

Writing a Business Plan for your Snowsports Club



All world class snowsports clubs have a business plan. Plans are critical for business funding applications, transparency, and focus.

The process of developing a club plan is necessary in clarifying the club's purpose, goals and targets. A plan enables incumbent and new committee members to have complete clarity around the

club's objectives, and therefore focus activities and resources accordingly to ensure objectives are achieved.

A club should review and update its business plan annually to keep it current.

This document is designed to help lead a club through the process of developing a strong long 5-10year business plan that will stand up to scrutiny by potential funders and help the club keep on track.

Please note: This planning guide does not incorporate any aspects of facility management/ development. If your club owns or manages a snowsports facility then you will need to create an additional business plan for your facility. From a funding application perspective it can sometimes be helpful to be able to separate your facility and club business plans.

The following steps are laid out to assist you in getting started in developing a club business plan. (Resources: Sample Business Plan Template and Business Plan Considerations Document)



Step 1: Arrange a date for the committee (or an appointed working group from within the committee) to come together to review or create your business plan. If you already have a plan, furnish each person in the group with the existing plan in advance. If you do not have a plan already, furnish each person with the sample plan template plus the "Snowsports Club Business Plan considerations" document (see spate doc ref: SSS Club Business Plan Considerations). As a starting point ask the group to review the content of the plan and/or the considerations document and come to the initial planning meeting with their top 5 highest level discussion

topics/questions regarding the club, including its purpose, vision, mission/goals and long term objectives.

Step 2: Hold the initial planning meeting off-site and allow at least 3-4 hours of an evening or weekend to make initial inroads into the discussion topics. At this meeting, if you consider it helpful, use a moderator or 3rd party to help act as an independent arbitrator/time keeper or person to steer the meeting.

Step 3: Using “post-its” with individual discussion topics written on each, place the post-its onto a whiteboard and then sort/group them into broad headings for discussion. Allow all to see/read the post-its and then prioritise the headings as the basis for discussion.

Step 4: If not already identified as a specific discussion topic ensure that “Mission, Vision and Objectives” is added as the first discussion item.

Step 5: Discuss each heading and have everyone agree clear Mission for the club. Agree a list of priorities/objectives for the club which will achieve the vision/mission and improve the quality of what the club offers.

Step 6: Prioritise and discuss the other main headings seeking consensus agreement. Identify and record all decisions/actions and **in particular, identify KPI's** and empirical targets that will allow you to measure whether the club achieves the intended objectives.

PLAN DEVELOPMENT

After the initial committee/working group meeting circulate a basic document stating the agreed intent/mission/vision and top level objectives of the club. Ensure complete agreement to this as a starting point.

Within a reasonably short time frame organise a second meeting, again identifying the next set of discussion topics that will add further detail. At this second meeting establish detail of your plan (see example plan template) and where necessary consider creating sub-groups to take certain detailed aspects of the plan forward. This process can often lead to a re-shaping of the committee structure to give specific areas of responsibility to different committee members/sub groups.

Using the acronym smart as a guide to content relevance, one person should be appointed to write the plan in a consistent style, using all the information agreed by the committee and working sub groups.

Content should be:-

Specific - what do you want to accomplish? Why this (benefits)? Who should be involved? Where will it happen

Measurable - what indicators will illustrate success for your action plan?

Attainable - what steps will you take to ensure the goal will be accomplished?

Relevant - does this aim correlate with the wider club vision? Who is the right person for the role?

Time bound - when will each step be complete?

Once the plan has been drafted it should be circulated for review by the committee

At any point in the plan development process, if desired, the club can discuss material or content with staff at Snowsport Scotland for support/assistance.