

Chapter 4 Outline

Organizational Strategic Planning: A Step-by-Step Process

Vision

Mission

Goals

Objectives

Organizational Situation Analysis
(SWOT)

Strategy Statement

Budgets

Action Plan

Assessing Progress

Strategic Implementation Analysis

Creation of Grand Strategy

Agreement

The GM/COO as an Integral Part of
Grand Strategy

Communicating the Strategy

Checking for Clarity and Conciseness

Use Strategy to Create New Club
Services

Strategic and Long-Range Planning
Should Complement Each Other

The Strategic Plan as a Living Element

Understanding the Internal and
External Environment

Using the Strategic Plan to Allocate
Capital

Competencies

1. Explain the importance of a club strategic plan and the integral part that a vision plays in that plan. (pp 113–125)
2. Define club mission statements, goals, and objectives. (pp 125–127)
3. Describe a SWOT analysis and how it is conducted at a club. (pp 127–131)
4. Explain how strategies are implemented at a club with budgets, action plans, and evaluation. (pp 131–136)
5. Summarize issues that club managers should be aware of when implementing their club's strategy. (pp 136–144)