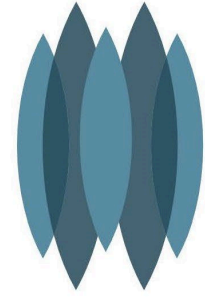


Shoalhaven  
Ex-Services  
Group

THE  
**EX**  
SERVOS



worrigeer  
sports



WORRIGEE  
LINKS

Shoalhaven, NSW  
20 **THE** 20  
**GROWERS**

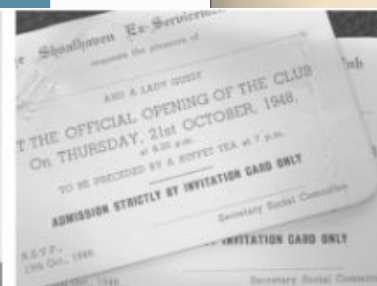
'Where coast meets country'

# Shoalhaven Ex-Services Group





# Club History



BUILDING WAS OPENED BY  
HIS EXCELLENCY  
THE ADMINISTRATOR OF THE COMMONWEALTH  
OF AUSTRALIA  
GOVERNOR OF THE STATE OF N.S.W.  
GENERAL SIR JOHN NORTHCOTT  
K.C.M.G. K.C.V.O. C.B.  
11<sup>TH</sup> AUGUST 1956

J.H. OAKLEY  
PRESIDENT

F.R. SQUIRE  
HON. SECRETARY

J.R. ASHCROFT  
HON. TREASURER

T.C. OBER & SON  
BUILDERS

W. HARDY MORPHETT  
ARCHITECT





# The Ex Servos Club





# Club History



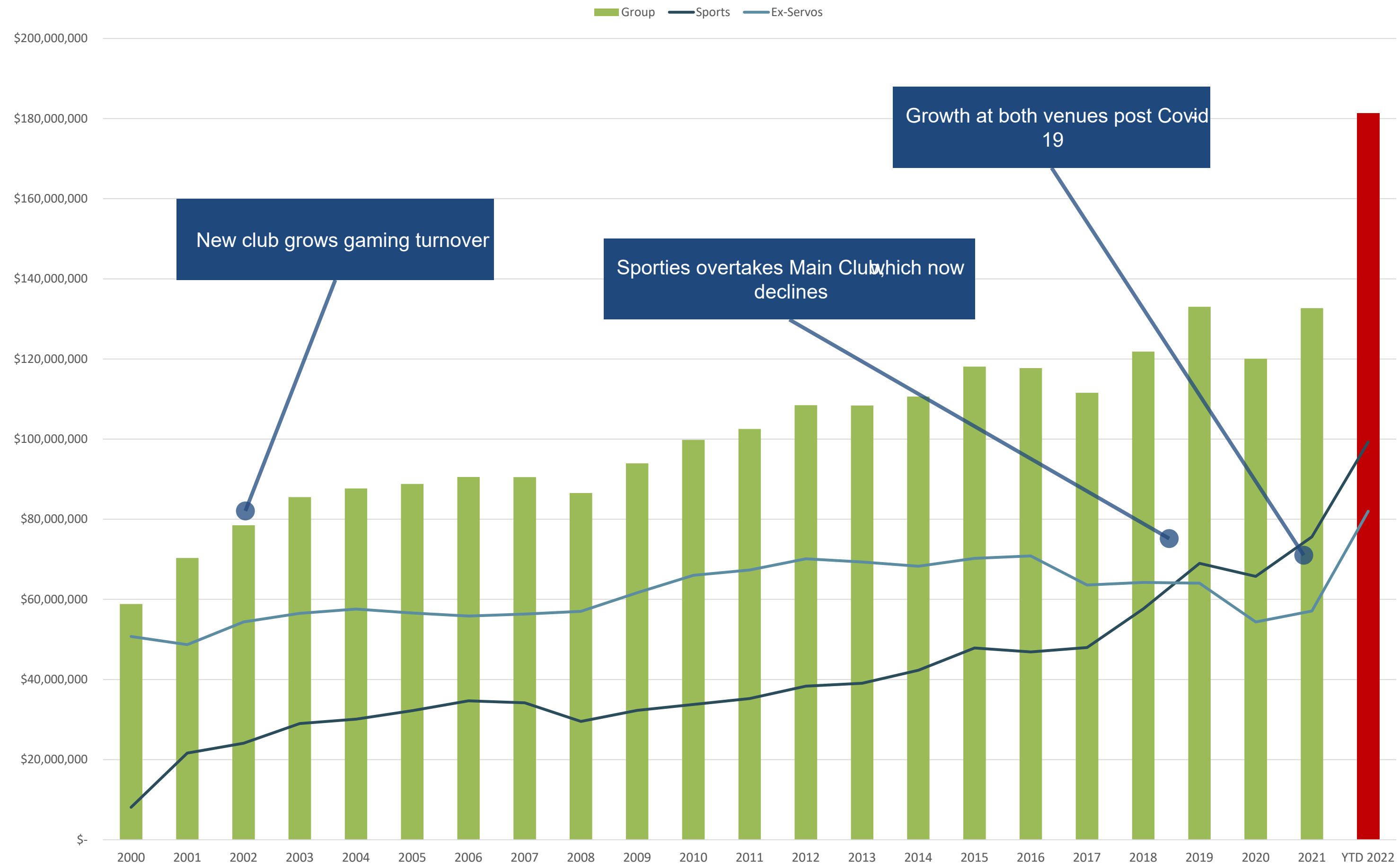


# Worrige e Sports Club





# SESG annual gaming turnover





**RESPECT**

**OPENNESS**

**EMPOWERMENT**

**COLLABORATION**





# Our Mission

We care for the Shoalhaven  
Every person, every time,  
in everything we do



We Care  
For The  
Shoalhaven



# Our Strategic Goals

**1**

## **SIGNATURE CUSTOMER EXPERIENCE**

Develop a signature customer experience that is recognised in our community, aligned to our market's existing and future needs

**2**

## **LEADING & RELEVANT FACILITIES**

Continue to make improvements to our venues in the short to medium term, whilst we develop long-term Master Plans for them

**3**

## **CIVIC LEADER**

A respected and relevant civic leader that serves the needs of our community

**4**

## **EMPLOYER OF CHOICE**

An employer of choice, modelling constructive style leadership behaviours

**5**

## **HIGH PERFORMING ORGANISATION**

A high performing organisation that embraces documented, efficient, effective and relevant internal processes

**6**

## **BEST PRACTICE GOVERNANCE**

Be recognised in our industry and by our key stakeholders as an organisation that takes a best practice approach to corporate governance

**7**

## **FINANCIAL SUSTAINABILITY**

Ensure our long-term viability through sustainable practices, sustainable investment and the consideration of opportunities that will allow us to grow, strengthen and improve our Profit for Purpose business model



# MCKINSEY HORIZONS

Strategic Framework



Horizon 1  
1 to 2 years

Defend & Extend Core Business



Horizon 2  
3 to 5 years

Position for New Growth



Horizon 3  
5 to 10 years

Execute New Growth Strategies



# MCKINSEY HORIZONS

## Strategic Framework



### Horizon 1 1 to 2 years

Defend & Extend Core Business

#### Focuses On:

- optimising and maintaining the existing business model and operations

#### It Involves:

- improving efficiency
- reducing costs
- enhancing current products and services to maximise profitability in the present



# Horizon 1

## In the Club context:

01



Improving member / visitor experiences

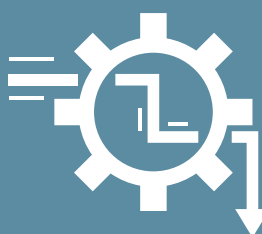
Enhancing Club facilities



02



03



Streamlining operations

Implementing cost-saving measures to ensure



04







# Horizon 1: How are we applying this?

Form: Worrigee Sports (Pepper Trees)

QR Code Edit Form

Total Results  
171

6

1

4

23

137



Customer  
Survey  
Analysis



Cost Analysis

e.g. wages, suppliers,  
competitive utilities  
tender process



Budgets



Business Unit  
Planning



# MCKINSEY HORIZONS

## Strategic Framework



### Horizon 2 3 to 5 years

Position for New Growth

Emerging Opportunities

#### Focuses On:

- emerging opportunities

#### It Involves:

- identifying and nurturing new products, services or markets that have the potential to become significant revenue sources in the near future
- requires experimentation and exploration of innovative ideas to capture emerging opportunities and gain a competitive advantage



# Horizon 2

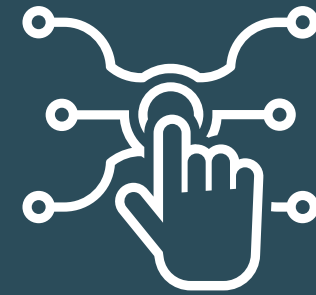
## In the Club context:

01



Identifying and capitalising on changing consumer preferences e.g. offering healthier food options

Incorporating technology driven solutions for member engagement and communication



02

03



Expanding into new markets through partnerships, amalgamations or acquisitions

Clubs could explore emerging opportunities to diversify their revenue streams and attract new members



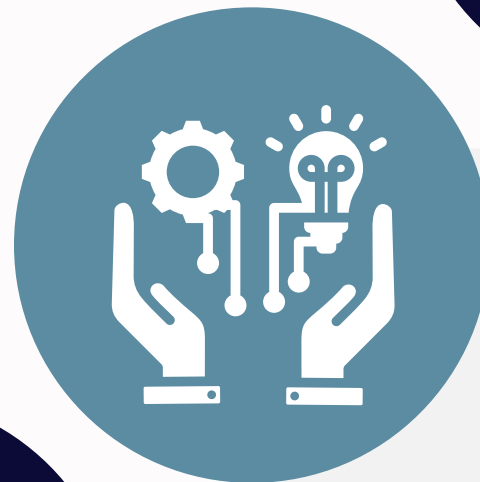


# Horizon 2: How are we applying this?

Data



Attending  
conferences,  
workshops, exhibits,  
networking and  
asking questions



Investigating  
industry  
innovation



Competitor  
Analysis

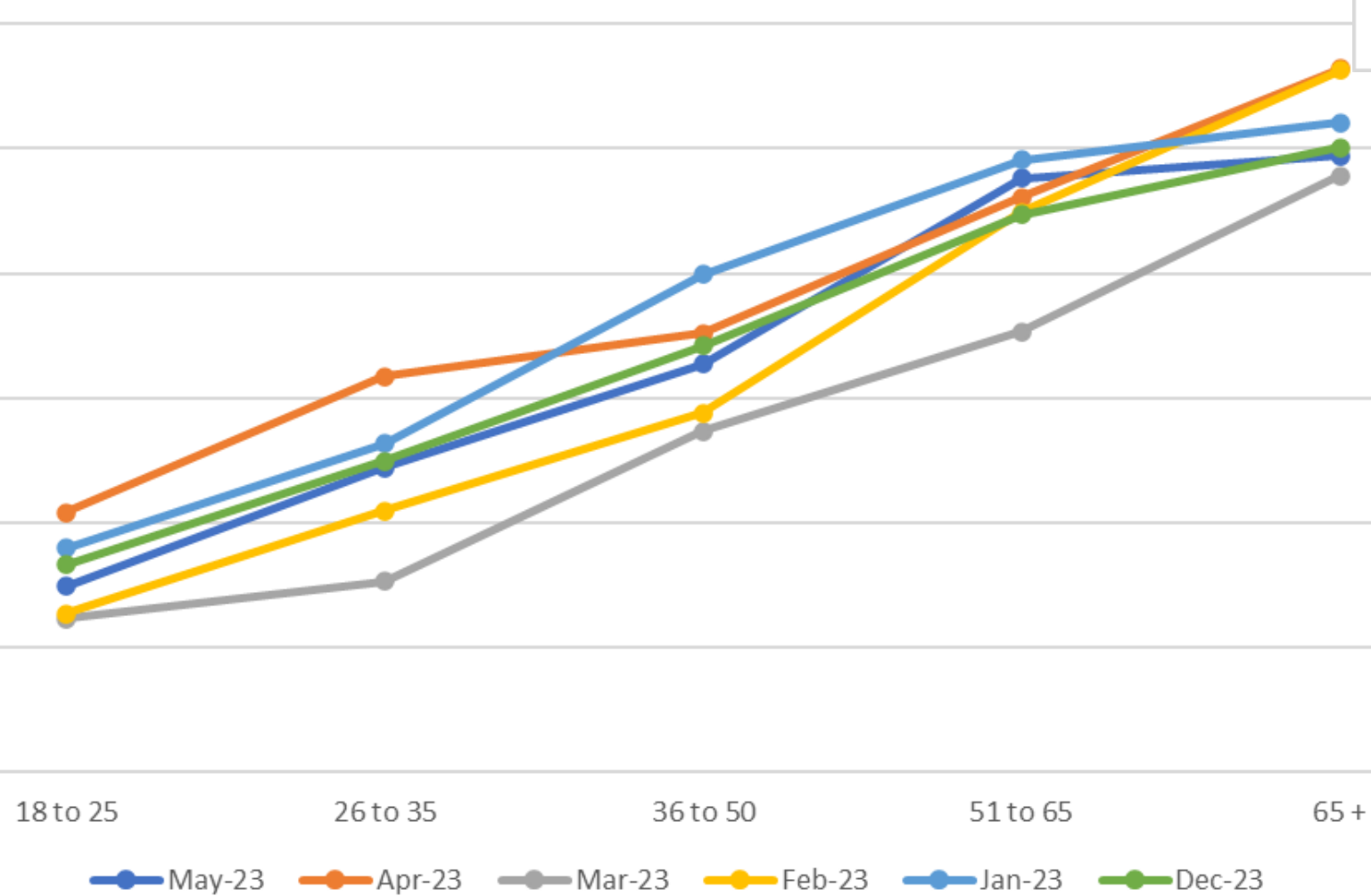


Monthly Visitor  
Age Data for  
both Clubs

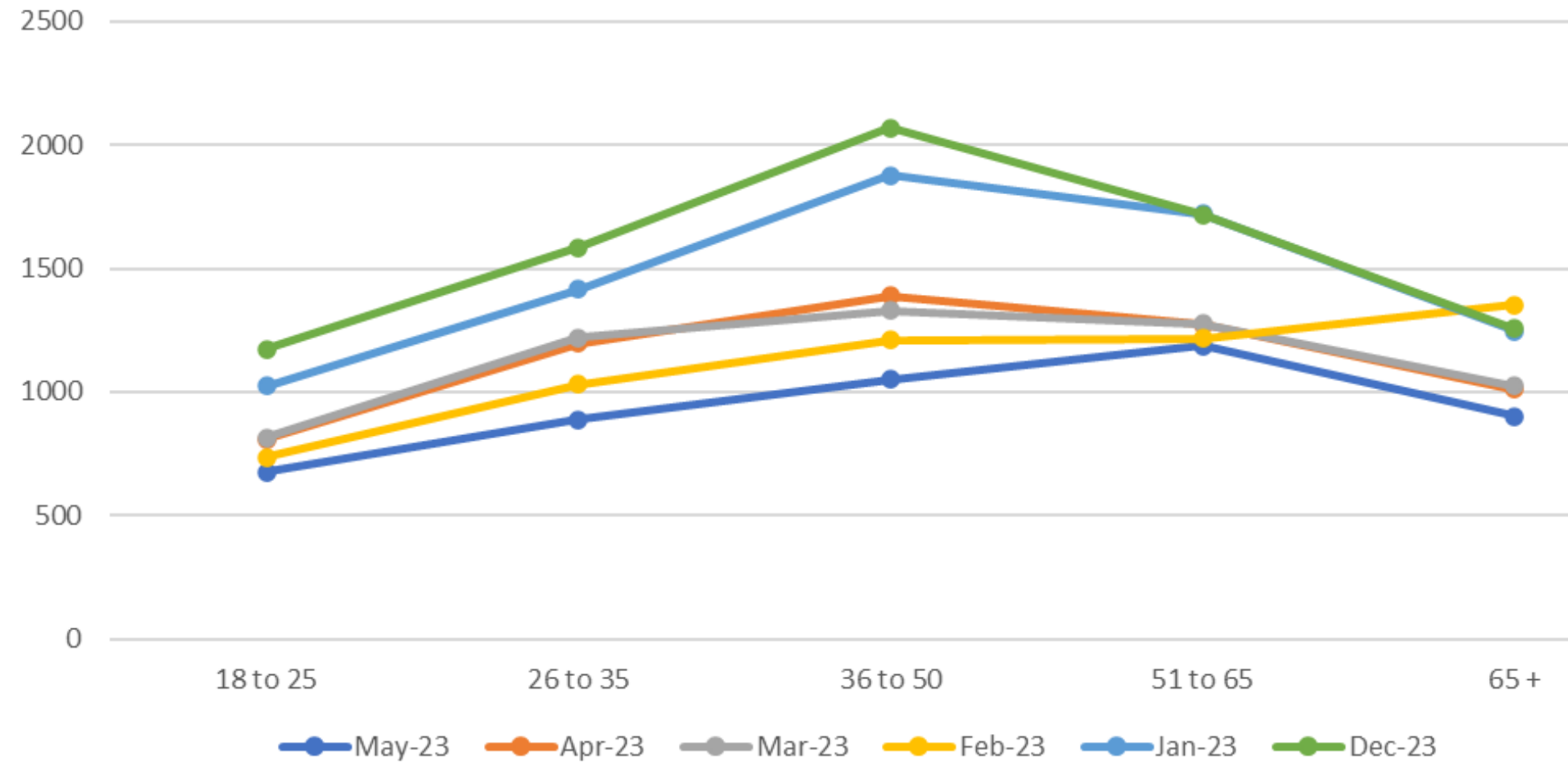


# Monthly Visitor Age Data for both Clubs

Number of Temporary Patrons via Age Bracket  
The Ex-Servos Club



Number of Temporary Patrons via Age Bracket  
Worrigee Sports Club





# MCKINSEY HORIZONS

## Strategic Framework



### Horizon 3 5 to 10 years

Execute New Growth Strategies

Disruptive Innovation

#### Focuses On:

- longer term strategic initiatives that can disrupt the current business model or industry

#### It Involves:

- exploring and investing in entirely new business models, technologies or markets that may not yield immediate returns but have the potential for substantial growth in the future



# Horizon 3

## In the Club context:

01



Exploring innovative business models e.g. shared spaces or co-working concepts with the club premises

Adopting sustainability initiatives to appeal to environmentally conscious consumers



02

03



Leveraging emerging technologies e.g. virtual reality or augmented reality to enhance member experiences

Clubs could consider disruptive changes that could shape the future of the Club





# Horizon 3: How are we applying this?



Property master  
planning  
strategy  
opportunities



Engaging with  
industry leading  
consultancy



Planning for life  
without gaming  
revenue



# McKINSEY HORIZONS

It's important to note that the specific application of the McKinsey 3 Horizons Model will vary depending on the unique circumstances and goals of each Club.

The model serves to help Clubs strategically allocate resources and plan for both short-term performance and long-term growth in an increasingly dynamic and competitive environment.



Horizon 1  
1 to 2 years

Defend & Extend Core Business



Horizon 2  
3 to 5 years

Position for New Growth



Horizon 3  
5 to 10 years

Execute New Growth Strategies

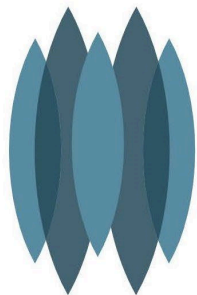


# Harvard Business Review

Steve Blank 2019

"In the 21st century the attackers have the advantages,  
as the incumbents are burdened with legacy"

Shoalhaven  
Ex-Services  
Group



worrigeer  
sports



WORRIGEE  
LINKS



'Where coast meets country'

# Shoalhaven Ex-Services Group

