



CREATING A CLUB THAT MATTERS

GEELONG FOOTBALL CLUB
STRATEGIC PLAN
2016 TO 2021



ABOUT THE GEELONG CATS

The Geelong Football Club was formed in July 1859 making it the second oldest continuously existing club of any elite sporting code in the world.

In the early years under the Victorian Football Association (VFA) the Cats won 7 premierships between 1878 and 1886. Since the establishment of the Victorian Football League (VFL) and then the Australian Football League (AFL) we've won a further 9 premierships in 1925, 1931, 1937, 1951, 1952, 1963, 2007, 2009 and 2011. We are working hard on the next one!

Much has been said about "the Geelong way" over the years and it's a concept that is very hard to define; given that we have never set out to design or manufacture "our way". Rather, the Geelong way has simply evolved over time and reflects the culture, the deep rooted beliefs and the essence of the Cats.

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WELCOME FROM THE CLUB PRESIDENT AND CEO

As a nation, Australians love sport and there can be little doubt of the role and importance that Aussie rules football has in our sporting culture. There is however mounting pressure on people's time and the incredible range of sporting, cultural, entertainment and leisure pursuits on offer which often means that our game is competing for limited personal time and budget.

Our industry is rising to this challenge by entering into more diverse markets and creating a greater range of products and services so people have the chance to tap into something that works for them.

The competition is intense, organised and often resourced well and we have to work very hard to find ways to beat the opposition, fairly and squarely. All Clubs look for sustained high performance and some Clubs are improving rapidly. We believe that in some cases Clubs have sought to replicate the success of other Clubs and in our case the possibility of replicating "the Geelong way".

It is our role to continue to re-assess and pursue new ways of operating and improving. Whilst ideas and opportunities are plentiful, our resources are scarce and finite. This Strategic Plan seeks to find the balance and certainty of a sustainable business model and sustained on-field success.

At the Cats we understand that the outcome of a game of footy or even some of our business decisions can impact the wider community and we take this responsibility very seriously. Our governance structure is solid and we are committed to being a good all-round Club; both on and off the field. To this end, we never underestimate the worth of our Club values and place them at the forefront of our decision making, our behaviours and "the Geelong way".

We hope that you will enjoy being part of the Geelong Football Club's journey.

COLIN CARTER
PRESIDENT

BRIAN COOK
CHIEF EXECUTIVE OFFICER

THE GEELONG WAY

VALUES & CULTURE

Our values are held in the highest regard and support a high performance culture on and off the field.

PURPOSE & DIRECTION

Our mission statement is our compass; it keeps us on track and accountable.

PLANNING & EXECUTION

We are diligent in our planning; our process is collaborative, transparent, scrutinised and measured.

DEVELOPING LEADERS ON & OFF THE FIELD

We support and develop people to achieve their potential and are invested in their success.

A WILL TO WIN

Our players believe if they play their best footy they will beat the opposition through fair play, discipline and talent.

SUSTAINED SUCCESS

Our role is to leave a lasting legacy to be proud of.



OUR MISSION

TO BE THE GREATEST TEAM OF ALL:
A CLUB PEOPLE CAN BE PROUD OF
BECAUSE OF HOW WE PLAY THE GAME,
LIVE OUR VALUES, CONDUCT BUSINESS
AND ENGAGE WITH THE COMMUNITY.

RESPECTFUL

ALL PEOPLE ARE TREATED WITH RESPECT REGARDLESS OF THEIR BACKGROUND OR POSITION.

PRECISION

WE EXPECT EXCELLENCE IN EVERYTHING THAT WE DO AND ARE ACCOUNTABLE FOR MAINTAINING A HIGH PERFORMANCE ENVIRONMENT.

ADVENTUROUS

WE ENJOY FACING OUR INDUSTRY'S CHALLENGES AND EMBRACE PROGRESS WITH OPEN ARMS.

CONVICTION

EVERYONE INVOLVED WITH THE CLUB IS FULLY COMMITTED AND GIVES 100 PERCENT EFFORT.

OUR VALUES

UNITED

WE ARE SELFLESS, WE SUPPORT AND CARE FOR EACH OTHER AND WE COLLABORATE ACROSS OUR CLUB

COMMERCIAL & CONSIDERED

WE DRIVE FOR GOOD COMMERCIAL OUTCOMES BUT ALWAYS TAKE THE NEEDS OF OUR STAKEHOLDERS INTO ACCOUNT.

INTEGRITY

WE UPHOLD HIGH STANDARDS OF BEHAVIOR, HAVE DEEP RESPECT FOR HONESTY AND ALWAYS WORK WITHIN THE RULES.



DEFINING OUR NEW DIRECTION

We believe that great planning helps to build a competitive advantage for the Club and so since the late 90's we have undertaken a collaborative business planning process.

In 2016 we extended our usual processes and a number of surveys both to internal stakeholders (staff, players, directors and stakeholders) and also to the external stakeholders (the general public) via the website and the Cats App. We had literally thousands of suggestions and comments and we loved the passion and buy-in from our supporters that our questions generated.

The key themes from the surveys included; a strong desire for sustained on-field success (including a Premiership or two!), encouragement to complete the Stadium redevelopments with a focus on fan and member facilities, services and products, a more profitable Club and an acknowledgement of our good Club culture and the contribution that we make to the community.

The feedback from these surveys, along with the dozens of workshops, meetings and brainstorming sessions held at the Club has helped to develop this strategic plan.



OUR ENVIRONMENT

Of course, our hopes and dreams for the future can't work in isolation and so we have consulted widely about the global trends in sport and entertainment which are developing at breakneck speed.

For example; the advancements in technology will continue to drive increased connectivity through mobile phone apps, video and audio programs and innovative built-in stadium experiences which offer fans exclusive content or enhanced engagement. Stadium security will evolve providing heightened levels of safety; some driven by technology such as fan generated video to identify illegal behaviour, or by extending the physical security zones around stadiums.

Broadcasting will be another area to watch with interest with free to air and pay TV not only competing against each other but with advances in technology changing the viewing habits of new generations and fans. Sporting events will retain their immerse value, however content is being delivered in a multiplicity of ways to viewers using a variety of screens. We are already seeing sports becoming their own media outlets; creating their own broadcast, radio and online channels.

It's important that we also focus on those who create this amazing environment for us; the athlete. We are well aware of how when the integrity of sport is in question, all facets of the game become tainted. Greater scrutiny of performance enhancing drugs is a given. Enhancements for performance are already a factor in the USA such as special contact lenses for baseball players and "sticky" gloves in the NFL. Apparel designers create garments to help prevent injury and to increase performance.

We have also worked with the AFL to understand the emerging and changing markets in which they are expanding into such as the development of the National Women's competition, the Next Generation academy model which targets a more culturally diverse group as well as the competition that the AFL are in for more footy fans. There is no doubt the future will be an incredible place!



OUR STRATEGIC AIMS

**NURTURE
OUR CLUB
CULTURE**

**HAVE
SUSTAINED
ON-FIELD
SUCCESS**

**MAKE A
DIFFERENCE
IN OUR
COMMUNITY**

**BUILD
FINANCIAL
STRENGTH**



NURTURE OUR CLUB CULTURE

- OUR VALUES ARE HELD IN THE HIGHEST REGARD AND SUPPORT A HIGH PERFORMANCE CULTURE
- WE ARE DILIGENT IN OUR PLANNING; ENSURING OUR PROCESSES ARE COLLABORATIVE, TRANSPARENT, SCRUTINISED AND MEASURED
- OUR LEADERS ARE DEVELOPED; ON AND OFF THE FIELD
- WE WILL STAY AHEAD OF OUR OPPONENTS THROUGH FAIR PLAY
- OUR PLAYER AND STAFF WELFARE AND SAFETY IS PARAMOUNT
- WE REINVEST IN BUSINESS OPERATIONS AND SYSTEMS TO MAXIMISE IMPACT AND EFFICIENCIES
- THE GEELONG FOOTBALL CLUB LEGACY IS ENDURING.



HAVE SUSTAINED ON-FIELD SUCCESS

- A VALUES BASED METHODOLOGY UNDERPINS OUR FOOTBALL PROGRAM
- WE WILL MAINTAIN A LEARNING CULTURE; LEADING EDGE THINKING THROUGH COLLABORATION WITH DEAKIN UNIVERSITY'S R&D
- WE HAVE A COMMITMENT TO IDENTIFYING AND DEVELOPING EMERGING TALENTED PLAYERS; PLAYER RECRUITMENT AND LIST MANAGEMENT, VFL PROGRAM, FOOTBALL ACADEMY AND WOMEN'S TEAM
- WE WILL BE THE PLAYERS CLUB OF CHOICE; WORLD CLASS FACILITIES; ALTERNATE TRAINING VENUE, STATE OF THE ART HOME GROUND FACILITY, COACHING PRACTICES, A BALANCED LIFE PHILOSOPHY, PREPARATION FOR LIFE AFTER FOOTBALL FOCUS.



MAKE A DIFFERENCE IN OUR COMMUNITY

- WE WILL ADVOCATE, LEAD AND ROLE MODEL FOR POSITIVE CHANGE ON SOCIAL ISSUES WHICH ARE ALIGNED TO OUR CLUB VALUES
- OUR COMMUNITY IS PROUD OF US
- WE WILL GROW PARTICIPATION IN OUR GAME; GRASS ROOTS TO ELITE, NEXT GENERATION ACADEMY
- THE CLUB WILL HAVE GREATER RELEVANCY TO MORE PEOPLE THROUGH OUR INVOLVEMENT IN THE COMMUNITY; PLAYER APPEARANCES, STAFF AND PLAYER VOLUNTEERING, AMBASSADORS, MEMBERS AND SUPPORTER INTEREST
- WE WILL PROMOTE HEALTH AND WELLBEING IN OUR COMMUNITY; SUNRISE CENTRE, DEAKIN CATS COMMUNITY CENTRE, COMMUNITY PROGRAMS
- OUR STORY WILL BE SHARED WITH OUR COMMUNITY.

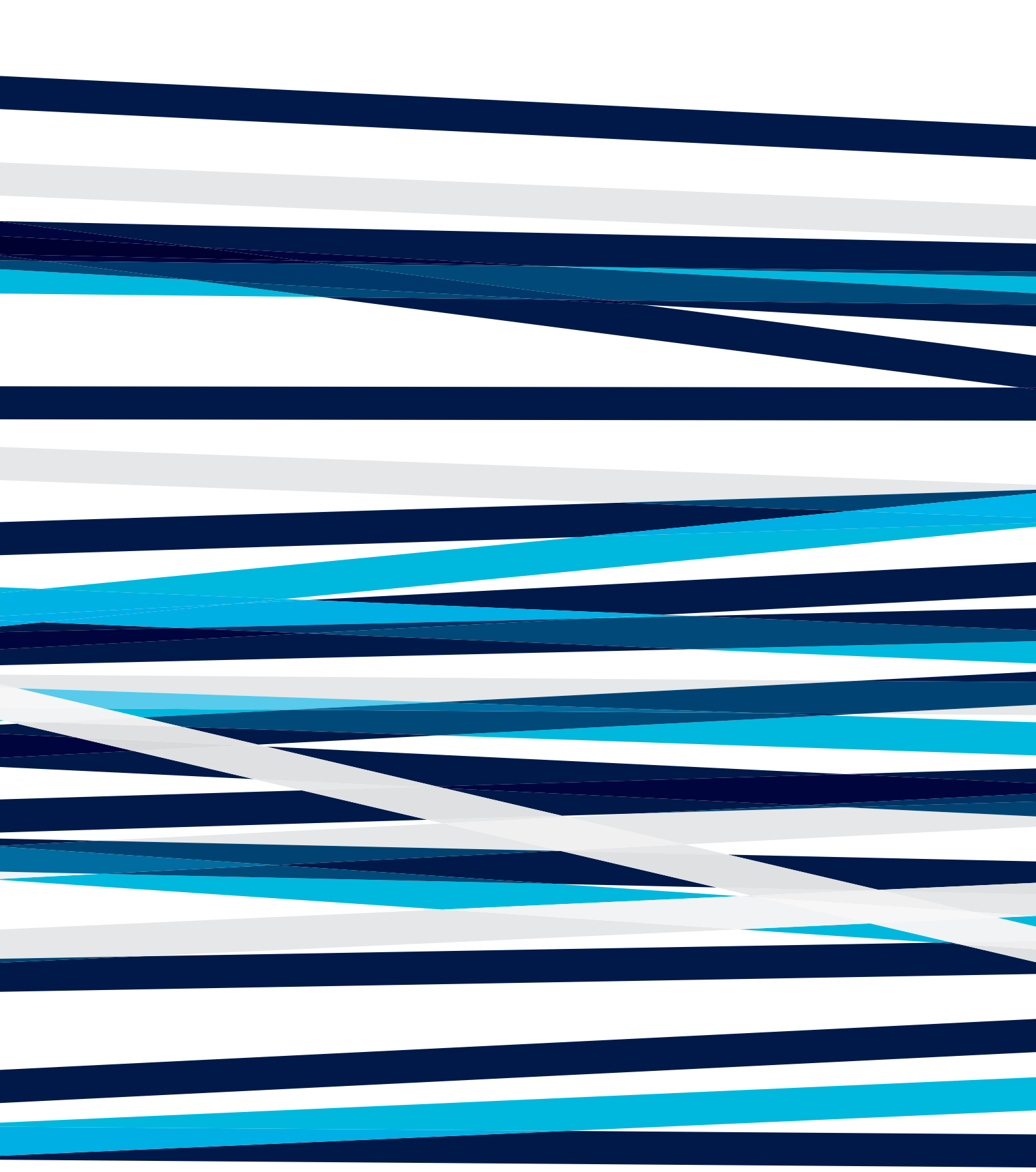


BUILD FINANCIAL STRENGTH

- A SUSTAINABLE BUSINESS MODEL IS DEVELOPED THAT WILL LAST A GENERATION
- THE GEELONG FOOTBALL CLUB FOUNDATION WILL ENSURE OUR FUTURE IS SECURE
- OUR AIM IS TO BUILD A STRONG PARTNERSHIP WITH THE KARDINIA PARK STADIUM TRUST AND ALL LEVELS OF GOVERNMENT TO BECOME AUSTRALIA'S NUMBER ONE REGIONAL STADIUM
- OUR MEMBERS AND SUPPORTERS ARE CENTRAL TO OUR DECISION-MAKING
- A SUSTAINABLE MEMBERSHIP GROWTH MODEL IS DEVELOPED
- WE WILL OPTIMISE THE FINANCIAL RETURN FROM OUR FIXTURE
- OUR AIM IS TO PARTNER WITH GREAT ORGANISATIONS THAT ALIGN WITH OUR STRONG VALUES AND HAVE AN APPETITE FOR GROWTH.
- WE WILL BE A LEADER IN SOCIALLY RESPONSIBLE GAMING PRACTICES
- NEW TECHNOLOGIES AND DIGITAL PLATFORMS ARE EXPLORE AND LEVERAGED.

WE HOPE THAT YOU HAVE ENJOYED READING THIS HIGH LEVEL VERSION OF OUR STRATEGIC PLAN. A MORE COMPREHENSIVE VERSION IS COMMERCIAL IN CONFIDENCE AND THEREFORE NOT FOR PUBLIC DISTRIBUTION. THE DETAILED VERSION CONTAINS THE 2016 TO 2021 BUDGET AND THE STRATEGIC ACTIONS AND AREAS OF RESPONSIBILITY THAT UNDERPIN THE STRATEGIC AIMS OUTLINED IN THIS PLAN.





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