



richmondfc.com.au



2015-2018
**STRATEGIC
OVERVIEW**

A STRONG & BOLD
PREMIERSHIP CLUB



FROM THE PRESIDENT & CEO.



We are pleased to provide our members and supporters with a summary of our Strong & Bold strategic plan.

In recent seasons the Richmond Football Club has been focussed on building a sustainable business to underpin football.

It gives us the foundation to deliver on our vision – a **Strong and Bold Premiership Club**.

Our Strong and Bold strategic plan is underpinned by five strategic priorities:

- Win one or more premierships
- Establish a powerful organisational culture
- Develop a better understanding of our supporters
- Increase revenue to ensure sustainability and success
- Continually develop our facilities and infrastructure

We are committed to driving outcomes across our business in each of the five areas to deliver on our vision and more detailed plans sit beneath each of them.

Importantly, the delivery of our key strategic priorities will be done through our strategic drivers and in conjunction with our ethical framework, which we have included in this summary document.

We look to the future with great anticipation and an unwavering commitment to the Richmond Football Club, it's members and supporters.

Peggy O'Neal
PRESIDENT

Brendon Gale
Chief Executive Officer



WE'VE ALREADY ACHIEVED SO MUCH TOGETHER.

- Zero debt
- State-of-the-art facilities
- A re-surfaced Punt Road Oval under lights
- A stand-alone VFL side
- More than 70,000 members
- Three consecutive finals series appearances (2013-2015)
- An unrivalled commitment to community through the Korin Gamadji Institute and our charity partnership with the Alannah and Madeline Foundation
- Use of Punt Road Oval all year round

73K+
MEMBERS

3X
FINALS

\$0
DEBT



OUR PURPOSE

To inspire, enrich and strengthen the Tigers' community through our determination to succeed in, and through, the AFL.



OUR MISSION

We're here to build a unified, sustainable and trusted football club, play finals and bring premierships back to Punt Road.

OUR VISION

TO BE A STRONG AND BOLD PREMIERSHIP CLUB

Our vision is to build on a decade of hard work and planning to establish ourselves as a **Strong and Bold Premiership Club** that provides a sustainable platform for growth and ongoing success.

This achievement will be enabled by the best culture in the AFL both on and off the field. This environment will foster innovation and leadership, be underpinned by our investment in great people, facilities and infrastructure and supported by a constructive relationship with the AFL.

We will have the greatest understanding of our supporters which will allow us to better engage and service their needs. Our members and supporters will be central to every decision we make.

We will continue to build our traditional revenue streams but equally look for opportunities to diversify our business to solidify our position as one of the most powerful clubs in the AFL.

This improved financial position will enable us to reinvest in football to underpin future success and to deliver on our vision – a **Strong and Bold Premiership Club**.





STRATEGIC PRIORITIES

The Board has identified five strategic priorities to focus on over the next four years.

1. WIN ONE OR MORE PREMIERSHIPS.

We are a football club that wants to achieve the ultimate success.
Our mission is to play in finals and bring Premierships home to Punt Road.

2. ESTABLISH A POWERFUL ORGANISATIONAL CULTURE.

We rely on our people to deliver success, to project and represent our brand and our brand culture to attract support.

3. DEVELOP A BETTER UNDERSTANDING OF OUR SUPPORTERS.

We need to understand who our supporters are to better engage with them.

4. INCREASE REVENUES TO ENSURE SUSTAINABILITY + SUCCESS.

We need to grow revenue to maintain financial stability while continually investing in our organisation.

5. ROBUST PLANS FOR THE CONTINUAL DEVELOPMENT OF FACILITIES + INFRASTRUCTURE.

We need to ensure that our state of the art facilities are well maintained and continually improving to enable our people to innovate, collaborate and perform at their best.





STRATEGIC DRIVERS

We have identified strategic drivers that will deliver on our vision – a Strong and Bold Premiership Club.

We will be relentless and disciplined in our commitment to these pillars, and they will underpin our planning and actions.





GROWTH HORIZON

Each department at Richmond has developed an operational plan using a growth horizons framework to help prioritise and manage growth initiatives.

HORIZON 1 EXECUTION EXCELLENCE

We will defend and extend our current core revenue streams and push for continued excellence in our core business.

Examples include

- Membership
- Sponsorship
- Merchandise
- Corporate

HORIZON 2 BUILD EMERGING BUSINESSES

We aim to build emerging businesses, the drivers for medium-term growth.

Examples include

- Community
- Fundraising
- Aquatic & Recreation Facilities
- Education
- Gaming
- Digital

HORIZON 3 EXPLORE OPPORTUNITIES

We will explore new opportunities to ensure our long-term growth.

Examples include

- Second training facility
- Property development
- Richmond branded products & services
- Other markets





ETHICAL FRAMEWORK

OUR CORE BELIEFS.

We believe that a united and aligned club will give us the stability and security to perform at our best, foster culture that is the envy of others and prove to be our most significant competitive advantage.

We believe that no single person is bigger than the group; saviours and Messiahs won't bring us the success that teamwork will.

We believe the discipline of planning, feedback and evaluation enables consistently good decision-making and will foster success.

We believe diversity adds richness at every level of the business. We believe we should invite it in, nurture it and provide a working environment where all of our people feel valued and safe.

We believe in striving for excellence, in doing so we will take measured risks, seek to challenge the status quo and be prepared to get things wrong every now and then. We don't expect perfect, we expect honest.

We believe in our community and continue to nurture the most powerful emotional connection with our people, partners, members and fans of any AFL Club.

We believe in one other and the need to create an environment where we recognise and celebrate achievements.



ETHICAL FRAMEWORK OUR GUIDING PRINCIPLES.

We have a duty to empower and support our people - our greatest asset, and to make them feel they are an integral part of the Club's mission.

We have a duty to be honest, authentic and transparent in all of our relationships and dealings.

We have a duty to comply with the laws, rules and regulations that bind us and to act within the spirit of the game.

We will debate hard until agreement is reached, and then we will collectively own outcomes.

We have a duty to make a genuine contribution to the community we live in and we will resource and support real outcomes.

AS TEMPORARY CUSTODIANS FOR THE
NEXT GENERATION OF TIGERS, WE HAVE
A DUTY TO LEAVE THE CLUB IN A BETTER
PLACE THAN WE FOUND IT.



ETHICAL FRAMEWORK OUR VALUES

AWARE.

We value awareness as an organisation and as individuals.

We value a reputation as an authentic, transparent and fair football club. We take and offer feedback, tackle the hard conversations with integrity and spirit and have the courage of our convictions. We value the person behind the performer at all levels of the Club.

DISCIPLINED.

We value discipline.

We recognise that our competitive edge will come from clarity, planning, precision, understanding risk and intelligent use of data.

We value experience and patience to stick with what we know and trust will work over time.

We value efficient 'schooling' of our systems, methods and culture so that people are empowered to achieve.

We are known as a club that does what it says it will do.

RELENTLESS.

We value being relentless in pursuit of our goals.

We are a proud football Club and we are fiercely competitive on and off the field of play.

We are proactive, thrive on passion and relish the determined fighting spirit of the Club throughout its history.

We also value creative thinking and a 'progress mentality'.

UNITED.

We value unity at all levels of the Club.

We are in it together; directors, staff, players, members, fans, partners and allies.

We invite belonging and reward teamwork.

When things are tough, we act with solidarity and commitment, and we look out for each other.

When things are good, we share the success and the spoils.



WE REPRESENT OUR JUMPER.

We wear the yellow and black with pride and we understand what the sash represents.

At its heart, Our Jumper demands that we work together, we are aware of each other, we are focused and we strive to be our best.

