will make our jobs easy and keep students informed and engaged

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For example, develop a new IT platform that is capable of adding functionality, with the aim of integrating, streamlining, simplifying administration for instructors and provides a one-stop shop for members

For example, review approach to fee structure, including subscription based models

**MODERNISE ADMINISTRATIVE SYSTEMS AND PROCESSES**



**Key focus area #2** recognises there are smarter ways to organise ourselves so clubs are not 60 isolated islands duplicating effort

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For example, develop guidance, including examples, of different operating models for clubs with the aim of increasing collaboration and sharing resources (venues, back office, Assistant Instructors).

**EVOLVE AND SUPPORT THE ORGANISATION  
AND DOJANG OPERATING MODELS**



## Key focus area #3 recognises our path to success relies on a quantity and quality of instructors

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For example, develop an instructor qualification /certification regime to give instructors a development/growth/progression pathway (with incentive to upskill) and a status (like Dan progression status). Certification regime would cover technical and non-technical (soft skills, pedagogy).

For example, introduce instructor mentoring programme (repurpose IDO role)

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**DEVELOP AND SUPPORT EXISTING  
AND FUTURE INSTRUCTORS**



## Key focus area #4 recognises our need to retain more students.

For example, develop differentiated syllabus and grading system for younger students, students with learning challenges, and for older students prone to injury

For example, develop better induction material for beginners

For example, interrogate exit surveys and embed feedback loops to learn

For example, develop leadership pathways and opportunities for Black Belts (beyond further gradings, or instructing)

For example, develop guidance and protocols around injury prevention for older students

For example, develop alumni

**RETAIN MORE STUDENTS**



## Key focus area #5 recognises we need to significantly enhance the return on our brand

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For example, develop strategic approach to use of mascots and national demos

For example, align all club and tournament based branding to our national and international brands

For example, consider nationally branded merchandise

For example, develop a marketing and communications strategy that includes telling our stories more, and better, and leverages social media

**EMBED OUR BRAND**



# Appendix A – Data capture on Our Context

Note this was a brainstorm session. Themes pulled out and put into structure below.

ADMINISTRATION	RETENTION/SUCCESSION	BRANDING/MARKETING	QUALITY ART	ORGANISATION/ OPERATING MODEL	INSTRUCTORS
Too much administration	Retention rates are poor	Lack a coherent strategy	Committed to quality	Some remote clubs not well connected	Better professional development (ongoing) will give better commitment
A lot of compliance at club level	Competition for time	Too many microbrands at club level not connected to the whole	Committed to our students achievements and success	Good governance structure	Too few adults to progress into instructing
Dated IT systems that are not integrated across different aspects (e.g. registration and payment gateway)	Overwhelmed by 5 and 6 year olds, half our members are under 12, and two-thirds under 16	Need a social media strategy to extend our reach	Do not teach age specific instructing methods	Strong unity within organisation	Predominantly male instructors (but 40% of membership is female)
More administration could be pushed to students (e.g. registration, payment gateway)	Do not stay connected to those that leave	People are looking for opportunities so need to leverage this short-term opportunity	Good reputation with Sport NZ	Large variety of club structures	Ageing instructor base
	Commitment levels have dropped, not TKD for life anymore		Want to maintain the aura around seniority	Responded well to COVID but at risk of not maintaining change momentum	HP taking the talent down a different pathway
	We don't know why people leave		Robust grading system and international success	There are hidden costs within our fee structure that may surprise newer members	We don't nurture our instructors like we do HP
	Half of national team leave after each campaign		Taekwon-Do is fun and family	There are no venues in some cities and towns to open new clubs	We don't teach admin, compliance, marketing, soft skills
	Succession issues through all levels of organisation			Need to improve risk management, policies, frameworks	We don't differentiate instructor training for different cohorts
	Need clearer pathways to the variety of roles in organisation (like grading pathways)				Not clear that the role of the instructor is also to develop new instructors
	Strong pathways to Black but not beyond				