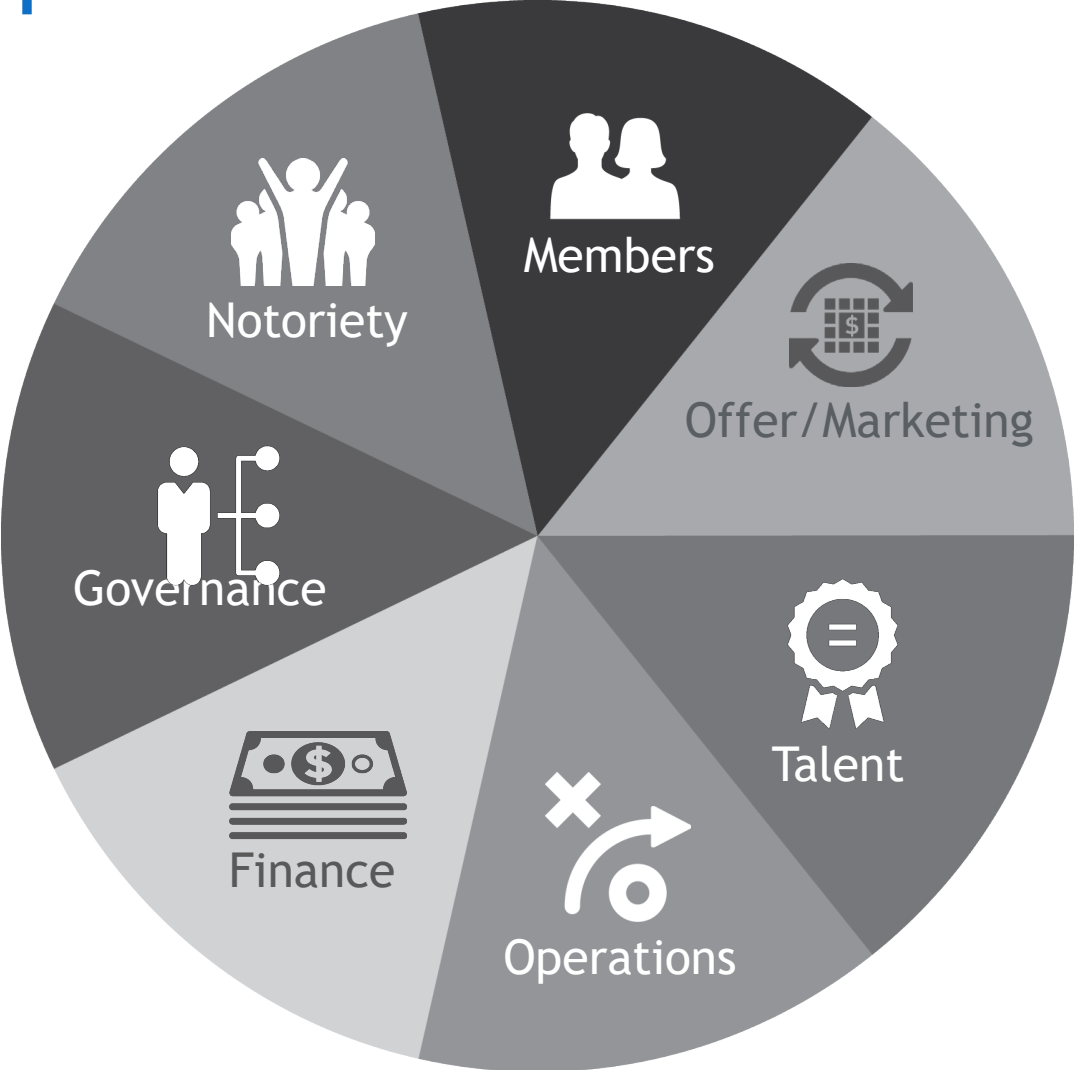


Strategic Plan

Strategic Plan by Pillar





Members

OBJECTIVES

1. Increase in active membership
2. Maintain Member's satisfaction
3. Develop the sense of belonging

STRATEGY

Develop a business model focused on the acquisition, retention and referencing of members.



Offer and Marketing

OBJECTIVES

1. Increase of members' participation in club's activities
2. Increase member wine purchases

STRATEGY

Develop a product management practice (wine) and services in line with members' expectations.



Operations

OBJECTIVES

1. Increase service delivery efficiency
2. Increase the efficiency of the wine selection and buying process.

STRATEGY

Optimize efficiency at all levels of the organization.



Talents

OBJECTIVES

1. Increase level of engagement and satisfaction of employees

STRATEGY

Develop an agile and complementary organizational culture.



Notoriety

OBJECTIVES

1. Increase the positive members' perception to belong to a private club (indicator to be developed)
2. Increase Membership toward digital communications
3. Maintaining positive perception of liquor board

STRATEGY 1

Build Opimian's distinct reputation by ensuring consistent and clear communications with all stakeholders

STRATEGY 2

Play our NPO role



Finance

OBJECTIVES

1. Increase Revenue
2. Decrease gross margin

STRATEGY

Develop a cash flow strategy to reinvest in the development of the offer to members and, at the same time, be price competitive.



Governance

OBJECTIVES

The representativeness of BOD members (Gender equilibrium and age diversity)

STRATEGY 1

Modernize governance based on strategic directions

STRATEGY 2

Review Risk Management processes