



UNITE. COMMIT. ACHIEVE.

STRATEGIC PLAN 2015-2017



FOREWORD



On behalf of the Wests Tigers Board and management I am pleased to share the three-year strategic plan that will see our club through to 2017.

While the Wests Tigers club has had a tumultuous past, it has an exciting future. As a truly united organisation with the shared goal of success both on-field and off-field, we have begun the process of refocusing the organisation around a clear set of strategic imperatives.

That process began last year with the appointment of a new board and the club's first independent Chair. Every decision taken since has had a united Wests Tigers at the core. Every director at the board table wears the same Wests Tigers hat, regardless of whether an independent or shareholder director.

We are committed to delivering a robust and financially sustainable football club at the end of this three-year plan. It's an ambitious goal, given our starting point, but we are up for the challenge. The past few months have seen a renewed energy and determination in the organisation from the top down. The culture is undergoing a radical transformation, and quickly.

The most successful organisations have a strong, positive culture and recent appointments to the management team, particularly in the areas of Football and Commercial, have resulted in a significant step-change.

Our players are focused and aligned with the vision of our new Head Coach Jason Taylor. They are united and committed to achieve our three-year goals.

The Wests Tigers club is fortunate to have two heritage clubs as shareholders. And while it is imperative for a financially viable future that we move forward with a one team focus - a united Wests Tigers - we will never forget our heritage.

The heritage of both shareholder clubs is protected by the Heritage Deed and that will continue long into our future.

I would like to take this opportunity to thank our members, corporate partners, supporters and fans for your unwavering commitment to the Wests Tigers during the difficulties of the recent past. I can assure you that the next phase of the Wests Tigers story will be an exciting one. We look forward to taking that journey alongside you.

Marina Go | Wests Tigers Chair

On behalf of the Board of Directors, CEO Grant Mayer and the management team

COACHES INTRODUCTION

Firstly, I would like to thank all Members for committing to the Wests Tigers in 2015 and encourage those who haven't committed yet to jump on board.

As you already know we have made numerous changes at the Club over the past few months. From my perspective, the most important thing that we have done initially was to put together a quality coaching team. I'm really happy with how that group has come together, from the coaching team itself, through to the strength and conditioning and medical department.

The next step we have been working on is the attitude of the team in relation to their application to professionalism and commitment to the training program. We have worked hard to convince them that the way we want to play footy is the right way, and is a way that is going to be successful. They have really bought into that, which is great and we have worked hard on improving their understanding of what it takes to be a professional Rugby League player.

The overall aim from a football point of view, which you will see in the following pages, is for Wests Tigers to develop into a top four team by 2017. That is definitely where we want to be heading. It's the focus of everyone at the Club and there will be an enormous effort day in day out, on continual improvement and I'm confident that we can get ourselves in to that position not too far down the track.

Jason Taylor | Wests Tigers NRL Head Coach







VISION

ENRICHING THE LIVES OF OUR WESTS TIGERS
COMMUNITY, FANS, STAFF AND PLAYERS



MISSION

UNITED TEAM, SHARED DREAM



PERFORMANCE MEASURES | 2017

to make the **NRL TOP FOUR**

12 local juniors in the full time squad

18% increase in **MEMBERSHIP**

33% increase in **GAME ATTENDANCE**

80% increase in **SOCIAL MEDIA FOLLOWERS**

28% increase in **MERCHANDISE SALES**

MISSION

UNITED TEAM, SHARED DREAM

GOALS

CLUB
IDENTITY

CREATE A
SINGLE CLUB
IDENTITY

FAN AND
CORPORATE
ENGAGEMENT

DEVELOP AND
STRENGTHEN
A COMMITTED
RELATIONSHIP
WITH PAST,
EXISTING AND
FUTURE FANS
AND CORPORATE
PARTNERS

COMMUNITY
COMMITMENT

DEVELOP A
COMPREHENSIVE
COMMUNITY
ENGAGEMENT
PROGRAM

HIGH PERFORMANCE
FACILITIES

ESTABLISH AN
ELITE TRAINING
FACILITY FOR OUR
PLAYERS THAT
WILL ALSO BE OF
BENEFIT TO THE
WESTS TIGERS
COMMUNITY AND
OUR STAFF

CLUB OF CHOICE

PROVIDE A
DYNAMIC HIGH
PERFORMANCE
CLUB
ENVIRONMENT
WHERE ALL
OUR PEOPLE
CONTRIBUTE
TO OUR CLUB'S
SUCCESS

GROWTH
AGENDA

A RELENTLESS FOCUS ON GROWING OUR FAN, MEMBER AND CORPORATE BASE
WILL LEAD TO A FINANCIALLY ROBUST SUSTAINABLE FOOTBALL CLUB



GOALS IN FOCUS

CLUB IDENTITY

- ❖ Implement a short term home ground strategy
- ❖ Secure home ground longer term
- ❖ Create a single Club identity
- ❖ Enforce the correct use of the brand



GOALS IN FOCUS

FAN AND CORPORATE ENGAGEMENT

- ❖ Improve Match Day experience
- ❖ Refresh the Member experience
- ❖ Target additional premium brands as potential Club partners
- ❖ Develop links with businesses with strong Corporate Social Responsibility (CSR) programs
- ❖ Analyse current prospect data
- ❖ Understand competitor's investment in this area
- ❖ Formalise data capture process
- ❖ Implement effective CRM software program



GOALS IN FOCUS

COMMUNITY COMMITMENT

- ❖ Better understand our current commitment and perception within our community
- ❖ Resource a community development area
- ❖ Determine WT charity partners and promote association
- ❖ Increase networks within Club's footprint
- ❖ Identify and utilise "celebrity" to engage with a broader audience
- ❖ Connect with like branded sporting Clubs to create information sharing and growth opportunities



GOALS IN FOCUS

HIGH PERFORMANCE FACILITIES

- ❏ Improve existing facility for short term gain
- ❏ Develop an elite training and community facility strategy
- ❏ Implement high performance initiatives to deliver top 4 finish within the next 3 years



GOALS IN FOCUS

CLUB OF CHOICE

- ❖ Create an integrated “United Team, Shared Dream” environment
- ❖ Ensure the career and life pathways for all athletes are developed and fully supported
- ❖ Implement an improved recruitment and junior development program
- ❖ Complete a business operations review and implement new policies and procedures as appropriate
- ❖ Increase engagement with staff by implementing new HR, staff training and team building initiatives





