

NSA: SINGAPORE SEPAKTAKRAW FEDERATION

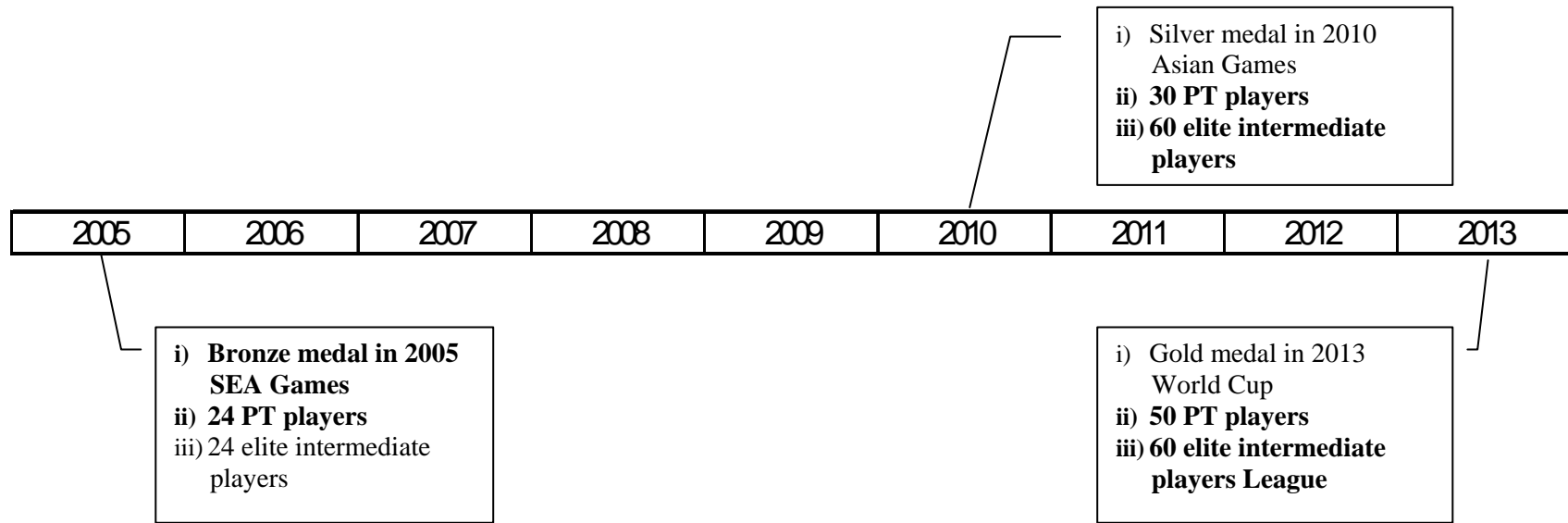
Strategic Plan (2004 to 2013)

Mission: PERSES has the mission to control, manage and develop Sepaktakraw nation wide, through planning, organising, marketing and promotional activities aimed at developing Sepaktakraw as a major national sport.

PERSES Strategic Plan (2004 to 2013) - Revision of Strategic Plans For the PARTICIPATION pillar (Continue)

| Pillar | Major Goals | | | Recommended Strategies | SSC's feedback/comments |
|-------------------|---|--|--|---|--|
| | 1-year | 4-years | 10-years | | |
| EXCELLENCE | <ol style="list-style-type: none"> 1. Bronze medal in 2005 SEA Games 2. 50 Coaches in NCAP Level 3 technical 3. 24 full-time players 4. 24 elite intermediate 5. Forecasted expenditure is \$210,300 or 30% of Total Expenditure. | <ol style="list-style-type: none"> 1. Silver medal in 2010 Asian Games 2. 30 part-time players 3. 60 elite intermediate (Consisting of 4 groups of 15 players each) 4. 3 full-time coaches 5. 12 part time part coaches (For computation of the budget for their remuneration please refer to attachment) 6. All full-time coaches to have a diploma 7. Forecasted expenditure is \$259,200 or 30% of Total Expenditure. | <ol style="list-style-type: none"> 1. Gold medal in 2013 World Cup 2. 50 part-time players 3. 60 elite intermediate 4. 3 professional coaches with degree in coaching by 2009 5. 12 part time part coaches (For computation of the budget for their remuneration please refer to attachment – subject to changes in the cost index) 6. Forecasted expenditure is \$808,000 or 40% of Total Expenditure. | <ol style="list-style-type: none"> 1. Overseas talent scouting for coaches and players 2. Comprehensive coach education programme 3. More financial help 4. Development of sports medicine and sports sciences 5. Foreign attachment programmes 6. Active ranking system 7. Building the 3 sets of national teams 8. Training the players to enable multi-tasking 9. Inculcate flexibility in team members and playing style | <p><u>Major Goals</u></p> <ul style="list-style-type: none"> ▪ Would Silver medal target in 2005 be realistic? ▪ Full-time players difficult to sustain. Part-time would be more viable. ▪ Elite intermediate squad should be at more manageable number. ▪ 15 full-time coaches also difficult to sustain. ▪ Costs can be kept lower. Forecast expenditure too high. <p><u>Recommended Strategies</u></p> <ul style="list-style-type: none"> ▪ Need HiPOP for overseas talent. ▪ Should plan for bazaar income post- Geylang Serai. ▪ Good strategy for 3 sets of teams to encourage competition among players. ▪ Flexibility in playing style may not be necessary with 3 sets of players. |

Excellence Timeline:



PERSES Strategic Plan (2004 to 2013) - Revision of Strategic Plans For the EXCELLENCE pillar

| Pillar | Recommended Strategies | SSC's feedback/comments | PERSES response to SSC's Feedback |
|-------------------|---|---|--|
| EXCELLENCE | <ol style="list-style-type: none"> 1. Overseas talent scouting for coaches and players 2. Comprehensive coach education programme 3. More financial help 4. Development of sports medicine and sports sciences 5. Foreign attachment programmes 6. Active ranking system 7. Building the 3 sets of national teams 8. Training the players to enable multi-tasking 9. Inculcate flexibility in team members and playing style | <p><u>Major Goals</u></p> <ul style="list-style-type: none"> ▪ Would Silver medal target in 2005 be realistic? ▪ Full-time players difficult to sustain. Part-time would be more viable. ▪ Elite intermediate squad should be at more manageable number. ▪ 15 full-time coaches also difficult to sustain. ▪ Costs can be kept lower. <p>Forecast expenditure too high.</p> <p><u>Recommended Strategies</u></p> <ul style="list-style-type: none"> ▪ Need HiPOP for overseas talent. ▪ Should plan for bazaar income post- Geylang Serai. ▪ Good strategy for 3 sets of teams to encourage competition among players. ▪ Flexibility in playing style may not be necessary with 3 sets of players. | <p><u>Major Goals</u></p> <p>➤ PERSES concurs with SSC opinion in view of a reassessment of the current situation in the Sepaktakraw fraternity, and hence;</p> <ul style="list-style-type: none"> ▪ Medal target for the Year 1 is for a Bronze Medal in the 2005 SEA Games. ▪ No full time players will be engaged, but the number of part time players will be increased from 6 to 24 in Year 1, from 10 to 30 in Year 4 and from 10 to 50 in Year 10. ▪ The players for the Elite Intermediate squad has been reduced from 75 to 60 players for both Year 4 and Year 10 as the need to maintain 4 groups of 15 players each (2 under 14 & 2 under 16 groups) for this group is considered by PERSES as being the prerequisite critical number necessary as part of the feeder squads for the National Team in the quest for excellence i.e. For a target of silver or gold medal in either the SEA or ASIAN Games. ▪ The number of full time coaches projected has been reduced from 15 to 3. These three are to be supported by a team of 12 part time coaches. This will therefore give enough avenue for those 50 or more coaches projected to acquire NCAP coaching accreditation to compete for the assignment as one of the 12 part time coaches for the PERSES National Team and its feeder squads.. ▪ Forecasted expenditure for all the three pillars have been revised. |

PERSES Strategic Plan (2004 to 2013) - Revision of Strategic Plans For the EXCELLENCE pillar (Continue)

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| EXCELLENCE | <ol style="list-style-type: none"> 1. Overseas talent scouting for coaches and players 2. Comprehensive coach education programme 3. More financial help 4. Development of sports medicine and sports sciences 5. Foreign attachment programmes 6. Active ranking system 7. Building the 3 sets of national teams 8. Training the players to enable multi-tasking 9. Inculcate flexibility in team members and playing style | <p><u>Major Goals</u></p> <ul style="list-style-type: none"> ▪ Would Silver medal target in 2005 be realistic? ▪ Full-time players difficult to sustain. Part-time would be more viable. ▪ Elite intermediate squad should be at more manageable number. ▪ 15 full-time coaches also difficult to sustain. ▪ Costs can be kept lower. Forecast expenditure too high. <p><u>Recommended Strategies</u></p> <ul style="list-style-type: none"> ▪ Need HiPOP for overseas talent. ▪ Should plan for bazaar income post- Geylang Serai. ▪ Good strategy for 3 sets of teams to encourage competition among players. ▪ Flexibility in playing style may not be necessary with 3 sets of players. | <p><u>Recommended Strategies</u></p> <ul style="list-style-type: none"> ➤ PERSES will definitely have a High Performance Operation Plan (HiPOP) for managing overseas talent, but in view of the very nationalistic sentiment attached to this sport, especially in the SE Asian region, most notably Thailand, the requirement is for a high performance Overseas Coach who has a proven record both as player and coach in the International scene. This coach, which is highly recommended to be from Thailand will be systematically coordinated and utilized by the Technical Director to provide tangible development to the standard of Sepaktakraw up to internationally recognized standards in terms of coaching and playing technique in terms of ; <ul style="list-style-type: none"> ▪ The various levels of skill development programme (systematic and scientific approach). ▪ Maintaining proper documentations of training programme through the creation of manuals and records for further development of the programmes as well as the control and management of Singapore sepaktakraw developmental strategies. ➤ The HiPOP is meant to ensure that this coach will be especially used for the development of young athletes especially those in the schools and ITE as a Feeder talent pool for the National Team or clubs. ➤ PERSES is planning to organize a round of various Sepaktakraw Concerts both at the Bedok Centre of Excellence and Outdoor venues as part of its active fund raising drive to supplement or replace the bazaar Income. Based on current experience in organizing such concerts at the Bedok COE this can be seen as a viable income generating alternative or supplement for the bazaar income. ➤ In view of the fact that the Thailand team have been so successful due to extreme flexibility in playing style displayed among their players within a set of 3, thereby giving them a greater strategic advantage to win within each regu, Singapore has to follow this path as Malaysia and Indonesia has done in order to remain competitive. At the very least we must develop a double strikers capability for each regu to ensure our competitive edge under the prevailing international standard of play which is currently dominated by the style developed by the Thailand players to ensure that they dominate the sport of sepaktakraw internationally. . ➤ Presently, the rule is that, only one set of players in a team comprising of 3 regus plus reserve can play for the circle, Team and Regu Events. Therefore, multi-tasking is not only good but essential for all players, in international Sepaktakraw tournaments. |

PERSES Strategic Plan (2004 to 2013) - Strategic Plans For the PARTICIPATION pillar

| Pillar | Major Goals | | | Recommended Strategies | SSC's feedback/comments |
|----------------------|---|--|---|---|--|
| | 1-year | 4-years | 10-years | | |
| PARTICIPATION | <p>1. Increase number of participants to:</p> <ul style="list-style-type: none"> - 260 volunteers - 33 member clubs - 15 women players - 3 sponsors - 4 Admin staff <p>2. Improve Ethnic spread (base of 18,000): 80% Malay; Chinese 15%; Indian 5% and others 1%.</p> <p>3. Organise 8 competitions.</p> <p>4. Forecasted expenditure is \$140,200 or 20% of Total Expenditure.</p> | <p>1. Increase number of participants to:</p> <ul style="list-style-type: none"> - 350 volunteers - 35 member clubs - 35 women players - 4 sponsors - 6 Admin staff <p>2. Improve Ethnic spread (base of 20,000): 70% Malay; Chinese 23%; Indian 7% and others 1%.</p> <p>3. Organise 12 competitions.</p> <p>4. Forecasted expenditure is \$172,800 or 20% of Total Expenditure.</p> | <p>1. Increase number of participants to:</p> <ul style="list-style-type: none"> - 500 volunteers - 40 member clubs - 100 women players - 4 sponsors - 6 Admin staff <p>2. Improve Ethnic spread (base of 30,000): 65% Malay; Chinese 25%; Indian 9% and others 1%.</p> <p>3. Organise 14 competitions.</p> <p>4. Forecasted expenditure is \$234,800 or 20% of Total Expenditure.</p> | <p>1. Mass media promotion to create awareness to non-Malays, provide highlights of Sepaktakraw events and attract youth participation and parent involvement (TV programmes e.g. ESPN, Central, Suria & TCS 5/8)</p> <p>2. Overhaul the image of Sepaktakraw through publication of:</p> <ul style="list-style-type: none"> - Quarterly newsletter to schools & clubs - Print advertisement <p>3. CD-ROM</p> <ul style="list-style-type: none"> - CD-ROM covering rules, history and achievements - Skills development CD-ROM covering warm-up and playing techniques. | <p><u>Major Goals</u></p> <ul style="list-style-type: none"> ▪ Organising many competitions would be costly, should streamline competitions to target specific groups (e.g. schools & clubs) and promote potential players (in hotels & companies) to join clubs. ▪ Forecast expenditure is rather high. ▪ To include goals for Officiating. <p><u>Recommended Strategies</u></p> <ul style="list-style-type: none"> ▪ Must consider costs in media promotion, especially in TV and print. ▪ CD-ROM initiative an excellent way of reaching to the community to promote the game. ▪ To source for alternative venue to Geylang Serai by end 2004. ▪ Consider Bulatan for introduction to schools. |

PERSES Strategic Plan (2004 to 2013) - Revision of Strategic Plans For the PARTICIPATION pillar

| Pillar | Recommended Strategies | SSC's feedback/comments | PERSES response to SSC's Feedback/ comment |
|----------------------|--|--|---|
| PARTICIPATION | <ol style="list-style-type: none"> 1. Mass media promotion to create awareness to non-Malays, provide highlights of Sepaktakraw events and attract youth participation and parent involvement (TV programmes e.g. ESPN, Central, Suria & TCS 5/8) 2. Overhaul the image of Sepaktakraw through publication of: <ul style="list-style-type: none"> - Quarterly newsletter to schools & clubs - Print advertisement 3. CD-ROM <ul style="list-style-type: none"> - CD-ROM covering rules, history and achievements - Skills development CD-ROM covering warm-up and playing techniques. | <p><u>Major Goals</u></p> <ul style="list-style-type: none"> ▪ Organising many competitions would be costly, should streamline competitions to target specific groups (e.g. schools & clubs) and promote potential players (in hotels & companies) to join clubs. ▪ Forecast expenditure is rather high. ▪ To include goals for Officiating. <p><u>Recommended Strategies</u></p> <ul style="list-style-type: none"> ▪ Must consider costs in media promotion, especially in TV and print. ▪ CD-ROM initiative an excellent way of reaching to the community to promote the game. ▪ To source for alternative venue to Geylang Serai by end 2004. ▪ Consider Bulatan for introduction to schools. | <p><u>Major Goals</u></p> <ul style="list-style-type: none"> ➤ Based on SSC's feedback comment and after reviewing the number of projected tournaments, it is expected that the number of tournament for year 1 will most likely remain as the previous year at 8. However, new tournaments will be added to the tournaments schedule, especially for those involving the under 14 and under 16 age group. When the number of participant has increased by Year 4 to 12 and eventually to 14 in Year 10. These tournaments will be organized jointly with the schools and the financing will be looked into as part of the school CCA budget, and through commercial sponsorships for tournaments involving clubs. ➤ Upon re-examining of PERSES strategic goals, the potential in promoting sepaktakraw in hotels and companies is considered not as productive as that in schools, and it will no longer be part of the strategic plan. ➤ The development of Referees will run in tandem with the development and requirement of the sport and this include conducting the International referee course in Tandem with the ISTAF Executive Council meeting that is proposed to be held in Singapore this year. <p><u>Recommended Strategies</u></p> <ul style="list-style-type: none"> ➤ The projected cost for Media promotion is budgeted at \$20,000/- per year. However full sponsorship for such cost had been received during the Sepaktakraw World Cup 2002. ➤ Effort is already underway to source out for an alternative venue for Geylang Serai by the end of 2004. ➤ PERSES have already begin introducing the Sepaktakraw Bulatan in Telok Kurau Secondary school as a pilot project by conducting a Coaching Clinic. |

PERSES Strategic Plan (2004 to 2013) - For the PARTICIPATION pillar

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|-----------------|--|--|--|--|--|
| | 1-year | 4-years | 10-years | | |
| INDUSTRY | <p>1. Increase number of students to:</p> <ul style="list-style-type: none"> - 100 primary students - 50 secondary students - 50 ITE/Post Secondary students. <p>2. 24 players in B team</p> <p>3. 12 players in National team</p> <p>4. 24 National team trainees</p> <p>5. Forecasted expenditure is \$20,100 or 10% of Total Expenditure.</p> | <p>1. Increase number of students to:</p> <ul style="list-style-type: none"> - 400 primary students - 200 secondary students - 100 ITE/post Secondary students. <p>2. 24 players in B team</p> <p>3. 12 players in National team</p> <p>4. 24 National team trainees</p> <p>5. Forecasted expenditure is \$86,400 or 10% of Total Expenditure.</p> | <p>1. Ten-year plan for pipeline 'A' squad:</p> <ul style="list-style-type: none"> - 700 primary student - 300 secondary - 200 ITE/post secondary Students <p>2. 24 players in B team</p> <p>3. 12 players in National team</p> <p>4. 24 National team trainees</p> <p>5. Forecasted expenditure is \$117,400 or 10% of Total Expenditure.</p> | <p>1. Promotion of game through:</p> <ul style="list-style-type: none"> - Roadshow - Beach takraw <p>2. More competitions:</p> <ul style="list-style-type: none"> - Elite (e.g. Premier League, Open League & Internationals) - Non-Elite (e.g. inter-Hotel, inter-Company, inter-govt & inter-schools C, B & A divisions) <p>3. Increase Admin & staffing:</p> <ul style="list-style-type: none"> - In 2005: 1 EO; 1 Competitions Mgr; 1 Media Officer & 1 Accounts Exec - By 2010: 2 EOs; 1 Competitions Mgr & 2 Execs; 2 Media Officers & 1 Accounts Exec <p>4. Annual training for teachers on coaching</p> <p>5. Introduce lighter ball and various publicity material to schools</p> <p>6. Work towards Takraw to be a compulsory CCA in schools</p> | <p><u>Major Goals</u></p> <ul style="list-style-type: none"> ▪ Classification of students & national teams to Participation & Excellence respectively (see highlighted). State link between promotional events to participation targets. ▪ Target number of students rather high, may dilute resources (coaches & staff). ▪ Good idea to have 3 sets of national teams. Numbers for each squad are suitable. ▪ Forecast expenditure rather high. <p><u>Recommended Strategies</u></p> <ul style="list-style-type: none"> ▪ Beach takraw to promote game showing promise. ▪ Should consider streamlining staffing requirements of 2 Competition Execs and Media Officers. A GM with decision making powers could be more effective. ▪ Good initiatives to train teachers and introduce a lighter ball. |

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| Pillar | Recommended Strategies | <u>SSC's feedback/comments</u> | <u>PERSES response to SSC's Feedback (Continue)</u> |
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| INDUSTRY | <ol style="list-style-type: none"> 1. Promotion of game through: <ul style="list-style-type: none"> - Roadshow - Beach takraw 2. More competitions: <ul style="list-style-type: none"> - Elite (e.g. Premier League, Open League & Internationals) - Non-Elite (e.g. inter-Hotel, inter-Company, inter-govt & inter-schools C, B & A divisions) 3. Increase Admin & staffing: <ul style="list-style-type: none"> - In 2005: 1 EO; 1 Competitions Mgr; 1 Media Officer & 1 Accounts Exec - By 2010: 2 Eos; 1 Competitions Mgr & 2 Execs; 2 Media Officers & 1 Accounts Exec 4. Annual training for teachers on coaching 5. Introduce lighter ball and various publicity material to schools 6. Work towards Takraw to be a compulsory CCA in schools | <p><u>Major Goals</u></p> <ul style="list-style-type: none"> ▪ Classification of students & national teams to Participation & Excellence respectively (see highlighted). State link between promotional events to participation targets. ▪ Target number of students rather high, may dilute resources (coaches & staff). ▪ Good idea to have 3 sets of national teams. Numbers for each squad are suitable. ▪ Forecast expenditure rather high. <p><u>Recommended Strategies</u></p> <ul style="list-style-type: none"> ▪ Beach takraw to promote game showing promise. ▪ Should consider streamlining staffing requirements of 2 Competition Execs and Media Officers. A GM with decision making powers could be more effective. ▪ Good initiatives to train teachers and introduce a lighter ball. | <p><u>Recommended Strategies</u></p> <ul style="list-style-type: none"> ➤ PERSES fully agrees with SSC's comment that promoting Beach Takraw shows promise. For this reason PERSES have the following promotional and participation programme lined for Beach Takraw: <ul style="list-style-type: none"> ▪ Organize annual International Beach Takraw event as part of sepaktakraw and tourist promotion effort as this game originate and introduce by Singapore as an international event. ▪ Organize the first World Beach Takraw Festival in August 2004 which will include; <ul style="list-style-type: none"> - World Championship Beach Takraw Tournament at Sentosa - Sepaktakraw concert and beach fair to popularize Beach Takraw in Singapore - Sepaktakraw promotion drive to attract new participant and to highlight its importance as a highly prestigious sport in South East Asia. ▪ Use it to bring the ISTAF international referee course to Singapore as part of officiating development, since the rules and regulations for the Beach Takraw provide a significant milestone in the history of international sepaktakraw. ➤ In view of the projected increase in activities such as a much increased level of PERSES participation in schools as well as the increase scope of participations and skill and playing standard of the clubs, PERSES feels that the staffing requirement as outlined in the strategic planning is the optimum that is required to ensure that its programme remains viable y. ➤ However this does not preclude the necessity of addition or reduction to this figure when the necessity arise, including the appointment of senior officials. The fundamental principle is for PERSES management to be sensitive to the productivity of the staff it hires to ensure that they deliver a high level of productivity for optimal gain to the development of sepaktakraw in Singapore. ➤ PERSES appreciate SSC's encouraging comments on the initiative to train teachers as this move is regarded one of the crucial component for the successful introduction and development of sepaktakraw in schools. |

**SINGAPORE SEPAKTAKRAW FEDERATION
STRATEGIC PLAN PRESENTATION TO SSC MANAGEMENT**

HELD AT GOLD ROOM

**SINGAPORE SPORTS COUNCIL HEADQUARTERS
NATIONAL STADIUM**

ON 28 JANUARY 2004-01-28