

our Club, and we play to win.
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e Mighty Fighting Hawks

all for one

Hawthorn Football Club

Strategic Plan Summary 2013-2017



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From the President and CEO

all for one



We are pleased and privileged to present Hawthorn Football Club's five-year plan that will steer the Club's overall operations from 2013-2017, titled *all for one*.

Over the next five-year period, *all for one* will lay the foundation for our Club to work as a collective.

It will inspire us to recognise we are in control of our destiny, that we are a team in pursuit of one common cause: the overall sustainability, growth and success of Hawthorn Football Club.

Our vision is to strive to be the Destination Club, where the very best people aspire to join our pursuit of excellence, unity and success.

At the forefront, the overarching purpose of *all for one* is to play to win, whilst always adhering to our values and Culture. Our strategy is focused on delivering consistent and sustainable top four performances which will provide perennial opportunities for premiership success.

all for one is underpinned by six key strategic pillars which provide the fundamental framework and delivery of the Club's objectives.

Within *all for one*, this organisation will continue to be defined by its people, its strong values and financial independence. We will be resolute in exploring opportunities for further commercial growth.

To our members, corporate partners and fans we will be insistent in delivering your ultimate sporting entertainment package, exceptional customer service whilst remaining the family club.

This document is a high level summary of a more detailed strategic plan that will drive the Club over the next five years.

As a Club we are extremely excited about our future. Rest assured we will be relentless in delivering all elements of the *all for one* business plan, and trust you will enjoy being part of this journey.

ANDREW NEWBOLD
President

STUART FOX
Chief Executive Officer



all for one

Hawthorn Football Club
Strategic Plan 2013-2017



...that may, you'll find us
...work is the thing that talks
...for all and all for one
...way we play at Hawthorn.
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The Hawthorn vision

To be the Destination Club

Where committed people are developed through the strength of the Hawthorn Culture to deliver and celebrate exceptional performance: all for one

Our vision is to be the Destination Club: the place where the very best people come to join our ongoing pursuit of excellence, unity and success.

Hawthorn will be the ultimate destination for members, fans and local communities, known for its unrivalled loyalty, pride, passion and commitment to its family values.

For our players and coaches, we will be the professional destination for exceptional leadership, achievement, performance and development opportunities.

Our corporate partners will know Hawthorn as the commercial destination for strong community engagement, commercial growth and business to business opportunities.

Our Board, staff and executive team will know us as the destination for personal empowerment, growth and unity.

all for one

Hawthorn Football Club
Strategic Plan 2013-2017



VISION

THE DESTINATION CLUB

PURPOSE

DELIVERING ANNUAL OPPORTUNITIES FOR PREMIERSHIP SUCCESS
SUSTAINABLE TOP 4 PERFORMANCE

STRATEGIC PILLARS

Football Operations

Financial Management

Fan and Community Engagement

Commercial Operations

People

Facilities and Infrastructure

Consistent top-four finishes from a committed, respected and successful team

Financial independence through five years of profitable football and non-football operations

80,000 members, secured through existing markets, new territories and digital innovation

Sustainable commercial growth through committed partnerships, diversification of products and exciting events

A loyal, high performing and enthusiastic workforce, built on mutual respect and support

To provide a world's best practice training and administration centre for players, coaches and staff

GROWTH FRAMEWORK

BALANCED INVESTMENT IN CORE, EMERGING AND EXPLORATORY COMPONENTS OF OUR BUSINESS

VALUES

DYNAMIC, SELFLESS, SUPPORTIVE, RELENTLESS, RESPECTFUL

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Hawthorn Football Club
Strategic Plan 2013-2017



...the bumps with a grin
...what may, you'll find us still
...work is the thing that talks
...for all and all for one
...way we play at Hawthorn.



The Destination Club

Hawthorn Football Club recognises high-performing individuals want to work in high-performing, supportive environments.

Like our namesake, the Hawks have powerful, long-range vision and we are relentless in seeking to hit our targets.

In striving to become the Destination Club, *all for one* will achieve this vision through:

■ OUR PURPOSE: PLAY TO WIN

Hawthorn Football Club's primary purpose is to deliver consistent and sustainable top four performances, providing an annual opportunity for premiership success.

■ OUR STRATEGIC PILLARS: ALL FOR ONE

Our strategic pillars reflect the six elements of the organisation through which *all for one* will be delivered, and underpin the success of our organisation.

■ OUR GROWTH FRAMEWORK: ALWAYS STRIVING

Our growth framework ensures we continue to evolve and achieve sustained success in all facets of our organisation, including core, emerging and exploratory components.

■ OUR VALUES: LOVE OUR CLUB

Our values set the foundation for how we behave. These values define how we interact with others and ultimately how stakeholders and the wider community perceive us.

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Hawthorn Football Club
Strategic Plan 2013-2017

Strategic pillars

Football Operations



Our goal is five years of top four finishes through:

- Developing and refining our players' and Football department staff's high performance culture
- Increasing player development resources, expanding programs that assist players to become rounded individuals
- Making full use of TPP and ASA payments to retain a highly talented playing list
- Maximising opportunities in Draft, Trade and Free Agency to recruit high character, talented players

Financial Management



Our goal is financial strength and independence through five years of profitable football and non-football operations, including:

- To deliver consolidated net assets in excess of \$38m by 2017
- Maximising profitability of all commercial offerings
- Being recognised as a leader in corporate governance and risk management
- Investigating additional non-football revenue streams
- Continuing high level control of expenditure across the Club

Fan and Community Engagement



Our goal is 80,000 members and \$8m net income p.a. through membership, by:

- Increasing our fan database to 300,000 active and unique users
- Becoming the League leader in digital media innovation and communication
- Increasing customer interaction via a healthy and engaging online culture, and revitalised relationships with our fans
- Ensuring consistency of the Hawthorn brand, and developing integrated marketing strategies
- Establish our Club as a community leader underpinned by our values, with a dedicated outreach in the east-south east corridor of Victoria and throughout Tasmania

Commercial Operations



Our goal is sustainable commercial growth and profitability, through:

- Renewing the strategic partnership between Hawthorn Football Club and the Tasmanian government
- Increasing corporate revenue in sales and sponsorship from \$12m to \$17m p.a. by 2017
- Increasing merchandise sales revenue by 35% from \$2.76m to \$3.72m p.a. by 2017 and increasing the net result through improved efficiencies
- Foundation and Bequest Society through its philanthropic programs will increase revenue streams across the five years adding to the existing corpus
- Increasing attendance across match-days and major events
- Consolidating key sponsorship categories and implementing a digital sponsorship sales strategy

People and Culture



Our goal is to strengthen and support the Hawthorn Culture, by:

- Increasing investment in our HR department, dedicated to creating, updating and delivering comprehensive policies and programs
- Attracting, recruiting, developing and retaining talented and high performing staff, to build on our loyal and enthusiastic workforce
- Consistent staff satisfaction of 80%

Facilities and Infrastructure



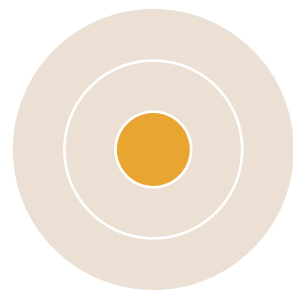
Our goal is to provide a world's best practice training and administration centre for our players, coaches and staff by:

- Initiating development, renovation and expansion opportunities at the Waverley Park facility, to ensure we are a market leader in facilities
- Have secured an alternate private training venue that may better suit the Club's needs and requirements
- Develop a funding strategy for these facility objectives

Our growth framework

To become the Destination Club requires a commitment to sustained growth

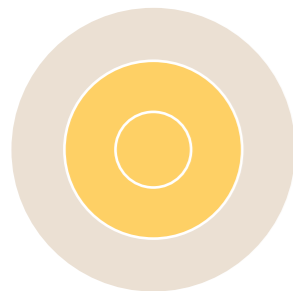
We will put in place a strategy to achieve our vision and purpose that will prioritise investment in core, emerging and exploratory aspects of our business. Whether current or future, opportunities in each investment area will be targeted in the life of this business plan, ensuring the continual reinforcement of our strategic pillars and the ongoing success of Hawthorn Football Club.



CORE

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

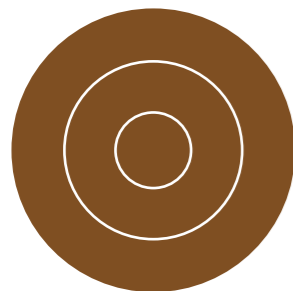
- Membership
- Sponsorship
- Corporate Sales
- Merchandise
- Events



EMERGING

We aim to build emerging business, the drivers for medium-term growth:

- Non-football revenue from other avenues
- Hawthorn Foundation



EXPLORATORY

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

- New elite training, administrative and community facilities
- New channels for fan engagement
- New regions to grow our fan base, and develop commercial opportunities
- New customers for our administrative, commercial and high performance expertise

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Our values

The Hawthorn Culture

Each of our five core values is demonstrated by a set of behaviours that together define our Club and bring the Hawthorn Culture to life

Our values	Our behaviours
Dynamic In our thinking, attitudes and actions	<ul style="list-style-type: none"> ■ Energetic pursuit of innovation ■ Always seeking best practice solutions ■ Continually challenging the status quo
Respectful Of each other and our stakeholders	<ul style="list-style-type: none"> ■ Appreciating our colleagues' roles and our working environments ■ Recognising our Club history ■ Accepting and celebrating difference
Selfless The Club comes first	<ul style="list-style-type: none"> ■ Demonstrating commitment to others ■ Demonstrating a team-first approach ■ Sharing credit and responsibility
Supportive Empowering each other to achieve our vision and purpose	<ul style="list-style-type: none"> ■ Fostering an inclusive environment ■ Showing empathy and care ■ Offering faith and trust in each other to achieve the best outcome
Relentless In the pursuit of excellence	<ul style="list-style-type: none"> ■ Committed to the pursuit of excellence ■ Refusing to settle for second best ■ Continually searching for a better way

all for one

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We're a happy team at Hawthorn
We're the Mighty Fighting Hawks.
We love our Club, and we play to win,
Riding the bumps with a grin (at Hawthorn)
Come what may, you'll find us striving
Team work is the thing that talks,
One for all and **all for one**
Is the way we play at Hawthorn.
We are the Mighty Fighting Hawks.

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