



LG ADVISORY
STRATEGY & INNOVATION

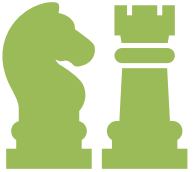
BUSINESS PLANNING

The New Management Challenge in a COVID Disruptive World

Agenda

- Common Problems
- Key Concepts
- My Approach

Common Problems – So Many Plans!!



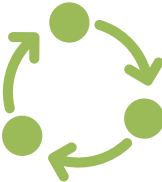
Strategic Plan



Capital Expenditure Plan



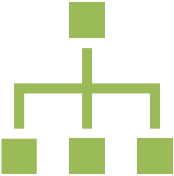
Master Plan



Operational Plan

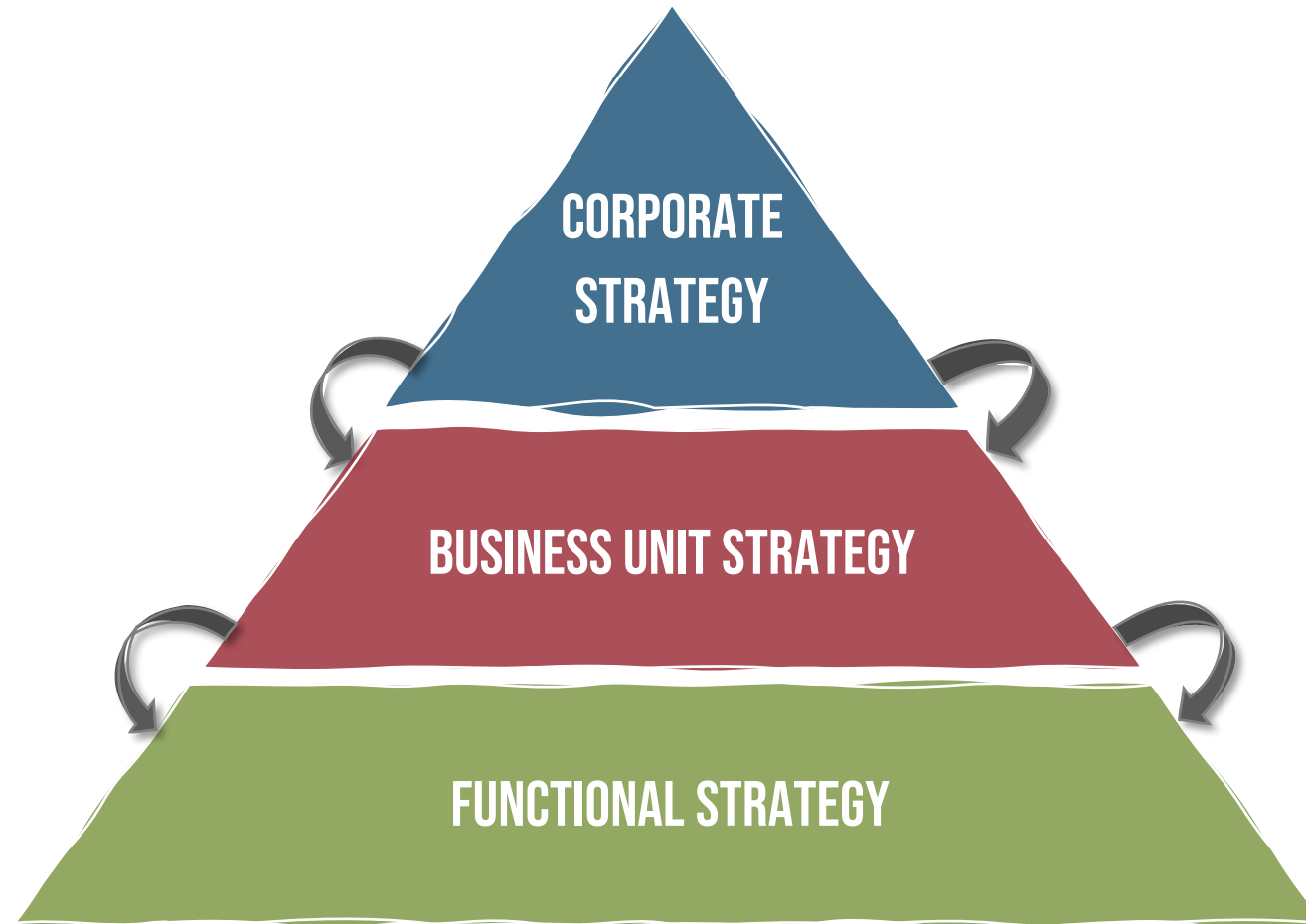


Business Plan



Business Unit Plan

Common Problems - The Three Levels of Strategy



Common Problems cont...

1

Board and management conflict

2

Strategic Plan ends up in a drawer

3

Culture of *'this is what we have always done'*

4

Long 'TO DO' lists

5

Management caught up in the 'DAY TO DAY'

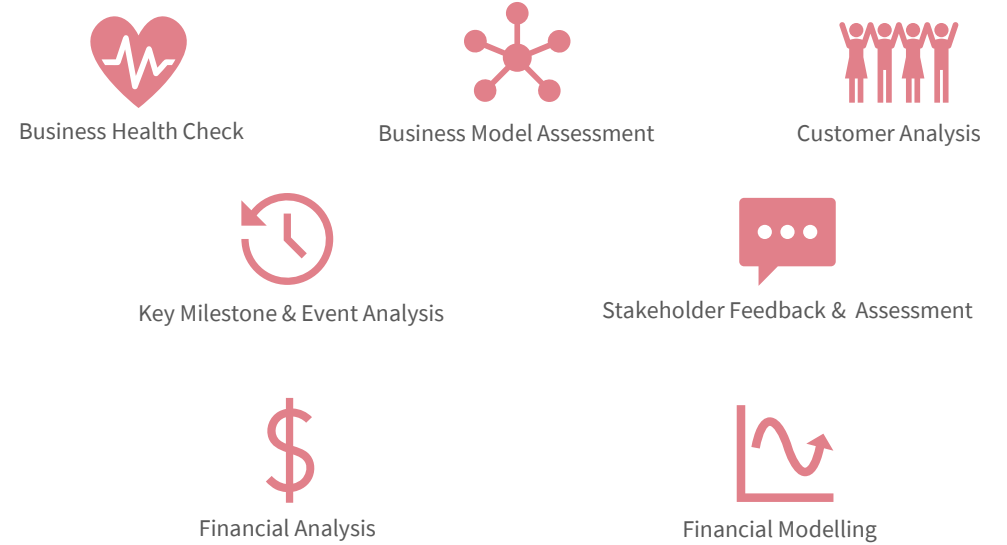
6

Distrust of Consultants!

1. MARKET ANALYSIS



2. INTERNAL ANALYSIS



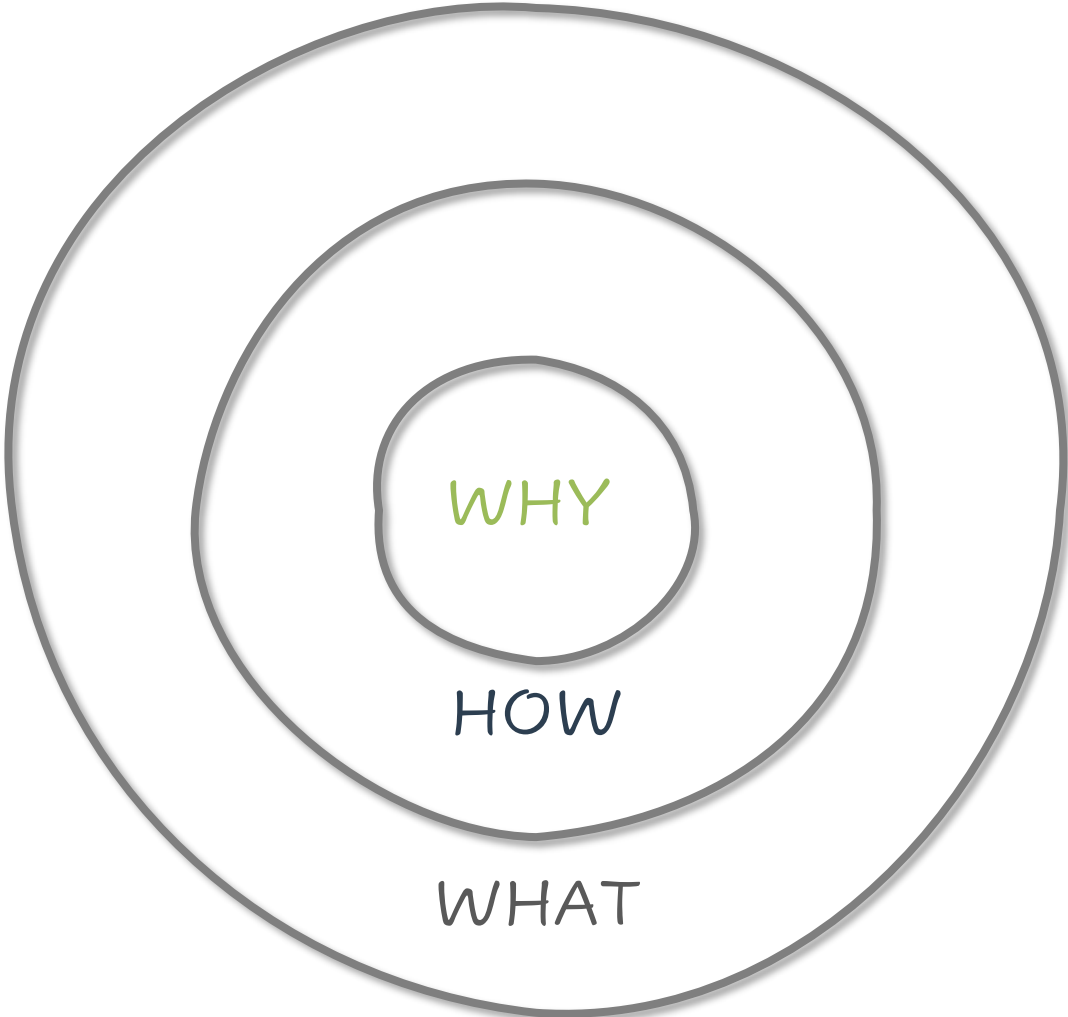
3. DEVELOP & AGREE THE PLAN



4. CASCADE & EXECUTE THE PLAN



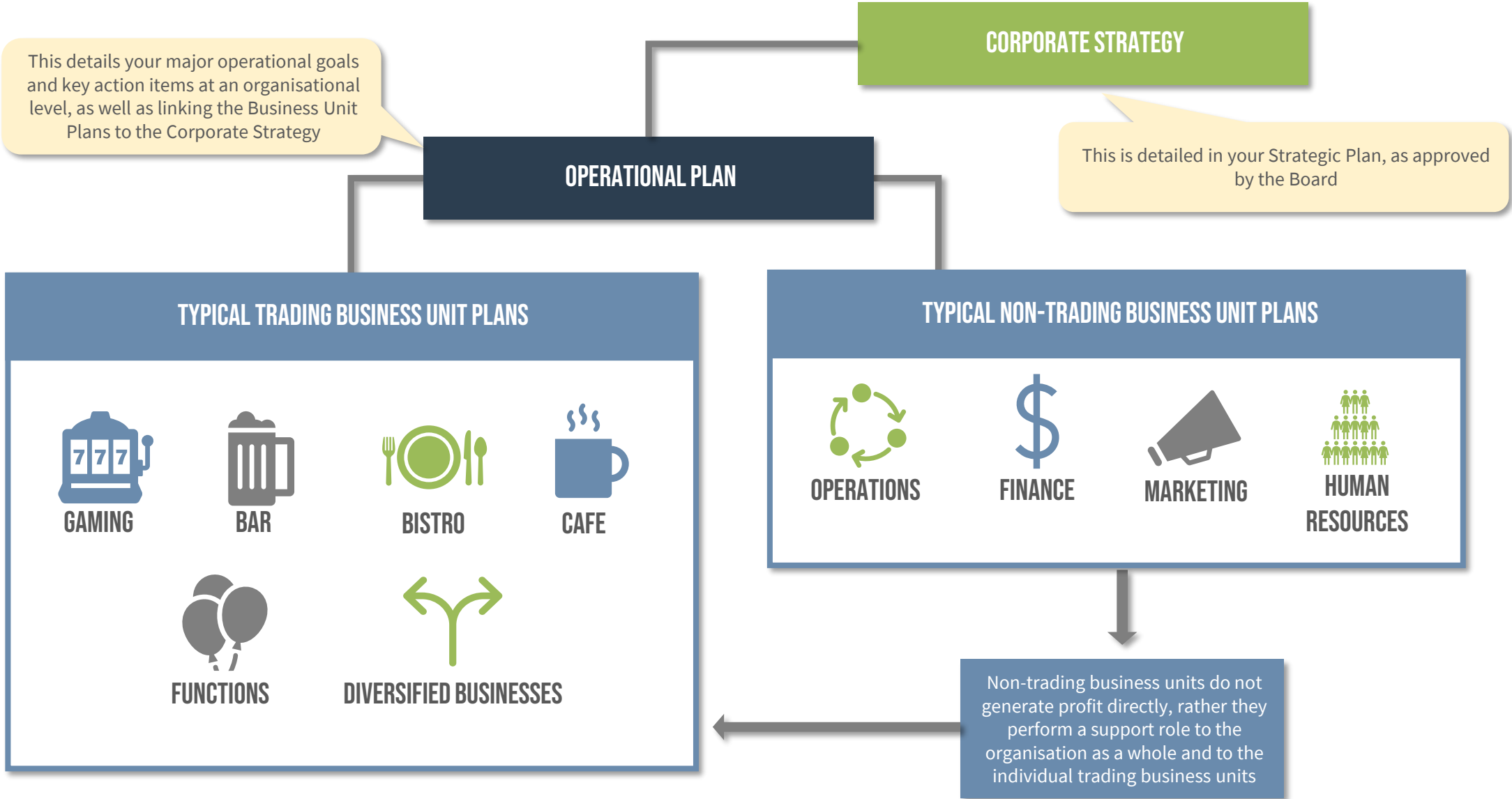
Simon Sinek's Golden Circle



Solutions – The Approach

1. Use the 'KISS' approach
2. Encourage separation between Board and Management
3. Break it up into manageable bite size pieces
4. Allow you to develop your maturity over time
5. Develop clarity on the 'WHY', 'HOW' and 'WHAT' across the business
6. Share, share and share it some more!

Solutions – The Approach



ABC GOLF CLUB STRATEGIC PLAN



OUR VISION IS TO BE A

Leading, Enjoyable, Quality, Inclusive
GOLFING & HOSPITALITY DESTINATION

OUR MISSION IS TO



Promote, foster and conduct the game of golf



Provide enjoyable, quality, inclusive, golfing and hospitality experiences, to our members and guests



Be an accessible destination that brings people together



Support our local community



Be an engaging, respected and desired local employer

OUR STRATEGIC GOALS

1

IMPROVE & ACTIVATE ALL OUR FACILITIES

Improve and activate all areas of our club, grounds and course, creating a leading golfing and hospitality destination

2

IMPROVE & EXPAND THE GOLFING EXPERIENCE

Improve and expand the golfing experience to our members and guests, whilst introducing and encouraging golf participation to the broader community

3

DIVERSE RANGE OF EXPERIENCES

Provide a diverse range of golfing and hospitality experiences that our members are very proud of, and our guests enjoy and promote

4

ONE TEAM - ONE PURPOSE

Be an engaging, respected and desired local employer that works as one team, aligned to the same purpose

5

ACTIVE & RESPECTED COMMUNITY LEADER

Be an active and respected community leader that supports the needs of our local community

6

FINANCIAL SUSTAINABILITY

Ensure the long-term viability of our club through leading financial practices and sustainable investment in our facilities

GOAL NO 4: ONE TEAM ONE PURPOSE



THE GOAL

Be an engaging, respected and desired local employer that works as one team, aligned to the same purpose



THE BACKGROUND

We want to be a club that our team enjoy being part of, where everyone is aligned to the same purpose and where everyone knows how they fit into this. To do so we need to:

- Develop our Operational and Business Unit Planning framework and align this to our Strategic Plan
- Develop Personal Development Plans for key club personnel
- Provide more career pathway opportunities for our team and local community.

We also need to consider our current management structure, internal resources and capabilities and identify what additional support (internal or external) will be required for us to execute our Strategic Plan successfully.

THE OBJECTIVES

- 1** Review our existing management structure, internal resources and capabilities, determine current and future gaps and identify potential solutions. To be completed by March 2022
- 2** Review our existing career pathways and identify opportunities to improve by March 2022
- 3** Develop our Operational and Business Unit Planning framework to better align business operations to our Strategic Plan. To be completed by June 2022
- 4** Personal Development Plans to be developed for key club personnel by June 2022
- 5** Carry out annual staff engagement reviews (ongoing)

Insert BU name – Insert Period

OUR WHY

Insert your text here

OUR HOW

Our Business Unit Strategy

1. **Insert Key Area:** Insert Strategy here
2. **Insert Key Area:** Insert Strategy here
3. **Insert Key Area:** Insert Strategy here
4. **Insert Key Area:** Insert Strategy here
5. **Insert Key Area:** Insert Strategy here
6. **Insert Key Area:** Insert Strategy here
7. **Insert Key Area:** Insert Strategy here
8. **Insert Key Area:** Insert Strategy here

Our Competitive Advantages & Unique Selling Points

- Insert CA or USP
- Insert CA or USP
- Insert CA or USP
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- Insert CA or USP
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Our Key Tools & Resources

Insert Resource/Tool Insert Resource/Tool Insert Resource/Tool Insert Resource/Tool

OUR WHAT

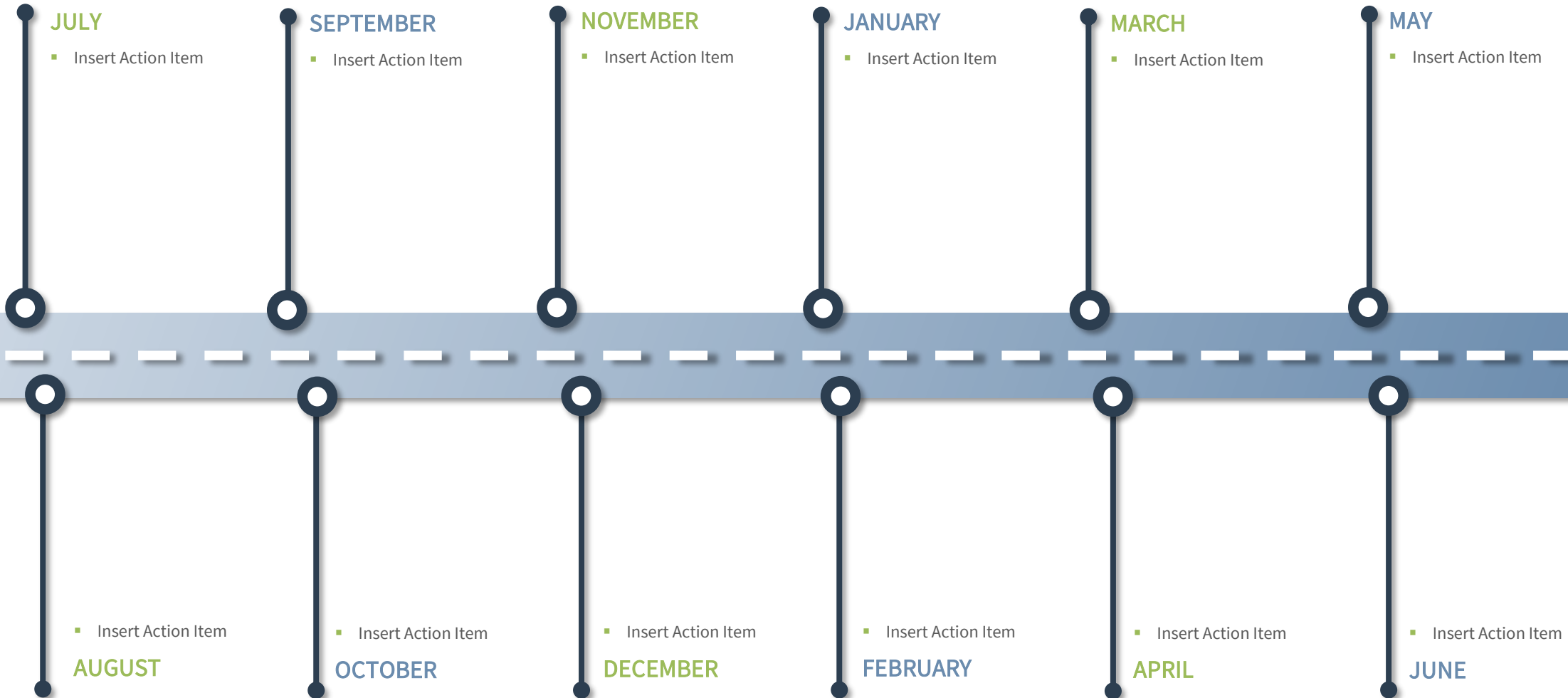
What Do We Want to Achieve?

1	Insert Business Unit Goal
2	Insert Business Unit Goal
3	Insert Business Unit Goal
4	Insert Business Unit Goal
5	Insert Business Unit Goal

Our Measures of Success

Insert KPI Insert KPI Insert KPI Insert KPI

Insert BU Name - Road Map – Insert Financial Year



JULY

▪ Insert Action Item

SEPTEMBER

▪ Insert Action Item

NOVEMBER

▪ Insert Action Item

JANUARY

▪ Insert Action Item

MARCH

▪ Insert Action Item

MAY

▪ Insert Action Item

AUGUST

▪ Insert Action Item

OCTOBER

▪ Insert Action Item

DECEMBER

▪ Insert Action Item

FEBRUARY

▪ Insert Action Item

APRIL

▪ Insert Action Item

JUNE

▪ Insert Action Item

How LG Advisory Can Help

1. Portal for conference attendees – link to follow
2. Club Strategy Insights
3. Free Strategy Health Check
4. Three Club Strategy Packages
5. The Library & Academy – Coming Soon



LG ADVISORY

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