



Australian Government
Australian Sports Commission

Connecting Digital and Technology with Australia's Competitive Sport Obsession

to achieve world-leading physical
activity and high performance
objectives

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Context



Technology in Sport Project

In 2016 the ASC Board instigated the Technology in Sport project to better understand how technology was impacting the Australian sport industry and how the industry needed to respond.

The project had three objectives:

- a. To create, lead and sustain the world's best national sport system in the use of digital and technology.
- b. To support sports to develop digital and technology leadership and capability. This will ensure they are connecting with their customers effectively, building their commercial potential and utilising technology and user-centred design to support growth and innovation.
- c. To create a digitally connected Australian sport system across the public, non-profit and private sectors.

In order to achieve these objectives, three key activities were undertaken:

- Establishment of an Advisory Panel consisting of external subject matter experts to advise the ASC Board on the initiative.
- Undertake a research and exploratory phase to identify the national sport system's current state and capabilities, key themes, pain points and opportunities from across national sport system stakeholders and emerging digital and technology trends from technology industry experts.
- Collaboratively formulate and prioritise a system wide digital and technology vision and corresponding implementation roadmap.

This document outlines the resulting vision and high level roadmap.

Digital disruption is coming and sport is dropping behind

It is so easy for people to shop, bank, listen to music, socialise, commute and communicate online. Why is interacting with sport so much harder?

Think about the music industry. From record players, to the Walkman, the Discman, the iPod and now all our music is on our phones. Artists no longer release full albums for sale in physical shops, everything is downloadable (iTunes, Amazon, YouTube). Commercial Radio competes with Spotify where people can choose what they want rather than phoning in requests. It has fundamentally changed the way people in the industry do their business and the way people consume the music they want.

How might sport continue to change the way it does business to continue to make life easier for consumers?

Sport needs to fundamentally transform itself by leveraging new and emerging technology in three important ways:

- by delivering personalised sport experiences for all Australians, with strong in-person and digital engagement, that allows a deeper understanding of and support for Australians engaged in sport.
- by digitally connecting Australian sport to streamline sport delivery and operations, share knowledge, drive performance and efficiency, and make our interaction with sport simple.
- by leveraging digital and technology to imagine new sport experience, create new commercial opportunities, deliver new business models and ways of operating.

Digital Technologies are Disrupting Sport

“Everything is different. The digital revolution has changed, it has changed so many industries. It’s changed the media industry profoundly, it’s changing education, it’s changing healthcare, it’s changing financial services, it’s changing everything. Well why is it not going to change the world of sport? Why is sport a little island over here, which doesn’t get affected by what is happening in the digital world.”

John Wylie

Chair

Australian Sport Commission

April 2016



Collaborating to innovate sport

Our lives and the way we communicate, are entertained, make purchases and interact with brands has changed so much in the past 8-10 years. The introduction of really smart phones, re-imagined platforms for transport and accommodation and the mobilisation of transactions has accelerated this change recently.

I have witnessed firsthand how this change has impacted sport and our participants and this is without considering the impact of digital media or the likes of eSports.

I am impressed by the work undertaken to truly understand the challenges for sport and identify solutions in collaboration with hundreds of individuals from across our sector. The quote that continues to resonate with me by a mother of 3 young athletes "Interacting with sport is like using a Nokia 8210" highlights the need for the system to approach the delivery of sport from a new perspective.

Some of this new approach will be about how sport is administered and delivered but critically it must be about fitting into the technologies expectations of Australians.

Ultimately we would like to see a sports industry that leverages these changes, collaborating to innovate with a sports delivery system that Australians enjoy to both participate in and interact with.

Kate Palmer

Chief Executive Officer
Australian Sport Commission



ASC Digital Advisory Panel

- The ASC established an external advisory panel to guide the Technology in Sport Board priority project and advise the ASC Board.
- The Panel is chaired by Scott Dinsdale, Media and Entertainment Lead, ANZ and APAC, Accenture.
- The panel were instrumental in guiding the ASC in the development of the core strategic intent for this initiative.
- The Digital Advisory Panel is designed as a multi-disciplinary panel of digital subject matter experts covering; digital leadership, technology, data and analytics, digital content, customer experience, and customer engagement.
- The panel guided the user research, talked to key industry groups and experts, and explored key concepts including a digital identity for sport; open source software, industry collaboration and an industry platform for sport.
- The panel also developed eleven 'Guiding Principles' to design a better sport experience for all Australians.



Panel Members

- Scott Dinsdale, Accenture (Chair)
- Patrick Forth, Boston Consulting Group (Digital Leadership)
- Tim Werk, Data61, CSIRO (Technology)
- Aaron Coutts, University of Technology Sydney (Data and Analytics)
- Leisa Reichelt, Digital Transformation Agency (Customer Experience)
- Joanne Scanlon, Forrester Research (Customer Engagement)
- Rebekah Horne, Chief Digital Officer, NRL (NSO)
- Jennifer Morris, Partner, Deloitte (ASC Board)

Guiding Principles

These guiding principles were developed by the ASC Digital Advisory Panel as the foundation for this project and vision. They also serve as a framework for making decisions in developing an organisation's digital capability.

1. Start With Needs:

People Needs, Not Organisation Needs: Sport experience design starts with identifying people needs. If you don't know what the people needs are, you won't build the right thing. Do research, analyse data and talk to them. Don't make assumptions. Have empathy for them and remember that what they ask for isn't always what they need.

2. Do Less:

Sector stakeholders should only do what only they can do. If we've found a way of doing something that works, we should make it reusable and shareable instead of reinventing the wheel every time. This means building platforms and registers others can build upon, providing resources (like APIs) that others can use, and linking to the work of others. We should concentrate on the irreducible core.

3. Design With Data:

In most cases, we can learn from real world behaviour by looking at how sport is experienced. Let data drive decision-making, not hunches or guesswork. Keep doing this after making your service live, prototyping, and testing with peoples and iterating in response. Analytics should be built-in, always on and easy to read. They're an essential tool.

4. Do The Hard Work To Make It Simple:

Making something look simple is easy. Making something simple to use is much harder - especially when the underlying systems are complex - but that's what we should be doing. Don't take "It's always been that way" for an answer. It's usually more and harder work to make things simple, but it's the right thing to do.

5. Iterate. Then Iterate Again:

The best way to build good sport experiences is to start small and iterate wildly. Release minimum viable products early and test them with actual people; move from Alpha to Beta to Live adding features, deleting things that don't work and making refinements based on feedback. Iteration reduces risk: it makes big failures unlikely and turns small failures into lessons. If a prototype isn't working, don't be afraid to scrap it and start again.

6. Create For Everyone:

Accessible design is good design. Everything we build should be as inclusive, legible and readable as possible. If we have to sacrifice elegance - so be it. We're building for needs, not audiences. We're designing for the whole country, not just the ones who are used to using the web. The people who most need our services are often the people who find them hardest to use. Let's think about those people from the start.

Guiding Principles

7. **Understand Context:**

We're not designing for a screen, we're designing for people. We need to think hard about the context in which they're using our services. Are they in a stadium? Are they on a phone? Are they only really familiar with Facebook? Have they never used the web before?

8. **Build Sport Experiences, not Apps:**

Sport experiences are created together. They are not created by a single person, organisation, or place, rather they are co-created. Our job is to uncover people needs and collectively build an experience that meets those needs. To do that we will work collaboratively as a sector rather than building isolated products that deliver only part of a sport experience. The digital world has to connect to the real world, so we have to think about all aspects of a sport experience, and make sure they add up to something that meets people needs.

9. **Be Consistent, Not Uniform:**

We should use the same language and the same design patterns wherever possible. This helps people get familiar with our services, but when this isn't possible we should make sure our approach is consistent. This isn't a rule book. Every circumstance is different. When we find patterns that work we should share them and talk about why we use them. But that shouldn't stop us from improving or changing them in the future when we find better ways of doing things or the needs of people change.

10. **Make Things Open:**

It Makes Things Better: We should share what we're doing whenever we can: with colleagues, with peoples, with the world. Share code, share designs, share ideas, share intentions, share failures. The more eyes there are on a service the better it gets - mistakes are spotted, better alternatives are pointed out and the bar is raised. Much of what we're doing is only possible because of open source code and the generosity of the web design community. We should pay that back.

11. **Be Bold:**

Let's be inspired, break through barriers, disrupt and create change, and make things better for people. We are all in this together. Let's commit to being bold, together.

These Guiding Principles have been adapted from the UK Government Design Principles under the Open Government Licence v3.0.

What we've found



Over the last 18 months we have undertaken a deep dive into the Australian sport experience

Australia wide user research

ASC commissioned Symplicit, a customer-led innovation consultancy, to undertake user research of Australian sport users. Taking a human-centred design approach to the research, Symplicit's spent 12 months immersed in the field with Australian sport users, athletes, administrators and stakeholders to understand the relationship Australian's have with sport, and the role digital does have/should have in that relationship.

Symplicit conducted:

- 205 in-context interviews with sports users and administrators across Australia
- 16 interviews with national sporting organisation senior executives
- 20 strategic workshops with sport users and administrators
- 6 strategic workshops with Australian Sports Commission
- 5 days in-context at the Australian Institute of Sport campus
- 2 'Whole of Sport Sector' strategy sessions with 120+ Australian sport representatives
- Review of 100's of reports, publications, strategy documents related to the digital strategy challenge

Thousands of hours spent in the field with Australians, to understand their experience with sport, and the opportunity to change the game through digital.

What people in sport are saying...

People find it hard to engage with sport.

"Interacting with sport is like using a Nokia 8210."

Alison, mother of 3 young athletes + hockey player + club administrator

Sport is struggling to respond

"Our participants now expect the same experience from our digital services as they get from their bank."

CEO, National Sporting Organisation

Digital natives are creating a time bomb

"My 2-year-old can navigate my iPhone with ease."

Brendan, volunteer sports coach + surfer + swimmer

What are Australians' sport behaviours

Throughout the research, five key behaviours were identified in Australian sport consumers. These behaviours underpin the way consumers want to interact with sport.

1. We embrace variety

"I play football, cricket and box every chance I get. I was the vice president of the cricket club, but had to give it up, I couldn't fit everything in. I'm a mad Cats fan as well - carn the Cats." – **Brett, football player + cricketer + boxer + sports fan**

2. We are pathway seekers

"I was starting to play really well, and all my friends were telling me I should be playing rep. I wanted to take that next step but had no idea where to start." – **Fiona, netball player + sprinter (athletics)**

3. We make an identity in sport

"I'm a lifelong clubbie. Proud of it too. Can't wait till my kids are old enough to start nippers." – **Peter, surf sports athlete + swimmer + future sports parent**

4. We strive for improvement

"I reach out to more experienced coaches than me to get advice all the time, I want to be the best coach I can be for my squad." – **Paul, high performance swimming coach + athlete father**

5. We integrate physical and digital in our sport experiences

"I always take my mobile with me when I ride or run. I use it for music, mapping my journey, and I'll take calls sometimes. If there is a nice sunrise I'll take a pic. It helps me feel safe too." – **Anna, recreational runner + cyclist + football player**

Sports know they are struggling...

Australian Sport's digital maturity is low outside a handful of professional sports

"Have you tried to register for a sport lately? It's a nightmare."

John, parent of 3 young athletes + recreational cyclist

As an industry, our response to digital disruption is slow, fragmented and lacks innovation

"We need guidance and support to digitally transform and innovate, not just money."

CEO, National Sporting Organisation

Australian sports need to navigate an increasingly complex marketplace

"We've been bitten badly by a shonkey technology provider. We believed what they told us."

CEO, National Sporting Organisation

Our brightest sport tech talent go overseas, and we struggle to attract digital talent

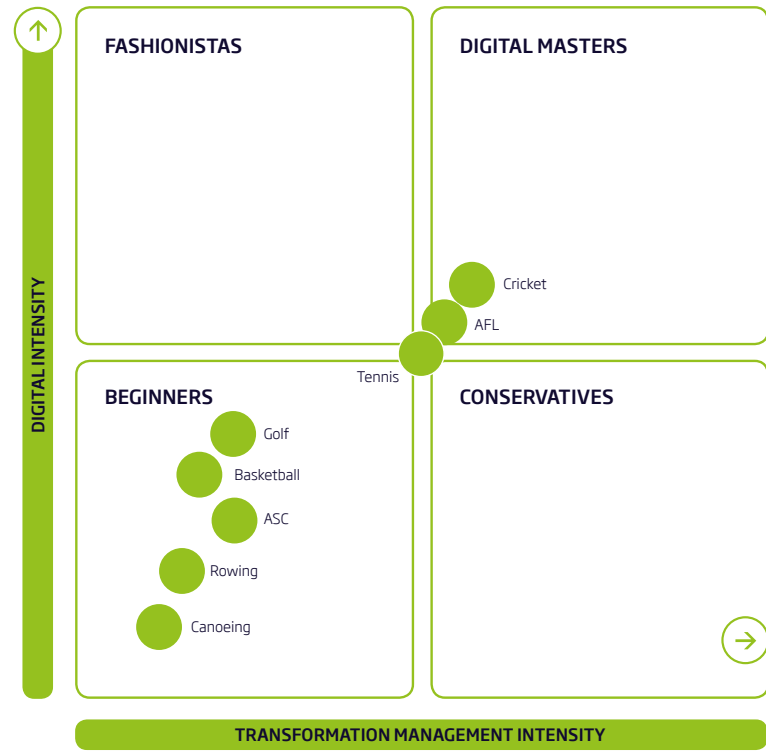
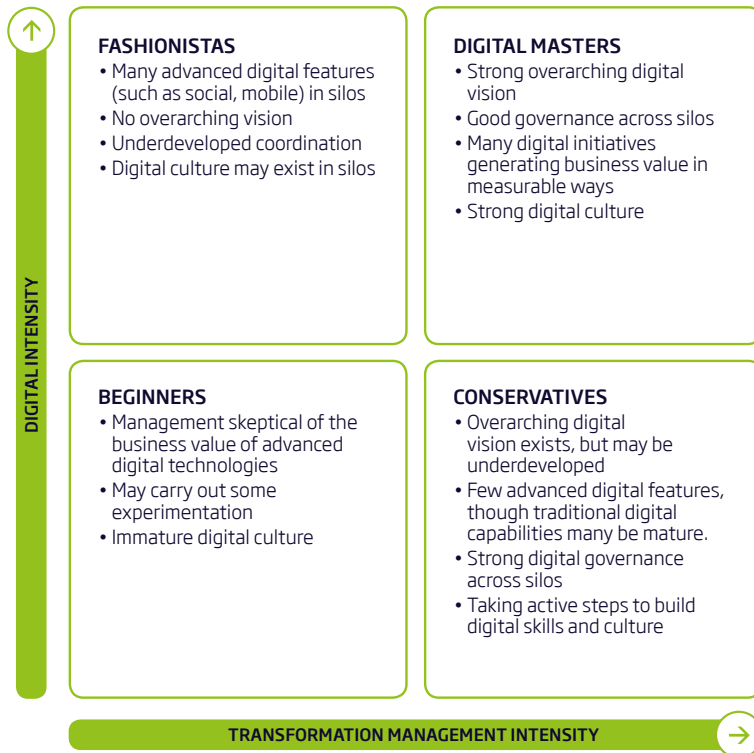
"The best people are designing solutions to chase the big dollars in the U.S. As soon as they get a bite, they're gone."

Executive Director, Australian Sports Technology Network

Digital Maturity Model

The Digital Maturity Model, as outlined in the book *Leading Digital*, identifies four categories of digital maturity: Beginners, Conservatives, Fashionistas and Digital Masters. Through the research phase of this project we have attempted to indicatively place sports we engaged with in the model.

Sports digital maturity is low



Why is sport struggling to respond?

Sports are not meeting consumer changing needs

- There is an increasing digital divide between consumers expectations and the capability of sport organisations to meet that expectation.
- Fitness and private deliverers are responding to consumer expectations and increasingly turning to sophisticated digital technologies and services to engage and attract consumers.

Sport is delivered by a network of organisations

- Sport experiences are co-created by a collection of organisations at the international, national, state and local level. In order to create personalised sport experiences, a collaborative delivery approach to digital is required, rather than the current organisational centric approach.
- Processes and data exchange between organisations within the sport industry are still mostly manual. This causes increased work for volunteers, data silos, and hampers the ability for sport to drive analysis and insights from data.

Australia is globally competitive in the high performance sport technology race - with increased investment we could lead the game

- In some sports, Australia has the worlds best technology, but this is not consistent across all sports.
- Sport technology innovation for high performance is increasingly a competitive advantage that major international competitors (USA, Great Britain, Germany and Israel) are investing in.
- Australian sport technology startups are taking advantage by relocating overseas to undertake capital-raising and pilot Australian research and development.
- Australia's current level of investment in sport technology is likely well behind other leading Olympic countries. This lack of investment will inhibit our ability to transform.

We are under investing compared to other industries and our competitors

- As an industry, Australian sport invests significantly less than others, spending on average one quarter of the rate of charities and non-profits organisations on digital and technology.

Recapture our national ambition and intent

In order to bring this digital and technology vision to life, there will need to be collaboration from across the industry providing shared benefits for sport and Australians.

SHARED OUTCOMES

GOVERNMENT EXEMPLAR

ASC as a digital exemplar

PARTICIPATION

More Australians playing more sport, more often

HIGH PERFORMANCE

Continued sporting success for Australia

ECONOMY

Sport innovation is making a major contribution to the Australian economy



Digital and technology is transforming industries across the world, and we see and believe sport to be no different.



Those nations that harness digital and technology will see its positive effects in opportunity and success across participation, competition and commerce.



Storied and sport-obsessed Australia should settle for nothing less than a position of world-leadership in connecting sport with digital and technology.

Change the game



The ASC can change the game...

Connect Digital and Technology with Australia's Competitive Sport Obsession by:

GAME CHANGERS

SUPPORT SPORTS TO EXECUTE

SPORTS

To continue to support sports to develop whole-of-sport digital roadmaps, building internal digital capability, and enhancing their ability to execute against their respective digital roadmaps.



AUSTRALIA'S SPORT SILICON VALLEY

SECTOR

The sector requires stimulus and leadership to encourage greater levels of innovation, collaboration and adoption of digital practices.
Without this the sector will continue to fragment and under perform in a digital age.



TRANSFORM THE ASC

ASC

The ASC must transform its culture, practices and capabilities to enable globally leading innovation and achieve efficiencies across all aspects of the business.
Without this we will continue to be siloed and fragmented including in high performance innovation and will not meet stakeholder expectations more broadly.



With this in place, our competitive advantage will be...

SPORTS

Sport organisations will be able to:

- Thrive with digital capability embedded at the board, management and operational levels
- Use technology to create and leverage a competitive advantage in high performance sport
- Create personalised sport experiences that engage more Australians in sport and physical activity more often
- Unlock new revenue streams through digital business models
- Reduce the cost structure to deliver sport through shared digital infrastructure



SECTOR

The sector will be able to:

- Nurture strong digital leadership and capability across Australia's sporting landscape
- Aid in the realisation of each sports digital strategies through supporting the development of platforms and markets, public and private
- Spur new business and operating models and sources of creativity and revenue
- Drive innovation and performance up, and cost down
- Lead the world in connecting digital and technology with sport



ASC

The ASC will be able to:

- Exemplify digital mastery within the sector
- Transition to a digital first organisation that delivers operational efficiencies and a people centric culture
- Focus on becoming world's best in high value areas such as AI/Machine Learning driving international performance outcomes
- Have a greater understanding of the performance of the sport system as a whole through deeper digital measurement and insights





Game changer 1 – *Sports*



Opportunities to increase digital maturity

- **Increase digital capability:** Upskill or recruit executive and board members with high digital capability.
- **Create a digital advantage:** Leverage available digital and technology to its fullest extent to achieve better results in international competitions.
- **People are an asset:** Most sports are relatively small and stressed businesses with their people's time focused on mainly manual processes and data exchange. Digital can free up people's time to achieve outcomes by being more agile, innovative and collaborative.
- **Personalise:** Use data like AusPlay and Consumer Insights (provided by the ASC) to create personalised products and services to improve sporting experiences for Australians at all levels.
- **Increase budgets allocated to digital:** Sports that are allocating more funding to digital priorities are transforming. While it can be cost prohibitive, increasing the percentage of your budget allocated to digital can have improved outcomes.

Supporting Sports to execute

ORGANISATIONAL OPPORTUNITIES

IMPROVE CUSTOMER EXPERIENCE
Digital will make people's engagement with sport simpler and easier

NEW REVENUES
Digital business models will unlock new revenue streams

REDUCE COST
Digital efficiencies will reduce the cost structure to deliver sport

ASC will continue to support Sports to digitally transform, by:

- Educating boards and executives on digital best practice
- Guide Sports in creating customer experience strategies that use digital technologies to create great sport experiences
- Providing resources and tools to support sports to operationalise digital strategies and digital business models



Game changer 2 - *Sector*

Founding Australia's Sport "Silicon Valley"

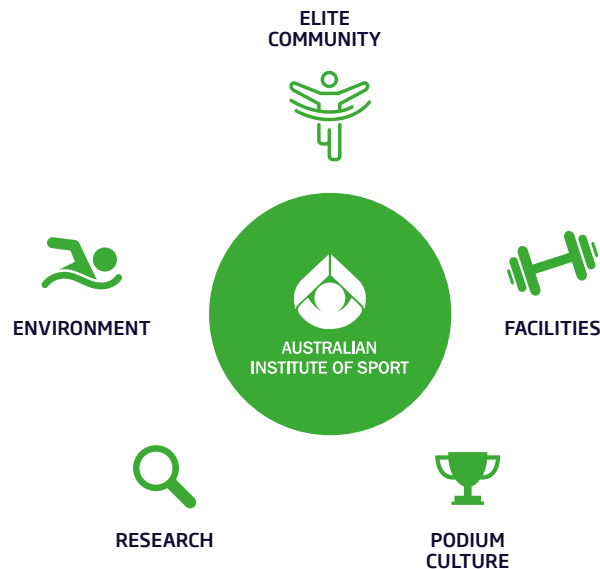
Silicon Valley, born in the 50s and 60s, grew and flourished driven by three intersecting, reinforcing factors:

- **Competent, Incentivised People:** a networked workforce, built from a highly skilled STEM base, intertwined with leading academia and thought leadership, inspired to invent and disrupt by market-driven rewards, supported by effective and targeted public-sector support.
- **Tactical and Strategic Funding:** today's ample venture and risk capital community was, and continues to be, supported by forward-thinking public sector investments.
- **Belief:** an ecosystem aspirationally motivated by their belief in the positive benefits of transformation and the inevitability of their collective success.

We've done it before

In 1981 in response to Australia's poor showing at the Montreal Olympics, the AIS was created to:

- provide resources, services and facilities to enable Australians to pursue and achieve excellence in sport while also furthering their educational and vocational skills and other aspects of their personal development
- improve the sporting abilities of Australians generally through the improvement of the standard of sports coaches, and
- foster co-operation in sport between Australia and other countries through the provision of access to resources, services and facilities related to sport.



And we will do it again...

INDUSTRY DISRUPTION

CONNECT

Connect the Australian Sport Industry

DISRUPT

Remove barriers to digital transformation

TRANSFORM

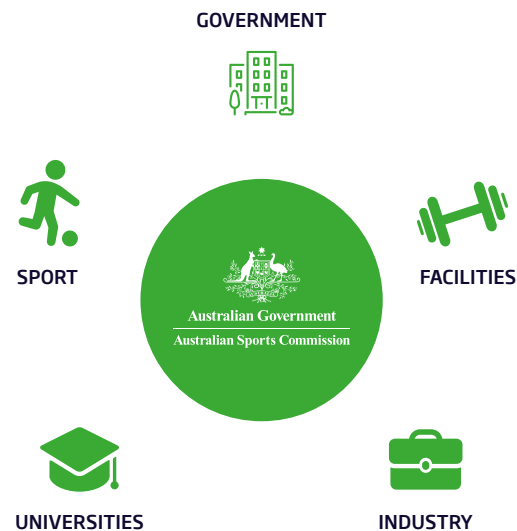
Create personalised sport experiences

INNOVATE

Build a globally recognised sport innovation ecosystem

To ensure Australia achieves world leadership across its objectives in physical health and high performance outcomes, it is recommended that the ASC:

- Take on board leading the development of the “Silicon Valley for Sport” in and across Australia.
- Develop and leverage tailored programs such as a Sport Research Network, a Sport Accelerator and a Sport Data Hub.
- Develop the Sport Cloud, Sport Collective and Sport Marketplace as required in realising this ambition.
- Work with sports, academia, government, industry, Australians and the global community to build the dynamic ecosystem required to create the foundations for a sustainable Aussie “Sport Valley”.





Game changer 3 - ASC

Our role

The ASC's objectives in this undertaking are proposed as follows:

STRATEGIC ENABLERS

CULTURE

Foster open, shared and people centered approaches

CAPABILITY

Cultivate sport organisations digital capability

CONFIDENCE

Develop trust in the quality, safety, and security of information

CONTENT

Create, curate, share and value content and knowledge



1. To lead and sustain **the most effective use of digital and technology of any national sport system** where;
 - digital and technology consistently contribute to achieving the health and high performance objectives of Australian Sport
 - supporting investments are mindful of, but not shackled to, near-term ROI
 - robust markets, that drive performance and innovation up and costs down, are nurtured and encouraged, and
 - risks are taken.



2. To encourage, through action, a **digitally connected Australian sport ecosystem** across the public, non-profit and private sectors.



3. To be **an active, high-value advocate** in developing digital and technology skills, fostering leadership, and spurring innovation across the ecosystem.

Conceptual Solutions

During the development of this vision and roadmap, ASC conducted multiple co-design workshops with stakeholders from across Australian sport. During those workshop collectively we identified pain points and problems and co-created conceptual solutions to address them. Seven of those conceptual solutions have been identified for further exploration:

- **Sport Collective:** A sport industry collective to drive sport innovation in Australia which draws together leadership from government, industry, universities, and sport.
- **Sport Accelerator:** An accelerator program for sport organisations focused on solving a specific problem in sport
- **Sport Cloud:** An open source industry cloud platform to digitally connect the industry and provide the underlying shared infrastructure and standards to enable sport organisations and sport technology vendors and start-ups to innovate.
- **Sport Marketplace:** An online marketplace for sport digital and technology products and services to simplify the procurement process for both sport organisations and sport technology vendors and start-ups.
- **Sport Data Hub:** An industry shared data repository to drive insights through data analytics, machine learning and artificial intelligence that supports sport, industry, research institutions and government
- **Sports Research Network:** A national sport research agenda and network across Australia, creating knowledge and driving applied research.
- **Sport and Active Lifestyle Innovation Centre:** A collaboration centre for key partners from the public and private sectors to translate leading research in elite sport and physical competency to create broader community health and human performance outcomes.

These concepts have been highlighted from many identified by the industry during the co-design workshops as they address the need to connect the sector, build capacity within sport and drive collaboration. The ASC will explore these and other strategies further to identify what will have the greatest impact for Sport.

2024 Vision



By 2024 the future should look like

To achieve the 2024 shared outcomes we desire, the future needs to look like this:

Connecting Digital and Technology with Australia's Competitive Sport Obsession

BENEFIT PEOPLE IN SPORT

PERSONALISED EXPERIENCE

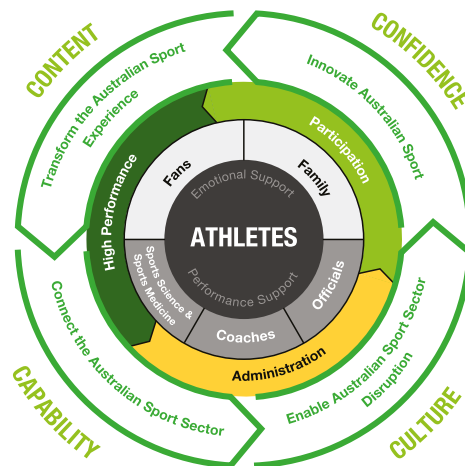
People in sport are at the centre of decision making to create personalised sport experience for all Australians

Transform the Australian Sport Experience

People in sport have personalised sport experiences that are meeting or exceeding their expectations.

Connect the Australian Sport Industry

Australian sport is a connected national digital network that leverages the knowledge, access and reach of Australia's sport industry.



Innovate Australian Sport

Australia will have a globally recognised sport innovation ecosystem, through public, private and non-profit partnerships, that is acknowledged as the global launchpad for sport digital and technology innovation.

Enable Australian Sport Sector Disruption

Barriers have been removed so that Australian sport organisations have access to shared digital knowledge, tools and support to respond quickly to customer and stakeholder needs.

SHARED OUTCOMES

GOVERNMENT AS A EXEMPLAR

ASC as a digital exemplar

PARTICIPATION

More Australians playing more sport, more often

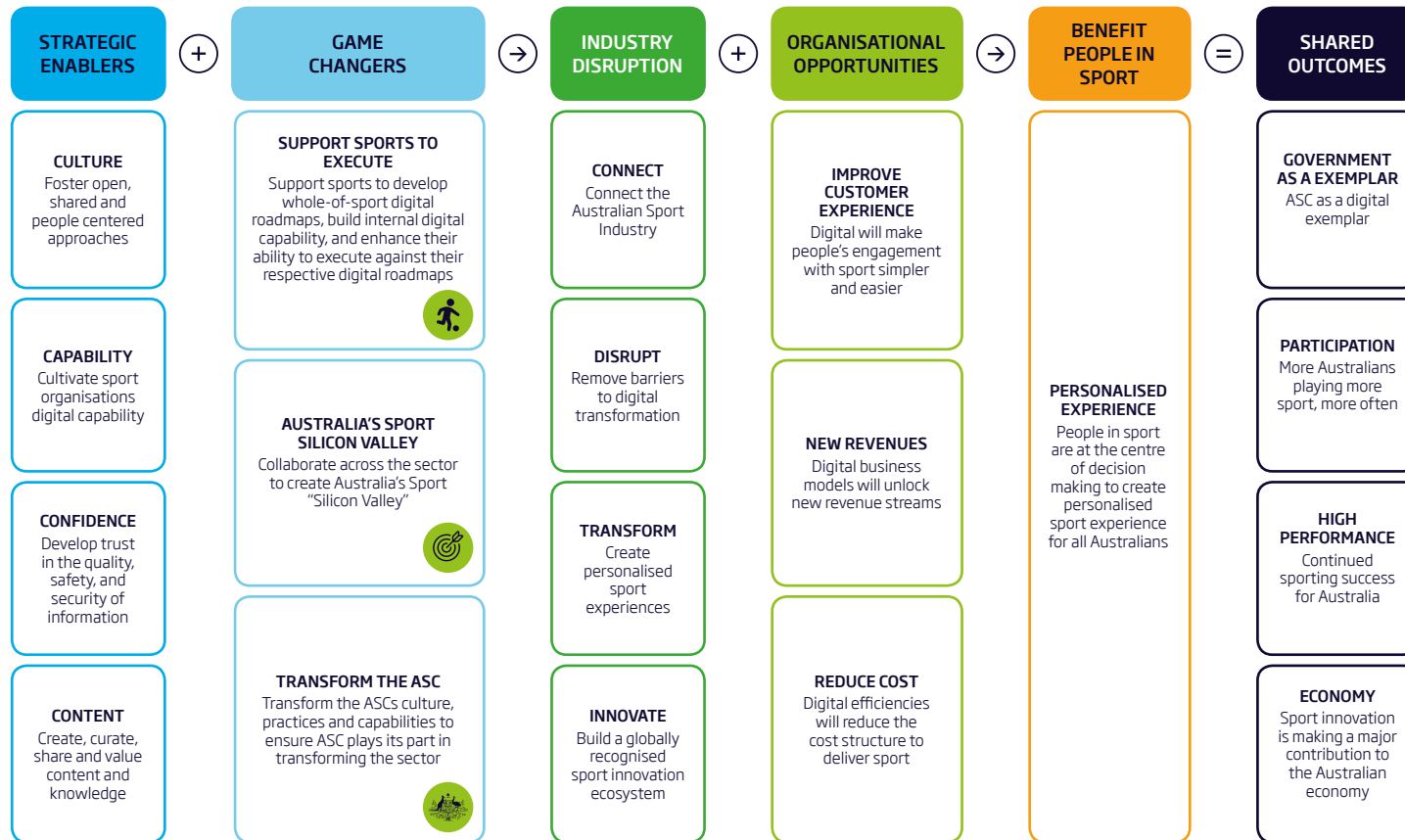
HIGH PERFORMANCE

Continued sporting success for Australia

ECONOMY

Sport innovation is making a major contribution to the Australian economy

Bringing it all together – how we create change



2018-2024 Strategic Roadmap

The road to achieving the Connected Sport ambition will take the sector through four key transformation phases:



- **Preparation:** The phase is focused on undertaking consultation with key sector stakeholders, and gaining endorsement for, and alignment on, the Connected Sport vision and strategic roadmap.
- **Phase 1: Foundation:** The foundation phase is focused on bringing the sector together to define and set the platform for digital innovation across the sport sector.
- **Phase 2: Acceleration:** The acceleration phase is focused on driving disruption and innovation across Australian sport.
- **Phase 3: Realisation:** Scaling innovation is the focus of this phase, and realising the competitive advantage digital technology is providing Australian sport.

The transformational program delivery will be guided by the guiding principles outlined in this document and the Digital Transformation Agency's Digital Service Standard.

What can you do

Send us your feedback

The ASC welcomes your feedback on this document and vision. Please send your feedback, ideas or questions to digitalsports@ausport.gov.au by 5pm (AEST) 31 December 2017.

Assess your organisation's digital maturity

You can self-assess your sport organisations digital maturity using the digital maturity model used in this research from the book 'Leading Digital' <http://www.leadingdigitalbook.com/leading-digital-quiz/>

Digital Leadership

Digital technologies are changing all aspects of sport, across participation, high performance and administration. Sport leaders need to respond to this change and ensure they are meeting customer and stakeholder needs. This requires digital leadership and expertise at the board, management, staff and volunteer levels of sport. How is your organisation ensuring it has the right digital leadership in place?

Does your sport have a 'Whole-of-sport' Customer Experience strategy?

'Whole-of-sport' customer experience (digital) strategies were recommended as part of ASC's Governance Update (June 2016). 'Whole-of-sport' customer experience strategies map out how key customers and stakeholders interact and experience your sport, both physically and digitally, and identifies how digital technologies can improve that experience. Find out from your National Sporting Organisation if your sport has one and how you can get involved.

Collaborate

No sport organisation can respond to digital disruption in isolation. Start a dialog with other organisations inside and outside of your sport. Get partners and sponsors involved. Are there any government programs or universities locally you can work with? Are there local start-ups that can help?

Review the Guiding Principles

To guide the sports in undergoing digital transformation, ASC have adopted a number of guiding principles that sports can use to guide their individual digital initiatives.



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