

VICTORIAN SOARING ASSOCIATION  
NOT FOR PROFIT CLUBS  
STRATEGY PLANNING MODEL

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# Why write a plan?

- ❑ Imagine you are going on a road trip to a destination along a unfamiliar route. One of the main items you would take with you would be a road map showing the route and environment you would be travelling.
- ❑ A plan is like the road map for your Club.
- ❑ While you may know the destination or what you want your Club to achieve, often the journey to the destination can be beset with diversions. If these diversions are not properly managed, this can result in the Club not meeting its objectives.
- ❑ The purpose of developing a Plan is to identify these situations and develop a plan for managing them when they arise.

# The Vision Statement

- ❑ The first step or question to ask in creating the “road map” or plan is to identify where you want to be in the future, that is:

**“What is it we want our club to become?”**

# Values

- ❑ The second step is to identify the Values that your club embodies. These values are the core beliefs or attitudes that drive members to accomplish within the club.
  
- ❑ If core values are not identified, it becomes a challenge for the Club to define its mission statement
  
- ❑ Some of the values that your club may aspire to are:
  - ❑ **Excellence** in Customer Service
  - ❑ **Collaboration** with the other clubs / partnerships
  - ❑ **Pride** in Flying Safety Record
  - ❑ **Innovation**
  - ❑ **Community Social Responsibility**

# Mission Statement

- ❑ The purpose of developing a Mission Statement is to define why a club exists and what is its purpose.

**“What business are we in?”**

**“What are we doing or providing?”**

# Strategic Objectives

- The Strategic Objectives are the long term objectives of what you want to accomplish in the next 3-5 years.

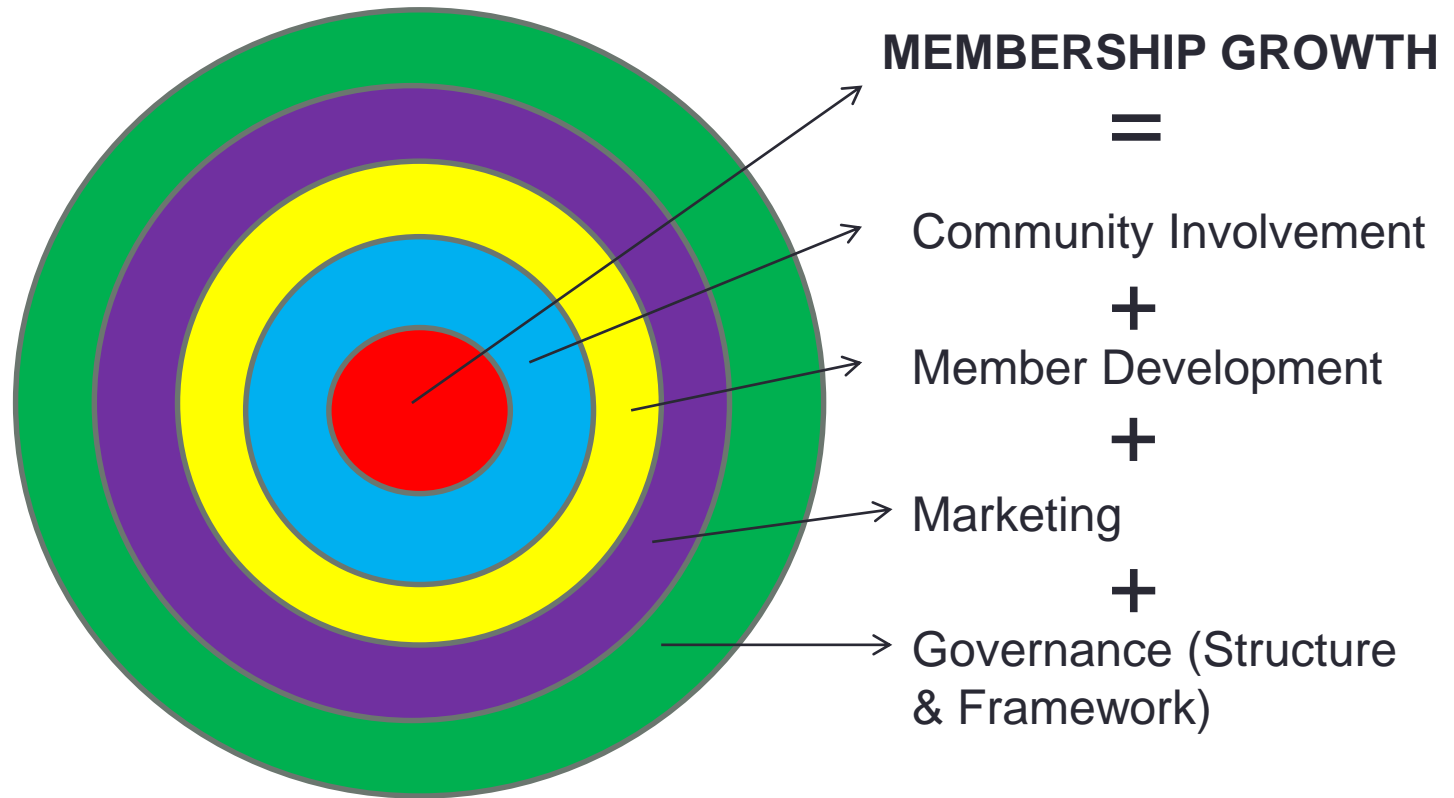
## *Examples:*

- Develop our membership base
- Improve our finances
- Work more effectively with the local community and airport management members
- Increase female and youth membership

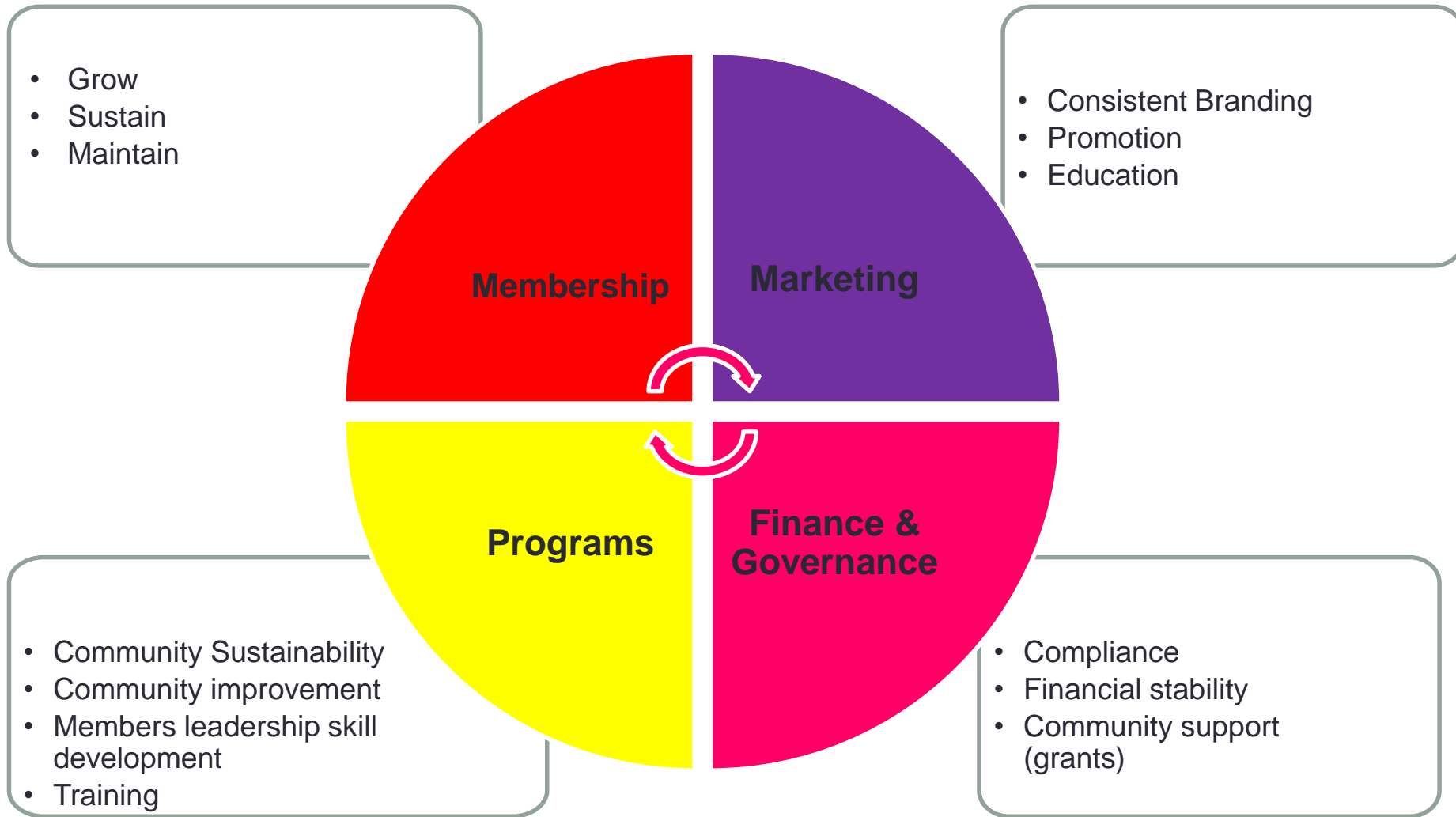
Questions to ask during the development of the Strategic Objectives are the “Who, What, How, Where, Will”, eg.,

- What services do we provide now and should be providing in the future?
- What is our membership base now and what do we want it to be?
- Who benefits from our services?
- Where should we concentrate our efforts?
- What do we need to change our culture / diversity?
- Will a change benefit us? If not, why not?

# Membership Growth Equation



# Strategic Objective Diagram

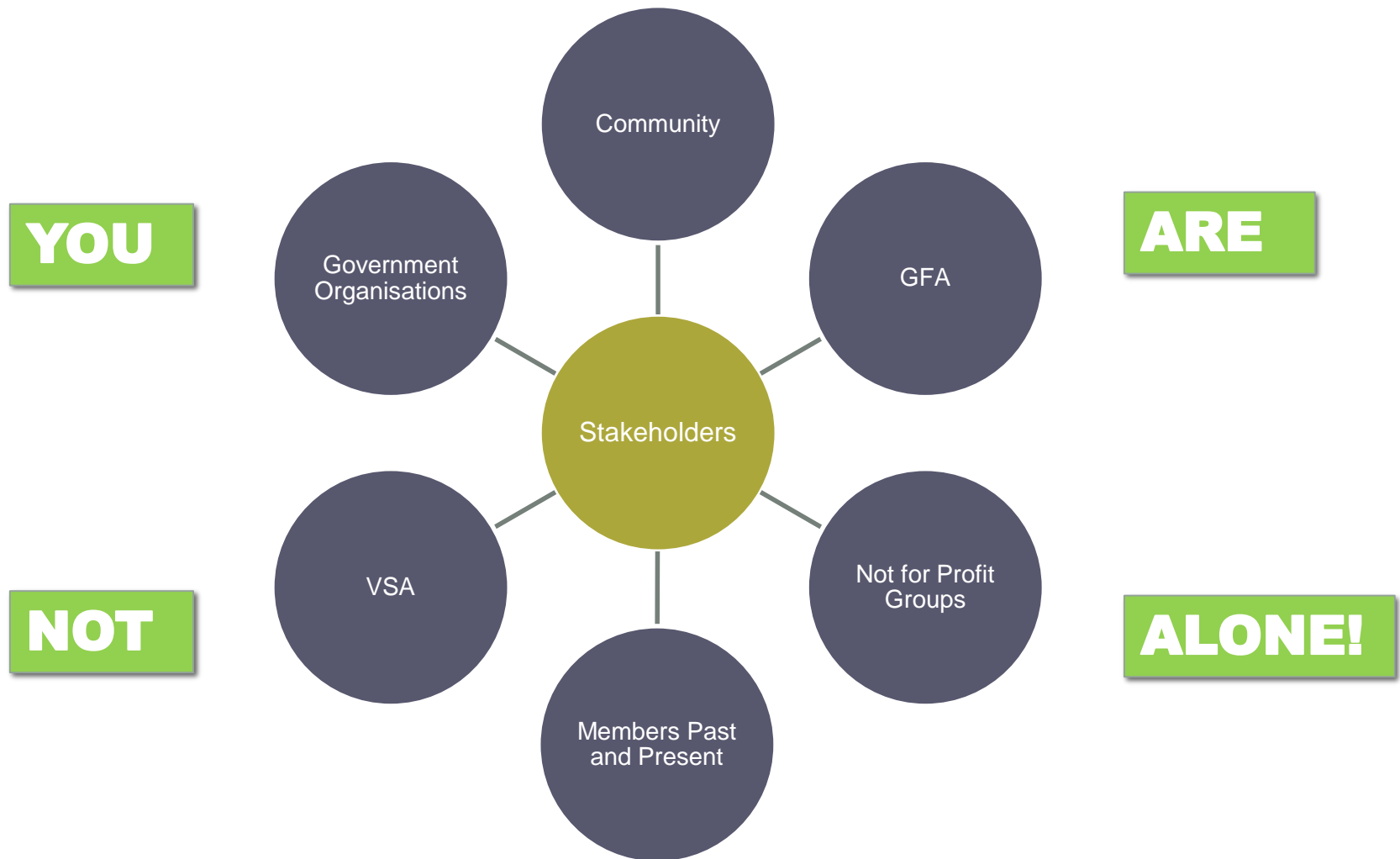




# Stakeholders

- ❑ Stakeholders are groups or individuals that have the ability to impact on a club's strategic objectives
- ❑ Depending on their level of influence, Stakeholders can either have a positive or negative influence on an organisation
- ❑ Stakeholders need to be identified and managed

# Examples of Stakeholders



# SWOT Analysis

Factors affecting your club

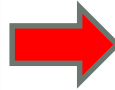
(A “**Must Do**” exercise or forget the whole thing...)

- ❑ A SWOT Analysis provides a club with the opportunity to identify the relevant stakeholders and the potential impact those stakeholders will have on the club
- ❑ A SWOT analysis enables a club to prioritise the stakeholders and other external forces that impact them.
- ❑ A SWOT analysis allows a club to develop a targeted strategy to address those potential impacts when they arise.

# Example- SWOT Analysis – Club of Choice

## Strengths

- Training programs
- Asset rich
- Strong Membership



## Implications

- Ability to service business opportunities
- Retention of club members
- Retention of leaders

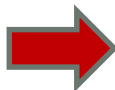


## Opportunities

- Increase diversity
- Promote programs
- Internal communication
- External partnerships

## Weaknesses

- Small membership
- Inability to service new business opportunities
- Lack of volunteers
- Low community profile
- Lack of skilled competencies



## Implications

- Inability to service business opportunities adequately
- Loss of members and skills
- Reputational damage



## Threats

- Other clubs who have appropriate talent resources may gain more members
- Club members not engaged in appropriate culture
- Social / economic changes

Strategic Competitive Advantage - Flexibility, Diversity and Service

## Initiatives Requiring Club Investment to become Strategically Competitive

- Dedicated Strategy Plan to identify “what you want to become”
- Build a strong leadership bench and ensure succession planning
- Engage with your regional and federal gliding associations for information, grant assistance, funding, training programs
- Develop a consistent marketing programme
- Develop a dedicated Community Social Responsibility programme and engage with your local community and council
- Develop diversity policies and programmes

# Other Optional Exercises (if you're feeling adventurous!)

- P.E.S.T. Analysis – External factors affecting your club
- Gap Analysis – Where you are falling short....



# P.E.S.T. Analysis with examples (Optional)

- **Political**
  - AAFC lack of funding
  - Loss of relevant government funding initiatives
- **Economic**
  - Cost of living
  - More casual employment – lack of disposable income / weekend work
- **Social**
  - Recruitment areas demographic have changed
  - More culture diversity
  - More sport aviation options
- **Technological**
  - Social Media
  - Digital Marketing

# Gap Analysis

## (Optional)

- A Gap analysis (sometimes called Needs Analysis) is used to discover where an organization's processes, software, members, skills, and more are falling short. Once you identify those gaps, you can begin to define the necessary steps to get from where you are now to where you want to be in the future.
- A club can use a gap analysis to determine where they are not performing optimally, outline the underlying reasons, and start to plan for improvements.

# GAP ANALYSIS TEMPLATE

## GAP ANALYSIS TEMPLATE

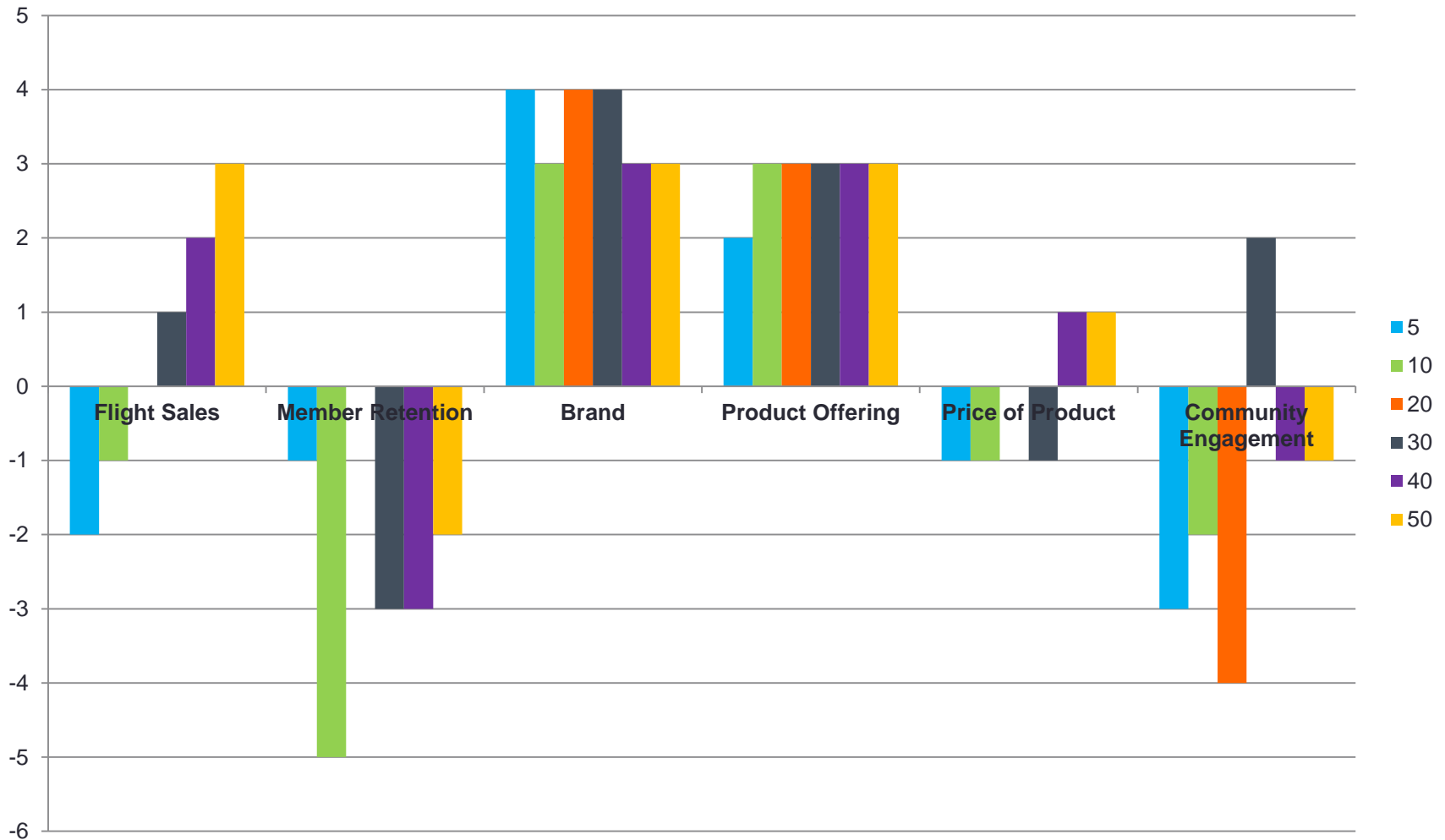
**CLUB UNIT, (ie., Marketing) :** \_\_\_\_\_

**CLUB GOAL:** \_\_\_\_\_

CLUB REQUIREMENT	DESCRIBE EXISTING SITUATION	GAP BETWEEN EXISTING & NEW (RANK 1-5)	NEW CAPABILITIES NEEDED TO REDUCE OR ELIMINATE GAP	ISSUES & RISKS



# Example - Gap Analysis after Ranking



# Now Back to Work.....

- Goal Setting
- Defining Activities
- Organisation Chart
- Programming
- Suggested Activity Schedule / Timetable
- Membership Involvement
- Finalising and Communicating the Plan
- Monitor and Review



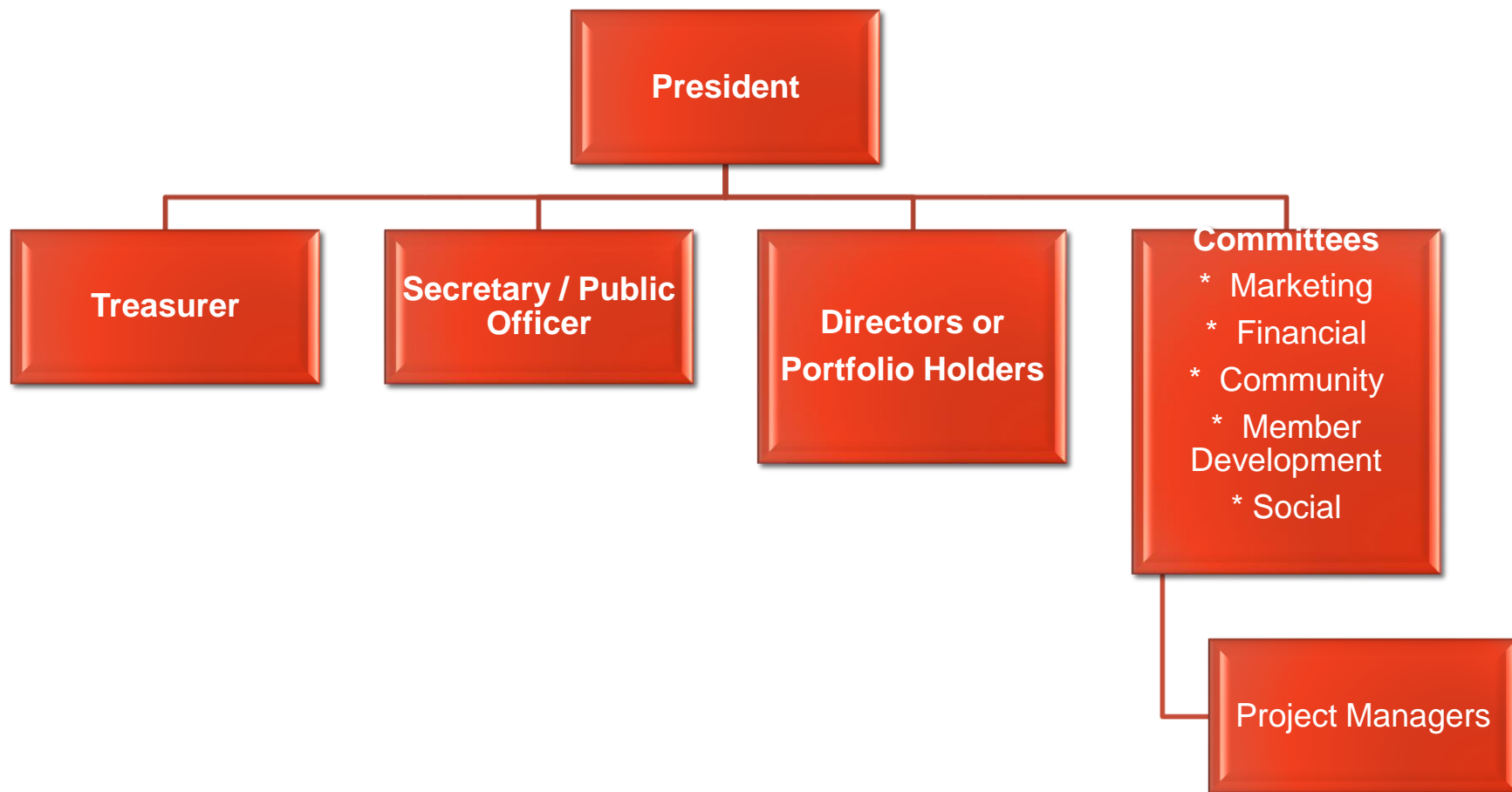
# Goal Setting

- ❑ Once the gaps have been identified, short term goals or objectives need to be set. The purpose of goals is to define clearly what the Club needs to achieve in a specific timeframe. The goals should therefore follow the SMART format:
  - ❑ Specific
  - ❑ Measurable
  - ❑ Achievable
  - ❑ Realistic
  - ❑ Timely

# Defining Activities

- ❑ Once a Club has defined its goals, it now needs to identify and define the activities that it needs to complete in order to achieve its objectives.
- ❑ While the activities may vary from club to club, they should generally fall under one of the following categories:
  - ❑ Governance and Financial Management
  - ❑ Member Development – training and mentoring
  - ❑ Community development and improvement
  - ❑ Marketing and Public Relations – stakeholder communication
- ❑ Once the club has defined its activities, it should create an organisational chart that provides an outline of the activities and the roles and positions that govern them

# Organisation Chart



# Programming

- ❑ The next step for the Club is to define the process as to how its events, programs and activities will be run and managed. This includes defining the following:
  - ❑ What activities are to be completed to meet the objectives
  - ❑ Rules and procedures governing the activities
  - ❑ Priority for activities A. Must do, B. Should do C. Might Do D.
  - ❑ Who will be responsible for the activities
  - ❑ Location
  - ❑ The Timeframes for activities to be completed in
  - ❑ Cost involved
  - ❑ Process for review of activities in terms of progress and outcome

\* Note: It is important for a club to ensure its Programs meet its Governance requirements and Club Reporting requirements as well as member needs.

# Suggested Activity Schedule

Activity	Frequency
Committee Meetings (Executive)	1 x month
Member meetings	2 per year
Community Involvement	4 x Projects/Programs - Area or regional – 1 - Local – 3 (Depending on workload to organise)
Sub-Committee meetings	1 x month to 1 x 2 months
Social Events	1 x quarter

# Membership Involvement

- ❑ One of the areas that is often overlooked is how the rest of the membership is to be involved in its activities
- ❑ For a Club to survive it must have a process for managing succession planning
- ❑ The action plan should also include the following:
  - ❑ How events are to be promoted to members – Website, Facebook, Twitter, Social Media Channel chats such as Slack.com, newsletter, etc.
  - ❑ Process for contacting members, eg., Face to face, phone call, internet video conferencing, email.
  - ❑ Process for feedback and capturing ideas from the membership, ie, surveys, group meetings, email, suggestion link on website
  - ❑ Process for recruitment of officer positions
  - ❑ Process for identifying member skill development
- ❑ While some of this will be managed by the Membership area, it is still important for each Portfolio holder to build these processes into their individual plans as well as the overall plan to ensure member involvement is maximised and succession planning is effective



# Finalising and Communicating the Plan

- ❑ Once a Club has developed its Strategic Plan, it is now up for each Committee member to develop their own individual action plans covering their portfolios
  
- ❑ The Committee should meet once a month following the planning day and complete the following actions:
  - ❑ Consolidate the individual action plans into final Plan
  - ❑ Develop the Calendar of events and progress
  - ❑ Finalise the OrganisationChart
  
- ❑ The Club President should organise an event within one month of their term of Office to present the plan to the members.

# Monitor and Review

- ❑ Planning meetings should be held yearly to review the Strategic Plan to ensure that it is meeting its objectives.
- ❑ An Action Plan or Work Plan for all Committee Executives and Portfolio holders should be used as a progressive barometer to ensure that stated activities are occurring within the timeframes set.

# Quote

“When you fail to plan,  
you plan to fail”

