



LG ADVISORY

STRATEGY & INNOVATION

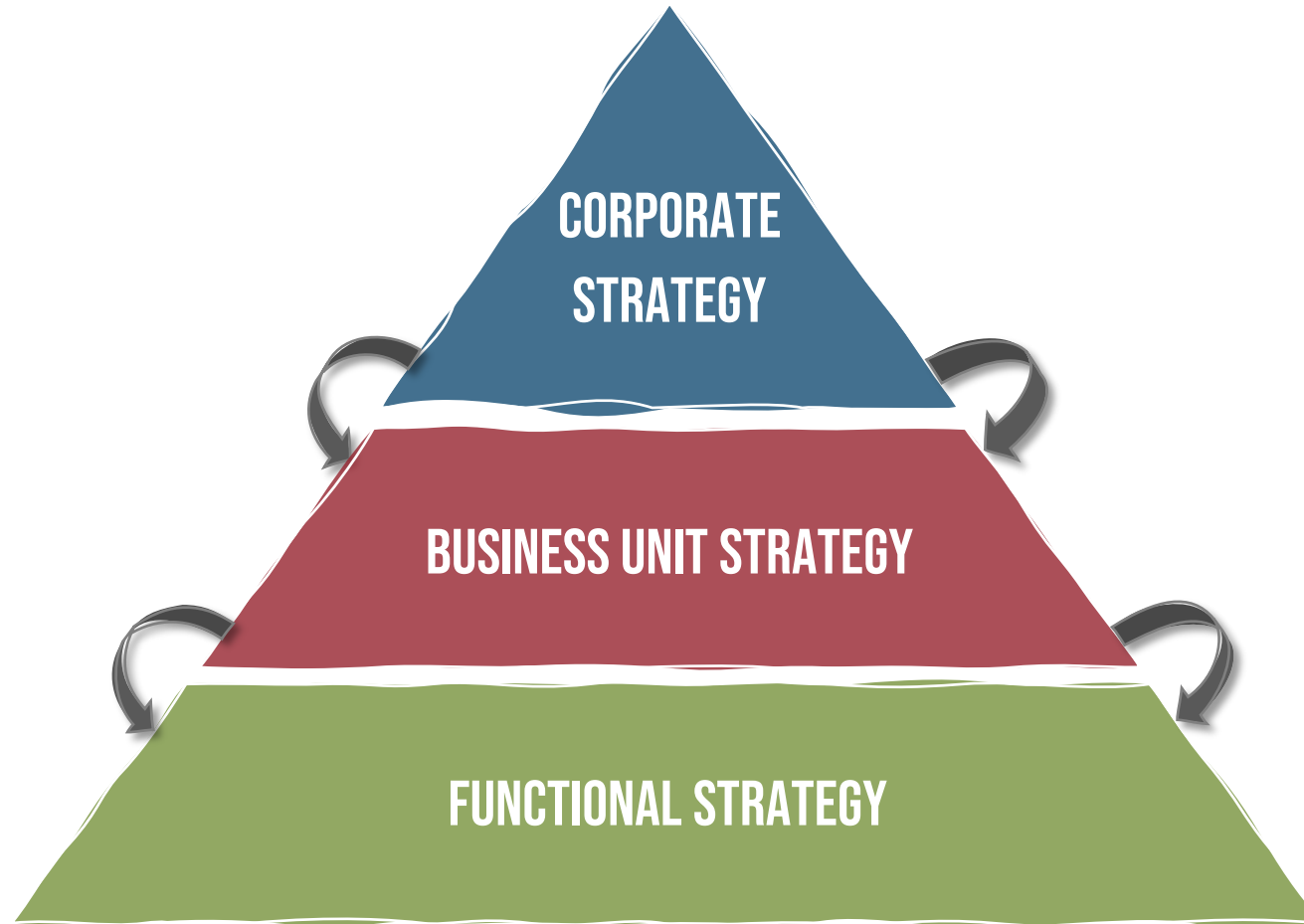
BUSINESS PLANNING

The New Management Challenge in a COVID Disruptive World

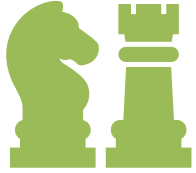
Agenda

- Common Problems
- My Approach

Common Problems - The Three Levels of Strategy



Common Problems – So Many Plans!!



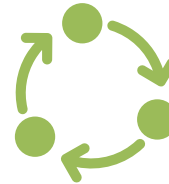
Strategic Plan



Capital Expenditure Plan



Master Plan



Operational Plan



Business Plan



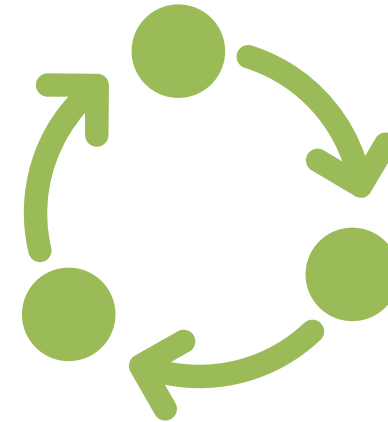
Business Unit Plan

Strategic Thinking vs Strategic Planning



STRATEGIC THINKING

The **SKILL** of identifying new and imaginative strategies to achieve your goals



STRATEGIC PLANNING

The **PROCESS** of setting purpose and direction and aligning resources to this

Common Problems

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 (normally all CEO)

5

Management caught up in the 'DAY TO DAY'

6

Mixed capabilities of board and management team

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. Develop your maturity over time
5. Develop a framework that encourages strategic thinking
6. Share, share and share it some more!

THE
STRATEGIC PLAN

ABC GOLF CLUB STRATEGIC PLAN – 2022 TO 2024



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 5: ACTIVE & RESPECTED COMMUNITY LEADER



THE GOAL

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



THE BACKGROUND

A key element of why we exist is to support our local community. We do so in many ways:

- Being a community hub that creates social connection
- By being an enjoyable, inclusive and accessible club
- Through our direct financial support of community and sporting organisations
- By providing meeting facilities for local community organisations
- By being socially responsible
- By being a major employer and providing career pathways.

It has been a very difficult period (bushfires, Covid-19) and the Club can play a leading role to help our local community come through this. As such, we need for us to review how we currently support our local community, identify what critical support our local community currently needs and align our community support to this.

THE OBJECTIVES

1

Review how we currently support our local community and identify what critical support our local community needs (existing and future). To be completed by December 2022

2

Develop a Community Partnership Plan that will provide a framework for us to better support our local community. To be completed by June 2023

3

Review our existing career pathways and identify opportunities to improve by March 2022

THE
OPERATIONAL PLAN

OPERATIONAL PLAN – FY23

OUR VISION

To be a
Leading, Enjoyable, Quality, Inclusive
GOLFING & HOSPITALITY DESTINATION

OUR MISSION

1. Promote, foster and conduct the game of golf
2. Provide enjoyable, quality, inclusive, golfing and hospitality experiences, to our members and guests
3. Be an accessible destination that brings people together
4. Support our local community
5. Be an engaging, respected and desired local employer

ALIGNMENT TO OUR STRATEGIC PLAN

In 2021 the Board agreed a Strategic Plan outlining five key strategic goals as follows:

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.

The Operational Plan and Business Unit Plans set out how the management team will support our Strategic Plan, as well as drive operational and business unit performance.

OUR MAJOR OPERATIONAL GOALS

1 Insert text

2 Insert text

3 Insert text

4 Insert text

5 Insert text

OUR KEY FOCUS AREAS

Insert text

Insert text

Insert text

Insert text

OUR KEY MEASURES OF SUCCESS

Insert text

Insert text

Insert text

Insert text

Insert text

Insert text

BUSINESS UNIT GOALS & FOCUS AREAS

GAMING

GOALS

- To continually review and improve the gaming experience we provide to our members and guests
- To develop a dedicated and focused gaming team
- To be the number 1 gaming destination in the ABC Local Government Area

KEY FOCUS AREAS

- *Drive new and improved gaming room*
- *Team Development*
- *Car Park Improvements*
- *Competitor Analysis*

BISTRO

GOALS

- Insert Goal
- Insert Goal
- Insert Goal

KEY FOCUS AREAS

- *Insert Focus Area*
- *Insert Focus Area*
- *Insert Focus Area*

CAFE

GOALS

- Insert Goal
- Insert Goal
- Insert Goal

KEY FOCUS AREAS

- *Insert Focus Area*
- *Insert Focus Area*
- *Insert Focus Area*

BAR

GOALS

- Insert Goal
- Insert Goal
- Insert Goal

KEY FOCUS AREAS

- *Insert Focus Area*
- *Insert Focus Area*
- *Insert Focus Area*

FUNCTIONS

GOALS

- Insert Goal
- Insert Goal
- Insert Goal

KEY FOCUS AREAS

- *Insert Focus Area*
- *Insert Focus Area*
- *Insert Focus Area*

COMMUNITY

GOALS

- Insert Goal
- Insert Goal
- Insert Goal

KEY FOCUS AREAS

- *Insert Focus Area*
- *Insert Focus Area*
- *Insert Focus Area*

FUNCTIONAL DEPARTMENT GOALS & FOCUS AREAS

MARKETING

GOALS

- Insert Goal
- Insert Goal
- Insert Goal

KEY FOCUS AREAS

- Insert Focus Area
- Insert Focus Area
- Insert Focus Area
- Insert Focus Area

HUMAN RESOURCES

GOALS

- Insert Goal
- Insert Goal
- Insert Goal

KEY FOCUS AREAS

- Insert Focus Area
- Insert Focus Area
- Insert Focus Area
- Insert Focus Area

FINANCE

GOALS

- Insert Goal
- Insert Goal
- Insert Goal

KEY FOCUS AREAS

- Insert Focus Area
- Insert Focus Area
- Insert Focus Area
- Insert Focus Area

OPERATIONS

GOALS

- Insert Goal
- Insert Goal
- Insert Goal

KEY FOCUS AREAS

- Insert Focus Area
- Insert Focus Area
- Insert Focus Area
- Insert Focus Area

COMPLIANCE/ADMIN.

GOALS

- Insert Goal
- Insert Goal
- Insert Goal

KEY FOCUS AREAS

- Insert Focus Area
- Insert Focus Area
- Insert Focus Area
- Insert Focus Area

IT/DATA

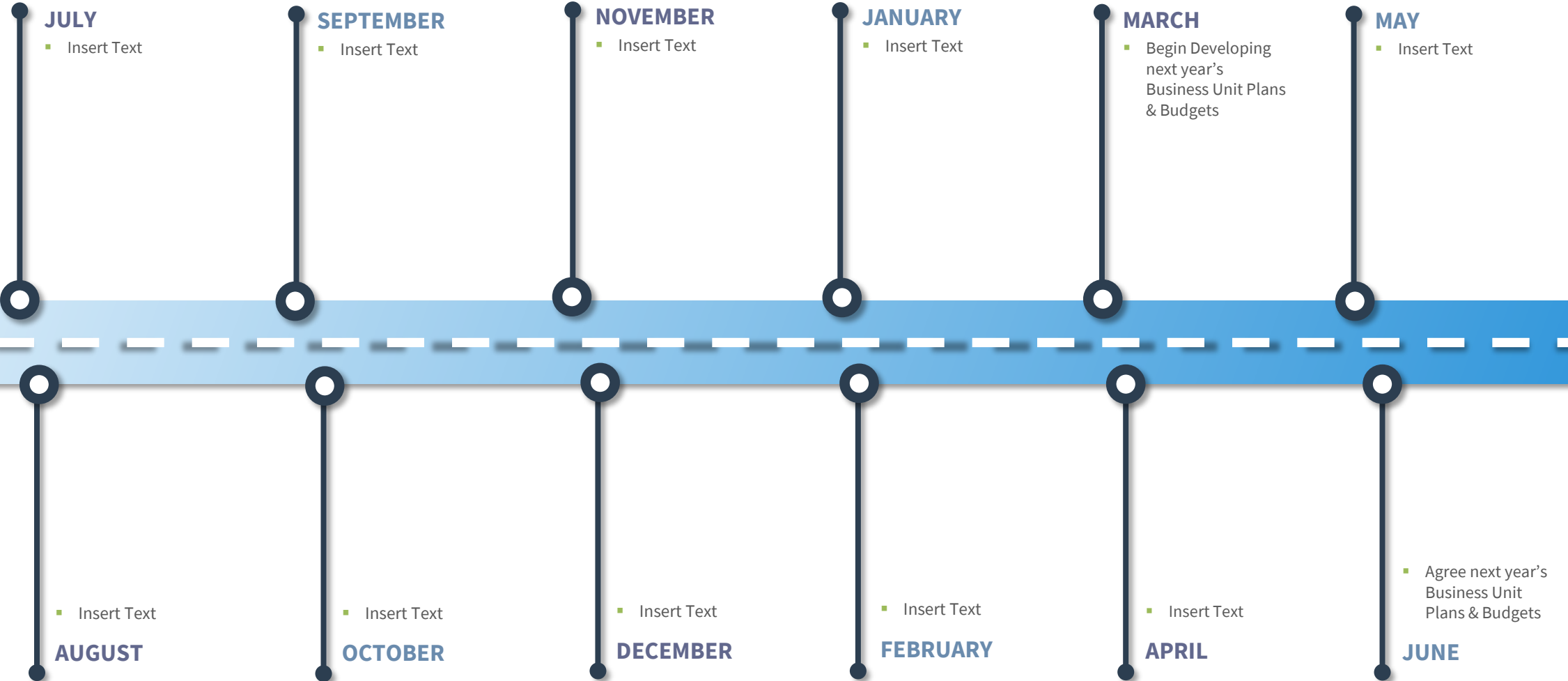
GOALS

- Insert Goal
- Insert Goal
- Insert Goal

KEY FOCUS AREAS

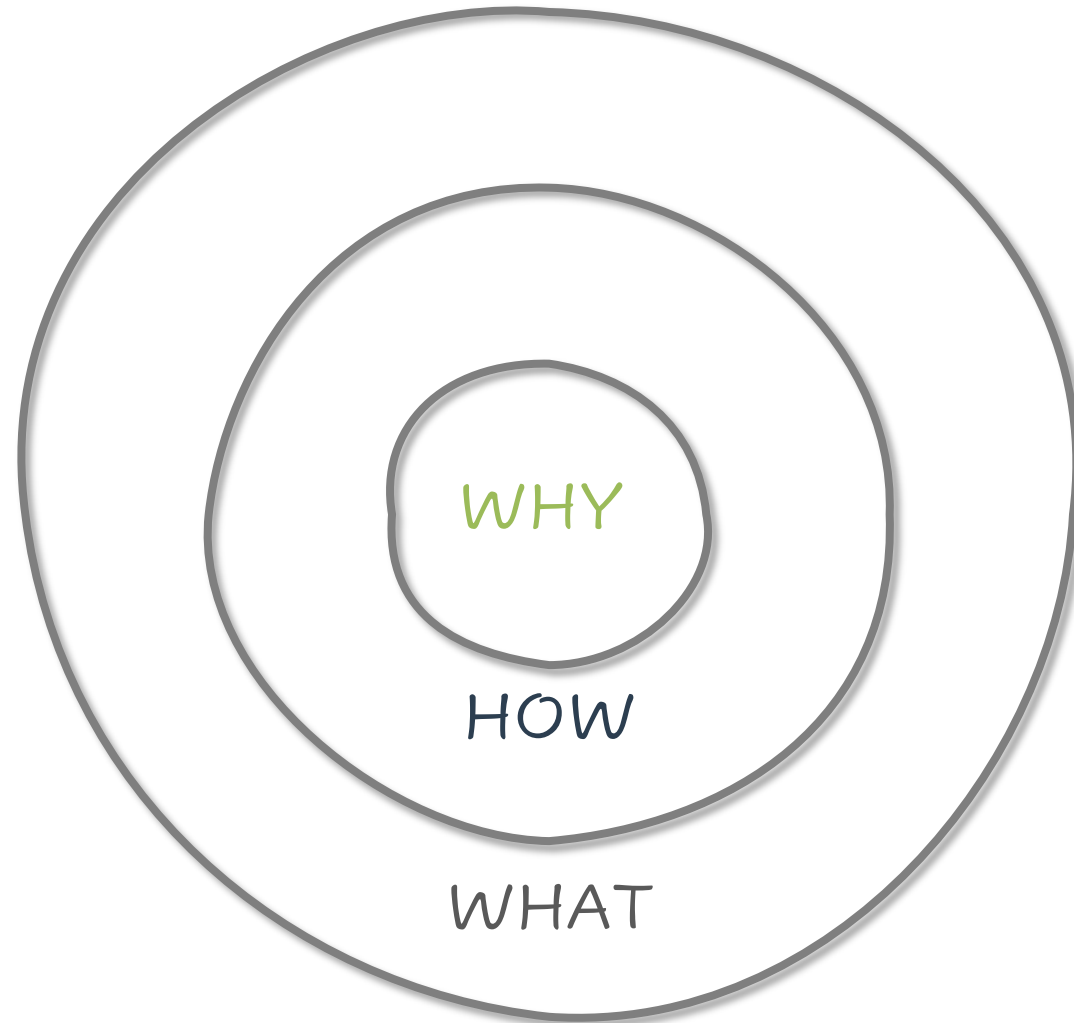
- Insert Focus Area
- Insert Focus Area
- Insert Focus Area
- Insert Focus Area

Road Map – Operational Plan – FY23



THE
BUSINESS UNIT PLAN

Key Concepts - Simon Sinek's Golden Circle



GAMING BUSINESS UNIT – FY23

OUR WHY

Why Do We Do What We Do?

To provide our members and guests with a leading, enjoyable, quality, safe and socially responsible gaming experience. We use the profits generated to support employment, venue maintenance, refurbishments, member benefits and our local community

Alignment To Our Strategic Plan

The Gaming Business Unit Plan aligns strongly to our Vision Statement, Mission Statement and Strategic Goals (Goals 1,3,4 & 6). In particular, growth in our market share should provide us with increased capacity to fund and execute our Master Plan for the Clubhouse and Golf Course (Goal 1)

OUR HOW

Our Business Unit Strategy

Parking: Safe, convenient, high quality and undercover parking in the Eastern Car Park

Access: Convenient and private gaming room access through the VIP entrance and internal entry points

Safety: From parking through to our harm minimisation measures we provide a safe gaming experience

Gaming Facility: Market leading gaming room in terms of comfort, layout and ambience

Total Gaming Experience: A 'one stop shop' providing the total gaming experience

Gaming Product: A wide variety of gaming product (game type, return to player, manufacturer, denomination etc) both indoor and outdoor to appeal to our diverse members and guests

Gaming Product Replacement: We are market leading for the region, replacing up to 20% of the gaming floor annually with high performing product (new machine purchases/conversions)

Indoor/Outdoor Mix: An equal split of indoor and outdoor gaming machines to appeal to both our smoking and non-smoking members and guests alike

Link: The biggest start up links and the greatest number of links in town

Customer Service: VIP customer service delivered through our dedicated gaming hosts

Dedicated Team: A dedicated and specialised gaming team with in-depth knowledge

Beverage: Complementary beverages for our top two loyalty tiers (tea, coffee)

Food: A dedicated gaming snack menu/contactless F&B ordering to complement the gaming experience

Rewards: A rewards program on par with our local club competitors

Promotions: Regular F&B promotions are provided to drive foot traffic to the venue

Data Analytics: External service providers are used, who specialise in gaming data analytics, to run our loyalty program and carry out critical data analytics

Our Competitive Advantages & Unique Selling Points

- Out of town (easy access/avoid crowds)
- Close to local and visitor accommodation
- Access into the gaming room
- 'Total experience' in the gaming room
- Gaming machine spacing
- Biggest outdoor gaming room in town
- Variety of beverage offering
- Golf visitor trade
- Contactless F&B ordering
- Biggest TV in town

Our Key People

- Jeff (CEO)
- David (COO)
- Chloe (Gaming Manager)
- Supervisors/DMs
- Bianca, Hannah (VIP Gaming Hosts)

Our Key Resources/Tools

- Gaming Entertainment Rating System
- Aristocrat System 7000
- Staff Handbook & Charter
- Marketing Plan

OUR WHAT

Our Goals

- 1 To continually review and improve the gaming experience we provide to our members and guests
- 2 To develop a dedicated and focused gaming team
- 3 To be the number 1 gaming destination in the ABC Local Government Area

Our Key Focus Areas

Drive new and improved gaming room

Team Development

Car Park Improvements

Competitor Analysis

Our Key Measures of Success

Customer Satisfaction
NPS >80%

LGA Gaming Market Share
> 20%

State Gaming Rank
<100

Carded Play %
>45%

Staff Engagement
>4.0

Revenue - \$8m+
Net Profit - \$5.5m+

Gaming - Road Map – FY23

Ongoing Machine Purchases, Bi-Monthly Training, Monthly Surprise & Delight, Monthly Dean James Meeting

JULY

- Begin using Gaming Entertainment Rating System
- Additional digital signage on floor
- Ingrain use of Southern Car Park VIP Entry Area

SEPTEMBER

- Look at Contactless F&B Ordering/Snack Menu options for Gaming
- Roll out VIP Gaming Hosts
- Consider how to use learnings from the GMDC

NOVEMBER

- Identify separate non-gaming smoking area solution

JANUARY

- Next enrolment(s) for the GMDC

MARCH

- Begin Developing the FY24 Gaming Business Unit Plan & Budget

MAY

- Annual Customer Focus Groups

- GMDC Course completed (AB)
- VIP Gaming Host Training
- Competitor Review (New & Improved Rooms)

AUGUST

- Review & Refresh of Rewards Program
- Introduce Contactless F&B Ordering for Gaming/Snack Menu

OCTOBER

- Improvements to Eastern Car Park (lighting, undercover spaces)

FEBRUARY

- Annual Competitor Review

APRIL

- Agree the FY24 Gaming Business Unit Plan & Budget

JUNE

Key Takeaways

1. Use and adapt my templates/approach at your club
2. Develop your strategic thinking culture as well as your plans
3. Develop your maturity over time



LG ADVISORY

STRATEGY & INNOVATION

www.lg-advisory.com.au

lewis.greenup@lg-advisory.com.au