## Mission, Vision and Strategic Planning FY 2019–2024

### Mission

John Readings is an Australian-owned company publishing, printing, distributing and selling books to the Australian and Global market. We deliver value to customers and investors through our highly trained, motivated, and expert workforce.

### Vision

John Readings believes in developing and unlocking the potential of its people to allow the company to become the most trusted book company in Australia.

### Company values

John Readings is committed to:

* Performance excellence,
* Value for investors, customers and employees,
* Personal and professional development,
* Diversity,
* Sustainability.

**Strategic Planning**

| Goals | Strategic objectives | Operational objectives |
| --- | --- | --- |
| Provide value to investors and owners | Increase overall profitability by 10% over next five years. | Reduce costs through negotiations with suppliers. |
| Reduce costs through HR management efficiencies. |
| Increase revenue by providing increased customer value. |
| Exit underperforming markets and focus on new product development in line with global trends. i.e. John Readings is changing the ‘old’ bookstore concept to that of ‘destination’ shopping whereby customers go to a JR Bookstore for its ambience, broad range and complimentary products including an instore Café and children’s play area. |
| HR partners with business to help business achieve financial goals. | HR completes scan of external conditions and market/industry forces impacting competitiveness and capability development. |
| Provide value to customers | John Readings will continue operate its retail outlets and expand their market share by 7% within the next 12 to 18 months. | Provide quality customer service. |
| John Readings will redesign its flagship bookshops and introduce a café and children’s play space to become a destination shopping precinct that attracts a broad range of customers. |
| HR partners with business to help business meet customer needs. | HR partners with front-line managers to help them meet the needs of customers through motivated, competent and well-equipped staff. |
|  | JR will expand its online operation to a global service increasing market share by 20% over the next 4 years.  | John Readings will automate its warehouse to provide efficiencies in picking and packing that will reduce delivery time and improve customer service. |
| Develop workforce potential | Provide required training to meet workforce needs. | Deliver training to up-skill employees who have lost their role in the restructure. |
| Deliver ongoing training for employees. |
| Deliver leadership training for future generation of leadership. |

|  |  |  |
| --- | --- | --- |
|  | Recruit. | Conduct workforce planning through FY 2019–2024. |
| Complete implementation of staff planning for FY 2014–2015. |
| Conduct skills audits and needs analysis for all roles to be filled by recruitment strategy. |
| Ensure all critical roles are filled to meet revenue targets. |
| Become an Employer of Choice. | Provide personal development plans for all employees. |
| Retain managerial talent through rewards, promotion and training. |
| Provide best in industry programs incentives and HR services. |
| Enhance employee and industrial relations. |
| Implement new grievance and dispute resolution procedures. |
| Complete enterprise bargaining. |
| Manage performance and adherence to organisational values. | Complete twice-yearly performance reviews. |
| Communicate organisational values and code of conduct. |
| Build culture of excellence; eliminate discrimination and promote diversity in JR’s workforce. |
| Promote levels of diversity in workplace proportional to percentage of population. |
| Continuously improve operations and management efficiency | Monitor performance in all areas of strategy and operational efficiency. | Monitor management inputs, such as completion of reporting and coaching requirements. |
| Monitor stock management including picking and packing, goods in/out etc. |
| Monitor HR service delivery efficiency. |