

RE-THINK THE GAME PLAN

A practical approach
to business planning



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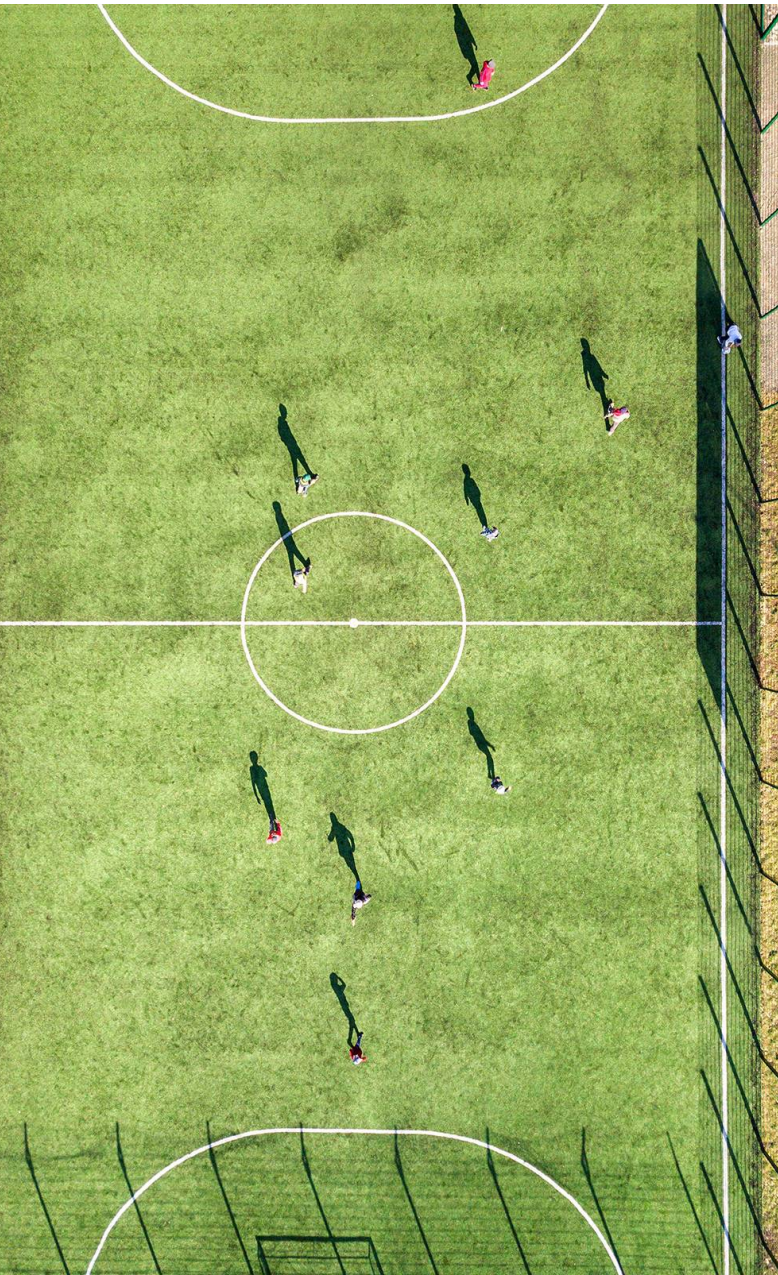
TODAY'S PRESENTER



Fiona Chard

Strategic development & implementation





The five S's of sports training are:

- **stamina**
- **speed**
- **strength**
- **skill, and**
- **spirit;**

but the greatest of these is spirit.

Ken Doherty

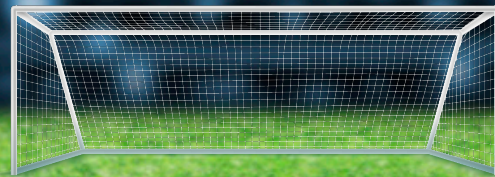
You had a game plan...



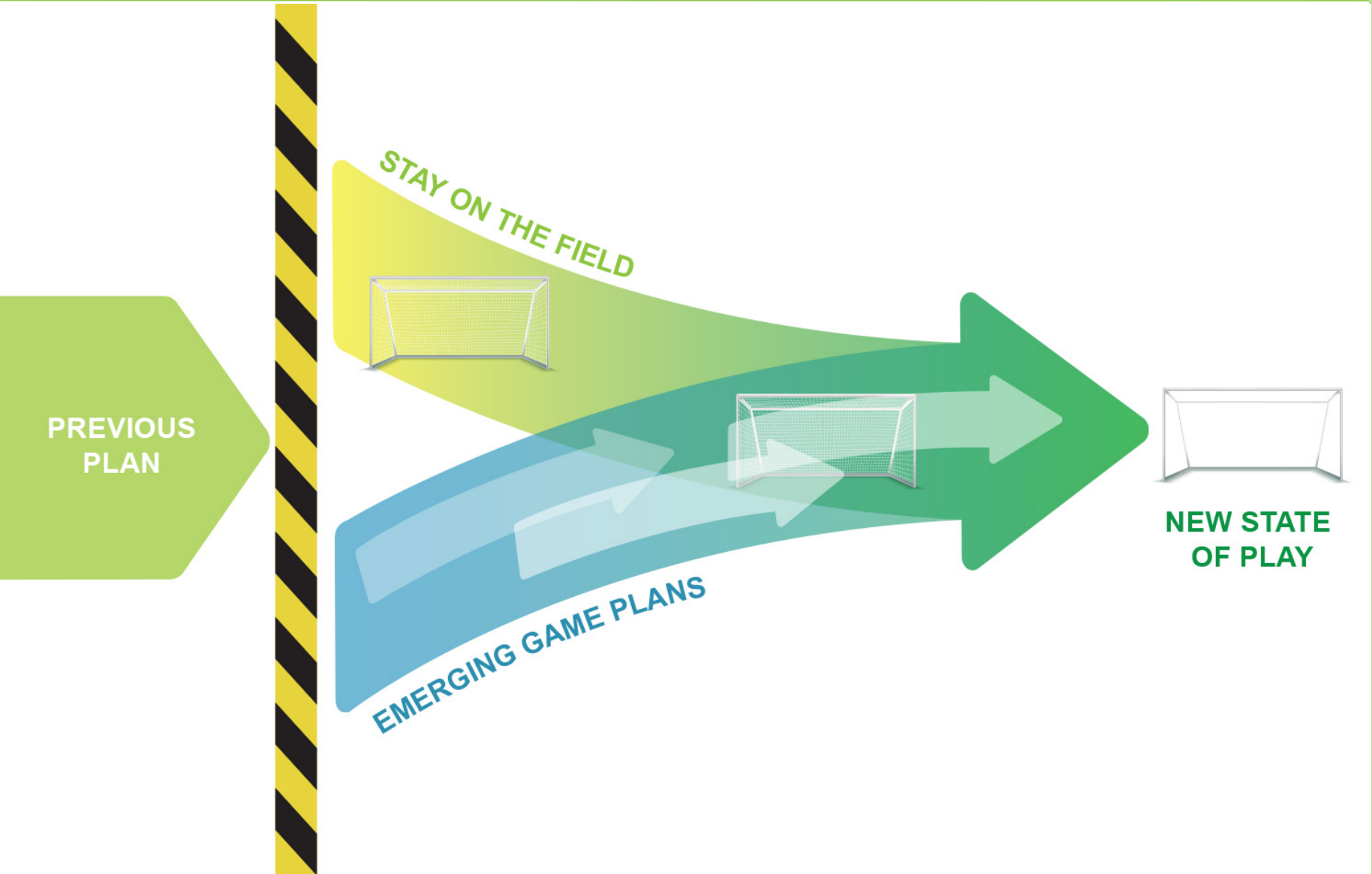
But new conditions mean considering new tactics



Now we need to bring the goalpost closer...



What's different now?



Captain the team



Understand the field

What big factors in the environment are/could impact the performance of the business?

External dynamics (PESTLE)				
Factors	Emphasis on safety	Travel fear	Supply chain disruption	Intensified digital-activity
Opportunities	Provide services at customer location	Leverage domestic tourism	Repurpose production lines for PPE Second source for critical materials	Offer customers an experience better than or rivalling in store
Threats/Risks	Redundancy of bricks & mortar footprint	Lack of customers	Increase in supply costs	Competitors taking market share
Timeframe	12+ months	6-12 months	12-18 months	Ongoing
Importance	Critical	Critical	Unknown	Critical

Attract people to the game... keep them coming back

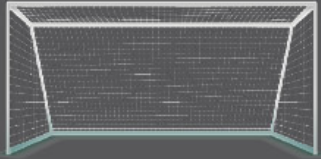





Customers	Key questions		Responses
Retain current customers	Who are our top customers (or customer types)	What are their key opportunities and risks?	
		Who do we need to retain?	
		What dramatic shifts will keep them/ shore them up?	
		What can we do differently to add value?	
Acquire new customers	Where is our potential new business	What do we need to offer or do to appeal to them?	
		What do we need to do to secure their business?	

Know what is happening for supporters

What is the current state of our key suppliers and partners?

Supplier/Partner	What are their key opportunities/risks?	Implications for us	Responses

Make selections and run subs

		 S STRENGTHEN	 C CARRY ON	 O OPEN UP	 R REDUCE	 E ELIMINATE
WHAT	What should we...?					
HOW	The steps we need to take					
WHEN	Timeline					
WHO	Who do we need on the field?					
GOAL	What does success look like?					

Leverage the team and resources

PEOPLE

How do we need to strengthen our team?

- Process changes
- Capability divestment, acquisition or development
- Innovative approaches to work

CASH

What are the sources of cash available to the business?

- Savings
- Lines of credit
- Government funds

DIGITAL

How do we need to strengthen our digital capabilities?

- Digital sales and services
- E-commerce
- Digital marketing effectiveness

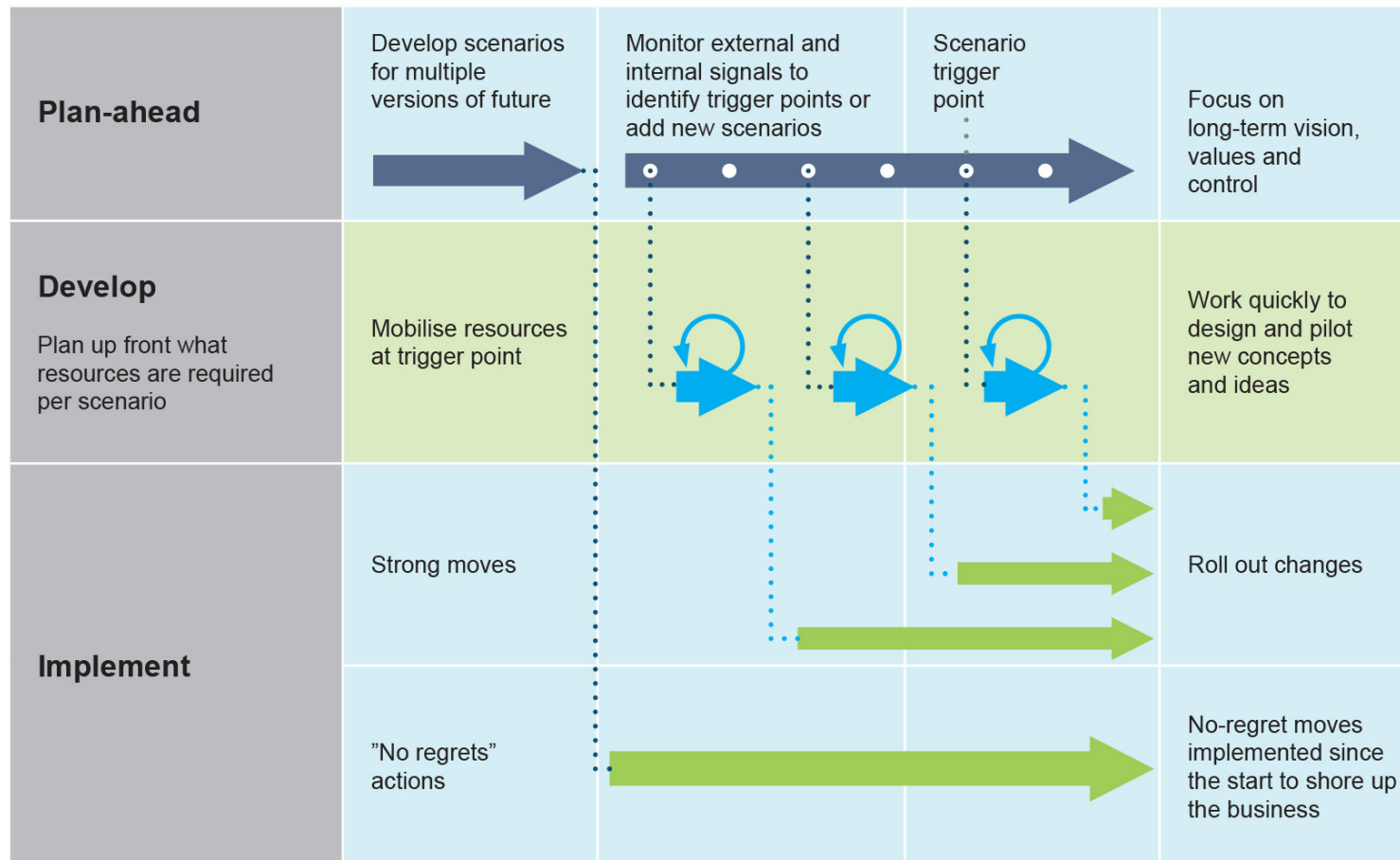
PROJECTS

What are the strategic projects that could advance the business?

- Marketing campaigns
- New products
- New services

Keep adapting the game plans

Blend scenario thinking with quick implementation



New pathway's to podium

What are the priorities by phase?

	Stay on the field	Emerging game plans	New state of play
Tiggers	Rise of COVID-19 over winter	Orders grow for 3 consecutive weeks in a row	?
Objectives	Shift all customer processes to online/virtual delivery		
Priorities	Assess the status of all customers Engage with all customers		

Keep an eye on performance

What key performance indicators are being monitored to track the health of the business?

Key Performance Indicator	Performance for Q1	Target
Chargeable hours	360 hours	384 hours
Value of pipeline	\$350k	\$330k

- **Weekly check in – How will we track our progress?**
[Establish who, how and where weekly check-ins occur]
- **Monthly review**
[Establish who, how and where monthly reporting will occur]
- **Quarterly refresh**
[Establish who, how and where quarterly refresh will occur]

Others game plans

Relationships

- Utilising networks across industries and sectors
- Connecting with community needs, e.g. free surveys

Customers

- Focusing more on the local/domestic markets, e.g. professional services
- Taking services to customers, e.g. car services at peoples homes
- New care responses, e.g. spa treatments uplift

Operations

- Initiating structural changes, e.g. organisation structure
- Reviewing and reducing operating costs, e.g. trimming fixed/reducing variable
- Reprioritising and rescheduling all business activities
- Staff working more remotely, e.g. 3 days at home, 2 in the office
- Accessing government funding, e.g. community resilience packages

Digital

- New modes of delivery in response to the need for safety, e.g. telemedicine
- Exploiting technology to speed up service delivery, e.g. current state analysis
- Widening reach to international and extending markets, e.g. online education

Products

- Changing how products are supplied, e.g. individually wrapped
- Reusing existing products that were successful in the past, e.g. movies

Discussion

What have you been doing to improve the resilience of your business?

What are some of the things that are hindering you?

What are you going to do next week?



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