



FREE STRATEGIC TOOL · INSIGHT PAPER

OGSIM Strategic Planning Framework

A practical planning model for growing Australia's RV visitor economy.

A proven strategic planning framework used to align objectives, strategy, execution and measurement for regional councils and destination organisations.

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FOR

Regional councils, tourism
organisations & destination
economic development leaders

A simple framework that connects vision to execution.

Regional visitor economy strategies often stall not because the ideas are wrong, but because the planning discipline behind them is thin. Councils jump from ambition directly to projects — a dump point here, a signage upgrade there — without a clear line between the investment and the outcome it is meant to deliver.

The OGSIM Framework — Objectives, Goals, Strategies, Initiatives and Measures — is a simple but powerful planning model that closes that gap. It forces a logical hierarchy: every project must trace back to a strategy, every strategy to a measurable goal, and every goal to a clearly stated objective. Nothing gets funded that cannot be measured, and nothing gets measured that isn't tied to a strategic outcome.

This paper introduces OGSIM, explains its origins, works through a full regional visitor economy example, and provides a Quick Start Worksheet councils can use immediately.

IN ONE LINE

OGSIM turns strategic intent into disciplined execution — by ensuring every initiative directly supports a measurable outcome.

Built on a century of strategic planning practice.

OGSIM did not emerge from a single source. It is a practical simplification of established strategic planning disciplines refined over decades of use in enterprise, government and the not-for-profit sector.

- Peter Drucker and Management by Objectives (1954) established the principle that organisational performance improves when objectives are clearly defined, cascaded and measured.
- Robert Kaplan and David Norton's Balanced Scorecard (1992) linked strategy to measurable performance across financial, customer, internal-process and learning dimensions — reinforcing the discipline of measuring what matters.
- Modern strategic planning practice across government and enterprise consolidated these ideas into cascading planning models: vision, strategy, execution, measurement.

OGSIM distils these traditions into five plain-language layers that a Mayor, a CEO, an Economic Development Manager and a front-line project officer can each see themselves in. Across a 40-year career spanning healthcare, medical technology, commercial leadership, consulting and board advisory work, David Williams has applied this framework to align organisations around common priorities, simplify decision-making and improve execution.

The pattern is more consistent than the theme.

Regional strategies that under-deliver tend to share the same structural weaknesses:

- Too many projects. Everything is a priority, so nothing is.
- No clear priorities. Sequencing is set by the budget cycle, not the strategy.
- Unclear accountability. Ownership sits somewhere between council, tourism and community.
- Success measures not defined. The plan describes activity, not outcomes.
- Projects disconnected from strategic outcomes. Infrastructure is built with no articulated economic goal.
- Annual plans replacing strategic thinking. Twelve-month lists crowd out three-to-five-year direction.

OGSIM addresses each of these directly by requiring a visible line from objective to measure before any initiative is approved.

Five layers, one logic.

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Objectives — the destination

A single, clearly stated ambition that describes what success looks like for the region. Objectives should be enduring, not annual.

Example: Become Australia's most RV-welcoming regional destination while increasing overnight visitation and local expenditure.

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Goals — the measurable outcomes

Specific, quantified targets that make the Objective measurable and time-bound.

- Increase RV overnight stays by 20%.
 - Increase visitor spend by \$3 million per year.
 - Lift average length of stay from 2.1 to 3.0 nights.
 - Grow shoulder-season visitation as a share of annual total.
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Strategies — the approach

The handful of themes through which the Goals will be achieved. Strategies are broad enough to guide investment but specific enough to exclude what does not fit.

- Improve RV infrastructure.
- Strengthen destination marketing.
- Partner with local businesses.
- Develop nature-based experiences.
- Improve wayfinding.
- Encourage longer visitor stays.

Initiatives — the projects delivered

The tangible, funded projects that sit under each Strategy. Every Initiative should be traceable to a Strategy above it.

- Construct dump point and potable water station.
- Develop dedicated RV parking bays.
- Produce visitor maps and self-drive itineraries.
- Launch an RV Friendly accreditation for local businesses.
- Upgrade town-entry and internal wayfinding signage.
- Refresh the Visitor Information Centre offer.

Measures — how performance is monitored

The indicators that tell council whether the Initiatives are moving the Goals. Measures should be reviewed quarterly, not annually.

- Visitor numbers · RV occupancy · Average length of stay
- Economic contribution · Visitor satisfaction · Google reviews
- Business participation · Repeat visitation · Infrastructure utilisation

Every layer feeds the next.



OGSIM in practice: a regional council growing RV tourism.

The table below shows how a single Objective flows through Goals, Strategies, Initiatives and Measures for a mid-sized regional council.

LAYER	APPLIED TO RV VISITOR ECONOMY
Objective	Become the leading RV-welcoming regional destination in our state, growing overnight visitation and local expenditure across all four seasons.
Goals	Increase RV overnight stays by 20% over three years. Grow visitor spend by \$3M annually. Lift average stay from 2.1 to 3.0 nights. Increase shoulder-season share of visitation.
Strategies	1) Improve core RV infrastructure. 2) Strengthen destination marketing to the self-drive segment. 3) Partner with local businesses through an accreditation program. 4) Develop nature-based and cultural experiences. 5) Improve wayfinding and arrival experience.
Initiatives	Construct dump point & potable water station · Develop dedicated RV parking bays · Produce visitor maps and self-drive itineraries · Launch RV Friendly business accreditation · Upgrade town-entry and internal signage · Install town-centre potable water · Create local business bundles · Refresh Visitor Information Centre resources.
Measures	RV overnight stays · Average length of stay · Visitor expenditure (\$M) · Shoulder-season share (%) · Visitor satisfaction · Google & WikiCamps reviews · Business participation in accreditation · Repeat visitation · Infrastructure utilisation.

TEST

If you cannot draw a line from any funded Initiative up to a Measure and back down to an Objective, it does not belong in the plan.

What to watch for.

- Projects without objectives. Infrastructure funded because it is available, not because it moves a Goal.
- Measures without goals. Dashboards full of activity metrics that do not correspond to any target.
- Infrastructure without strategy. A dump point installed in isolation, with no signage, marketing or business engagement around it.
- Strategies with no initiatives. A well-written strategic plan that is never translated into funded work.
- Too many priorities. Fifteen strategic pillars is not a strategy; it is a wish list.
- Annual budgets driving strategy. The financial year should serve the plan, not the other way around.

The starting point of every engagement.

Every Argo Advisory engagement begins by aligning stakeholders around a single OGSIM structure. Whether the work is a strategy, a workshop or a facilitated executive session, the framework provides a shared language for decisions about investment and priority.

- RV Friendly Town Strategies
- Visitor Economy Strategies
- Council and executive workshops
- Economic Development planning
- Executive and board facilitation
- Destination planning

The result is a plan where every investment decision remains visibly aligned with measurable community outcomes — and where the case for each project can be defended at a council table, a treasury briefing or a public forum.

Draft your region's OGSIM in one page.

Print this page and complete each section with your executive team. Keep the wording plain and the scope tight — one Objective, three to five Goals, no more than six Strategies.

OUR OBJECTIVE

OUR GOALS

OUR STRATEGIES

OUR INITIATIVES

OUR MEASURES

Successful visitor economies are built through discipline, not activity.

The regions that grow their visitor economies consistently are not the ones with the longest project lists. They are the ones with the clearest planning discipline — a single Objective, measurable Goals, a small number of Strategies, funded Initiatives, and Measures that are reviewed on a schedule rather than at the end of the plan.

OGSIM is a framework any council can adopt immediately. It does not require new software, external consultants or a rewrite of existing plans. It only requires the willingness to make the logic visible.

References

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- Australian Institute of Company Directors. Strategy and the Board — governance guidance on strategic planning oversight.
- Australian Government, Department of Finance. Commonwealth Performance Framework — public-sector guidance on objectives, performance measures and reporting.
- Tourism Research Australia. National Visitor Survey — reference source for regional visitation, expenditure and length-of-stay measures.



Ready to build an RV Visitor Economy Strategy for your region?

Argo Advisory & Consulting helps regional councils develop practical, evidence-based visitor economy strategies that attract more visitors, increase local spending and strengthen regional communities.

Book a complimentary Strategy Conversation to discuss how OGSIM can be applied to your region.

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