



ESSENDON FOOTBALL CLUB

OUR PATTERN FOR SUCCESS

2016-2018





OUR FOUNDATION

As we embark on our journey to deliver our pattern for success, it is important to recognise our starting point in 2015.

It has been a difficult period for the club over the past few years.

Despite this our members and staff have remained resilient and focused, and delivered:

- the completion of the True Value Solar Centre - our industry leading training and administration facility
- record membership levels, with over 60,000 members
- record revenue, driven through strong commercial partnerships and stakeholder relationships
- an improved corporate governance framework
- a strong financial position with a manageable debt level

OUR VISION

TO MAKE OUR PEOPLE **PROUD** BY
BECOMING THE MOST **SUCCESSFUL**,
INCLUSIVE AND RESPECTED CLUB
IN AUSTRALIAN SPORT

THE CLUB THAT **SETS THE**
BENCHMARK ON AND OFF
THE FIELD





OUR OBJECTIVE BY 2018

WE AIM TO DEVELOP A SUSTAINABLE PROFESSIONAL SPORTING MODEL THAT IS CAPABLE OF DELIVERING CONSISTENT TOP 4 PERFORMANCE IN ALL KEY ON AND OFF FIELD MEASURES

Our goal over the next 3 years is to:

Achieve top 4 results in:

- On field performance
- Membership number and yield
- Net football related revenue
- Fan engagement - match and non match day

Drive increased returns from football related revenue to fund a well managed progressive, football program

Eradicate debt, through increased returns on current investments and identification of new income streams, providing the ability to capitalise on long term opportunities.

Enhance our fabric and embed a consistent, enduring and widely respected culture.

Increase our community focus to reaffirm our position as the industry leader.



KEY PRIORITIES

- Continue focus on building a strong football program capable of delivering top 4 performance
- Implement list management strategy and development program aligned to football program
- Increase members and fan engagement through greater insights and unique access
- Increase our community focus to re-affirm ourselves as the industry leader
- Re-establish the EFC brand with a clearly defined brand proposition
- Increase focus and engagement with past players and officials
- Establish new 'Blockbuster' game that delivers over 80,000 attendees annually
- Develop strategy and master plan for a complete outcome of True Value Solar Centre and surrounds
- Determine next growth strategy to underpin 2019 and beyond

KEY THEMES 2016-18

It is imperative that over the next 3 years we continue to focus on:

1. Getting our core business right – ensuring we maximise our opportunities within our existing revenue streams, and develop a football program that is capable of delivering sustained on field success
2. Sustain and continuously drive a strong culture of excellence underpinned by robust governance frameworks, practices, training and development across the entire business
3. Investing in people, programs and brand – whilst we realise our goal of eradicating debt through managed investment decisions, we will continue to invest in our staff and development, enhanced football and community programs and brand regeneration
4. Planning for growth - Identifying new commercial and investment opportunities compatible with the club's financial resources that can be capatilised in 2019 and beyone



OUR FRAMEWORK

FOOTBALL

Build capability and ensure we have the right people, environment, culture, processes and resources to underpin the success of our football team and deliver sustained top-four performance

MEMBERS

Develop a deeper connection with, and understanding of, our supporter base to provide an enriched fan experience across all touch points with the Club.

COMMUNITY

Ensure the club and all it's representatives are socially responsible and leverage our profile and influence to provide genuine and meaningful support as a leader in the community

COMMERCIAL

Deliver industry leading products and services that develop long term, sustainable and mutually beneficial partnerships and where possible provide value to the member experience

PEOPLE AND CULTURE

Embed a high performance and values based culture, strengthening our positive leadership capability, within a robust governance and risk management framework

INVESTMENTS

Maximise the returns on existing business for investment in assets, people and programs for on-field success and provide capacity to capitalise on new opportunities

OUR VISION

TO BE THE MOST SUCCESSFUL, INCLUSIVE AND RESPECTED CLUB IN AUSTRALIAN SPORT
- THE BENCHMARK CLUB BOTH ON AND OFF THE FIELD

OUR OBJECTIVE

ESTABLISH A SUSTAINABLE PROFESSIONAL SPORTING MODEL THAT WILL
DELIVER CONSISTENT TOP 4 PERFORMANCE IN ALL KEY ON AND OFF FIELD MEASURES

OUR FRAMEWORK

FOOTBALL

Build capability and ensure we have the right people, environment, culture, processes and resources to underpin the success of our football team and deliver sustained top-four performance

MEMBERS

Develop a deeper connection with, and understanding of, our supporter base to provide an enriched fan experience across all touch points with the Club.

COMMUNITY

Ensure the club and all it's representatives are socially responsible and leverage our profile and influence to provide genuine and meaningful support as a leader in the community

COMMERCIAL

Deliver industry leading products and services that develop long term, sustainable and mutually beneficial partnerships and where possible provide value to the member experience

PEOPLE AND CULTURE

Embed a high performance and values based culture, strengthening our positive leadership capability, within a robust governance and risk management framework

INVESTMENTS

Maximise the returns on existing business for investment in assets, people and programs for on-field success and provide capacity to capitalise on new opportunities

OUR FOCUS

GET THE CORE RIGHT
SUSTAIN AND CONTINUOUSLY IMPROVE APPLYING STRONG GOVERNANCE PRACTICES
INVEST IN PEOPLE, PROGRAMS AND BRAND
PLAN FOR GROWTH

OUR VALUES

PURPOSE IN EVERYTHING | EVERYONE MATTERS | NO FINISH LINE

OUR PATTERN FOR SUCCESS



OUR VALUES



PURPOSE IN EVERYTHING

CONSISTENT



WE BELIEVE IN DOING THINGS WITH PURPOSE
AND DELIVERING MEANINGFUL RESULTS.
WE UNDERSTAND OUR INFLUENCE AS REPRESENTATIVES
OF THE CLUB AND OUR COLLECTIVE RESPONSIBILITY.

WE EXPECT ALL OUR STAFF AND PLAYERS TO...

*UNDERSTAND, COMMIT AND
DELIVER ON OUR GAME PLAN
MAKE THE RIGHT DECISIONS
AND EXECUTE PROPERLY
BE DISCIPLINED AND
SHOW DETERMINATION*



EVERYONE MATTERS

SELFLESS



WE BELIEVE THAT WE HAVE A DUTY AT ALL TIMES
TO MAKE EVERYBODY FEEL WELCOMED, RESPECTED
AND CONNECTED TO OUR CLUB. WE'RE A FAMILY WHO
IS ALWAYS STRONGER WHEN WE WORK AS ONE FOR
THE GREATER GOOD OF THE CLUB.

WE EXPECT ALL OUR STAFF AND PLAYERS TO...

*TREAT EVERYONE WITH RESPECT
AND CHAMPION DIVERSITY
WORK COLLABORATIVELY
FOR SHARED PURPOSE
PROTECT AND PROMOTE
SAFETY AND WELLBEING*



NO FINISH LINE

COMPETITIVE



WE BELIEVE THAT BY LISTENING, LEARNING AND BEING
WILLING TO TAKE RESPONSIBILITY WE CAN ALWAYS
FIND WAYS TO IMPROVE AND PROGRESS. WE STRIVE
FOR SUCCESS AND UNDERSTAND THAT LEADERSHIP
IS EVERYONE'S BUSINESS

WE EXPECT ALL OUR STAFF AND PLAYERS TO...

*STRIVE TO MASTER THEIR CRAFT
WELCOME FEEDBACK AND TELL IT LIKE IT IS
SHOW INITIATIVE AND SEEK TO
CONTINUOUSLY IMPROVE*

**THEY ALL TRY
THEIR BEST
BUT THEY
CAN'T GET
NEAR
AS THE
BOMBERS
FLY UP!**

