

# The BGEM Compass

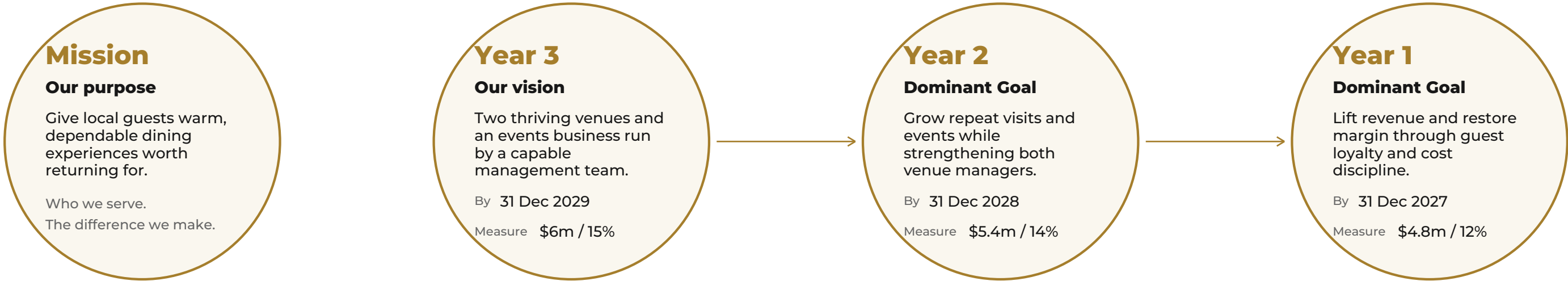
Open 1 of 3 | Two venues, 45 staff. Baseline: \$4m revenue, 6% operating margin.

**Member** Sam Taylor, Managing Director

**Business** Harbour Table Hospitality

**Period** Jan 2027 to Dec 2029

**Review** Every 6 weeks



## The 4/16

Four critical outcomes required to achieve the Year 1 Dominant Goal.

Set four measurable milestones for each outcome. Give each milestone a due date.

| Critical outcome 1<br>\$3.8m combined venue revenue                                  | Critical outcome 2<br>\$1m events and catering revenue                                | Critical outcome 3<br>Achieve 12% operating margin                                        | Critical outcome 4<br>Build consistent service through managers                              |
|--------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------|
| Target / owner Venue Managers                                                        | Target / owner Events Manager                                                         | Target / owner General Manager                                                            | Target / owner General Manager                                                               |
| <b>1.1</b> Improve first-quarter venue sales<br>Measure \$850k recognised Due 31 Mar | <b>2.1</b> Launch costed packages and deliver<br>Measure \$150k recognised Due 31 Mar | <b>3.1</b> Cost and reprice the full menu<br>Measure 100% dishes costed Due 31 Mar        | <b>4.1</b> Give both managers clear authority<br>Measure 2 role scorecards agreed Due 31 Mar |
| <b>1.2</b> Grow repeat guest visits<br>Measure \$1.8m revenue YTD Due 30 Jun         | <b>2.2</b> Win repeat corporate bookings<br>Measure \$350k revenue YTD Due 30 Jun     | <b>3.2</b> Control food and beverage costs<br>Measure At most 32% of revenue Due 30 Jun   | <b>4.2</b> Train every front-of-house team<br>Measure 100% assessed on service Due 30 Jun    |
| <b>1.3</b> Fill quieter trading periods<br>Measure \$2.75m revenue YTD Due 30 Sep    | <b>2.3</b> Secure and deliver spring events<br>Measure \$650k revenue YTD Due 30 Sep  | <b>3.3</b> Align staffing with trading demand<br>Measure Labour at most 34% Due 30 Sep    | <b>4.3</b> Improve the guest experience<br>Measure 90% positive guest surveys Due 30 Sep     |
| <b>1.4</b> Meet full-year venue target<br>Measure \$3.8m recognised Due 31 Dec       | <b>2.4</b> Complete the seasonal programme<br>Measure \$1m recognised Due 31 Dec      | <b>3.4</b> Deliver the annual profit target<br>Measure \$576k operating profit Due 31 Dec | <b>4.4</b> Prove service consistency<br>Measure 90%+ both sites for Q4 Due 31 Dec            |

## Guiding principles

The behaviours that guide how we deliver.

|                                                                                                                                            |                                                                                                                                       |                                                                                                                                         |                                                                                                                                                   |
|--------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Principle 1</b><br>Warmth in every welcome<br>By this we mean<br>Acknowledge each guest promptly and make the experience feel personal. | <b>Principle 2</b><br>Consistency earns trust<br>By this we mean<br>Follow agreed food, service and hygiene standards on every shift. | <b>Principle 3</b><br>Care for the team<br>By this we mean<br>Plan fair rosters, coach in the moment and address concerns respectfully. | <b>Principle 4</b><br>Every dollar has a purpose<br>By this we mean<br>Control waste and labour without compromising safety or the guest promise. |
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Fictional example. NZD excluding GST. Circle measures: annual revenue / operating margin after owner salary. Milestone dates are in 2027.