



ROARING AHEAD

STRATEGIC PLAN 2024-2025

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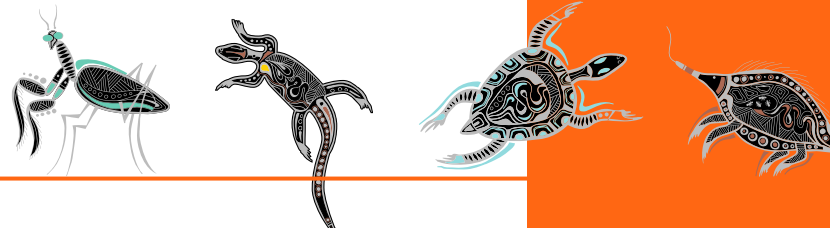
OUR STRATEGIC TARGETS



ACKNOWLEDGEMENT OF COUNTRY

Wests Tigers acknowledge the Traditional Custodians of the land in which all players and employees operate. Spanning from the Eora Nation of the Inner West of Sydney to the Tharawal Nation of the South West Sydney Region.

Wests Tigers pay respects to Elders past, present and emerging as we continue to celebrate the rich history and culture of Indigenous Australians.



COMMITMENT FROM OUR LEADERSHIP TEAM

Wests Tigers are excited to be delivering a new Strategic Plan for the period 2024-2025.

We will review this plan in July 2024 to extend the strategy into 2026.

This is a critical juncture in the club's history. We have gone through significant change as an organisation and while we know we need to do better; we need our members, fans, corporate partners, and our entire community more than ever to be part of our journey ahead.

This plan outlines how we will achieve success both on and off the field to develop a modern sporting organisation.

To all our members, fans & stakeholders, we are committed to establishing this club as the most innovative & progressive sporting organisation in Sydney.



CHAIR



• CEO



• CFO



• CCO



• HEAD OF FOOTBALL



• MEDIA MANAGER

VISION > PURPOSE > VALUES

VISION:

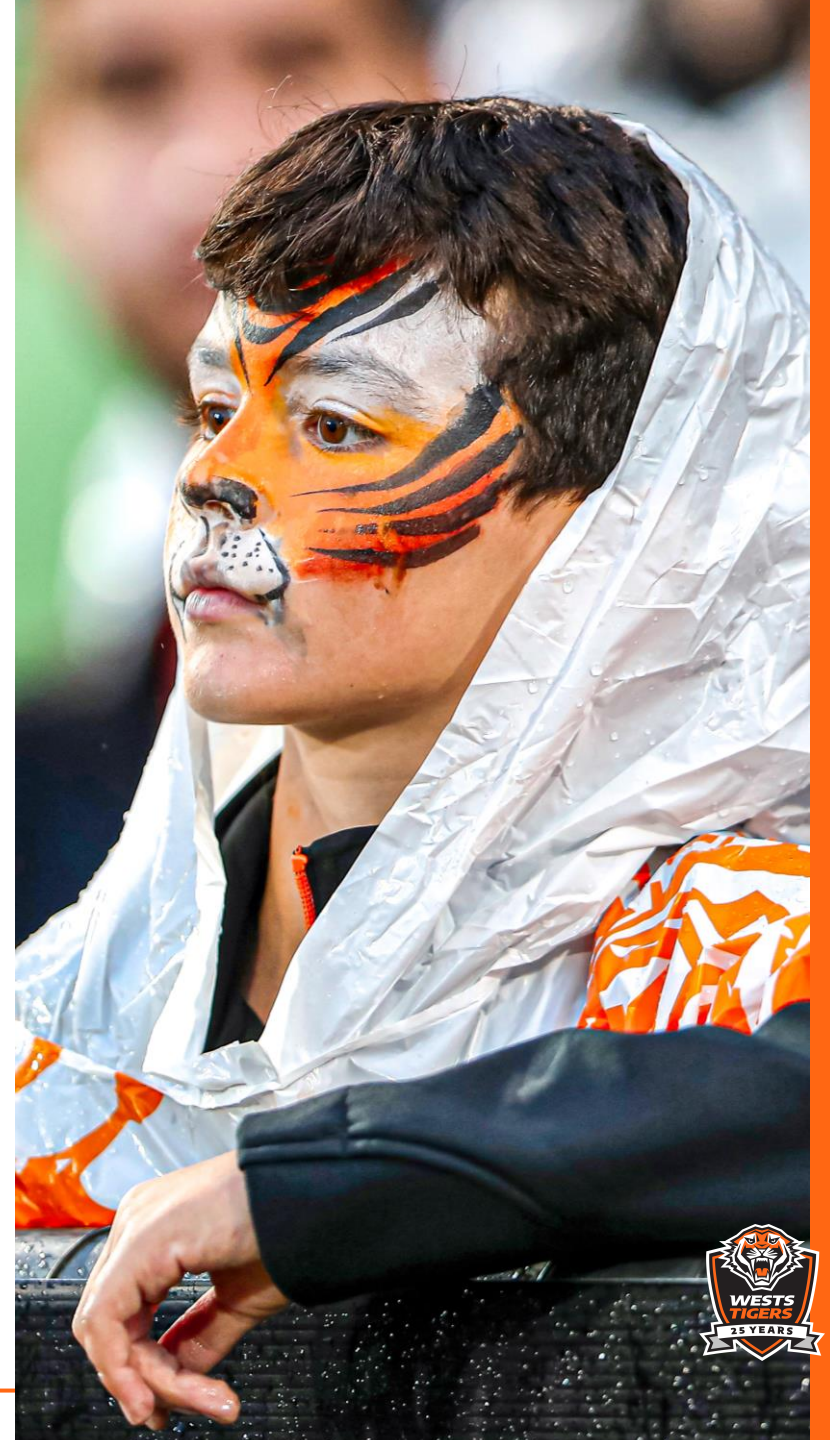
- To ensure this club is one of the leading sporting organisations in Sydney.
- To become a top 4 club in the NRL & NRLW.

PURPOSE:

- Enriching the lives of our community across every facet allowing us to be a modern, innovative & inclusive sporting organisation.

VALUES:

- Family
- Teamwork
- Excellence
- Respect
- Honesty





STRATEGIC PILLAR PATH

INNOVATE • GROW • DELIVER

STRATEGIC PILLAR: INNOVATE

TIME TO CHANGE

INNOVATE OUR REVENUE STREAMS

- Benchmark our current revenue streams against best practices.
- Develop data and digital programs to assist and grow our commercial outcomes.
- A new and fresh approach to our commercial partnerships.
- Utilise the valued input from our stakeholders.

INNOVATE OUR BRAND & AWARENESS

- Auditing our brand identity, to better understand our brand values and their application.
- Polish our brand so that all our stakeholders have a clear understanding of the WT brand and the focus for its future.
- Ensure the WT brand is at the centre of all we do.

INNOVATE OUR COMMUNITY IMPACT

- Implement the new community program which reflects the concepts of what the club represents in the community.
- Work with councils, state & federal governments as well as other stakeholders to deliver in-school programs based around the school-to-work transition along with mentoring and driving domestic violence awareness.
- Work with our WT Alumni and our Foundation to deliver outcomes that reflect the club's values.



STRATEGIC PILLAR: GROW

ACROSS ALL AREAS

GROW OUR MEMBERSHIP

- Grow our membership to 10,000 in 2024, which represents an expected income of \$1.6M.
- Grow our membership to 13,000 in 2025, which represents an expected income of \$2.2M.

GROW OUR COMMERCIAL OUTCOMES & PARTNERSHIPS

- Realise market value that reflects the quality of our products.
- Create corporate partnerships that add value to both WT and our stakeholders.
- Attract quality sponsors consistent with a modern sporting organisation.
- Grow our corporate portfolio to \$8.2M by 2025.

GROW OUR FAN EXPERIENCE

- Develop a defined stadium policy/review that reflects the needs of our stakeholders.
- Ensure this plan includes feedback regarding the needs of our stakeholders and most importantly their match-day experience.
- Ensure transparency across this review process.
- The above reflects a commitment to constantly review our stadia approach to ensure growth occurs for the club and its stakeholders.
- Engagement with councils, state and federal governments, and the NRL to plan the successful progress and growth of the club we are going to create.
- Establish a working group with the NRL for future stadia policy for the club.

GROW OUR COMMUNITY REACH

- We have appointed highly regarded sports administrator, Shaun Mielekamp as General Manager of Community, Foundation & Affiliates. Shaun has a wealth of experience in community engagement playing a key role in Central Coast Mariners' journey from a being struggling club to A-League Champions.
- Create an innovative community program that meets the needs of our community.
- Focus on a push to the South West with our community program without ignoring our inner-city roots.
- These programs will be audited by external organisations to ensure we meet quality standards and will have significant involvement with our players & coaching staff.
- Commitment to be in 50 schools and be in front of 3,000 students by 2026.



STRATEGIC PILLAR: DELIVER

UNDERPINNED BY PERFORMANCE

DELIVER SUCCESS ACROSS THE CLUBS FAMILY

- Establish and maintain true corporate governance supported by strong independent representation on the Board.
- This will allow us to trust and empower our leaders to meet their KPIs and the goals of the club and the board.
- Honesty and integrity are crucial to our success on & off the field.
- Position the club as a DEVELOPMENT club, not a recruitment club. Commit to supporting and growing our current junior membership from 9k to 10k.
- Focus on providing quality depth of players for our NRL & NRLW clubs through creating a winning mentality and depth within our lower grades.

DELIVER FOR OUR MEMBERS

This is our commitment:

1. To always be honest and transparent with our stakeholders
2. Never put a ceiling on what our success can be on or off the field
3. Always ensure the family supports each other
4. Don't look back
5. Positivity to the future
6. Deliver a modern successful sporting organisation.

DELIVER IMPROVED FINANCIAL RESULTS

- Our goal is to create a business model that is sustainable without stakeholder support.
- Ensure the leadership team is aligned with financial targets and budgets. They must have input.
- Create a pathway that is clear and tangible.
- Ensure staff have buy-in and ownership of their individual budgets.

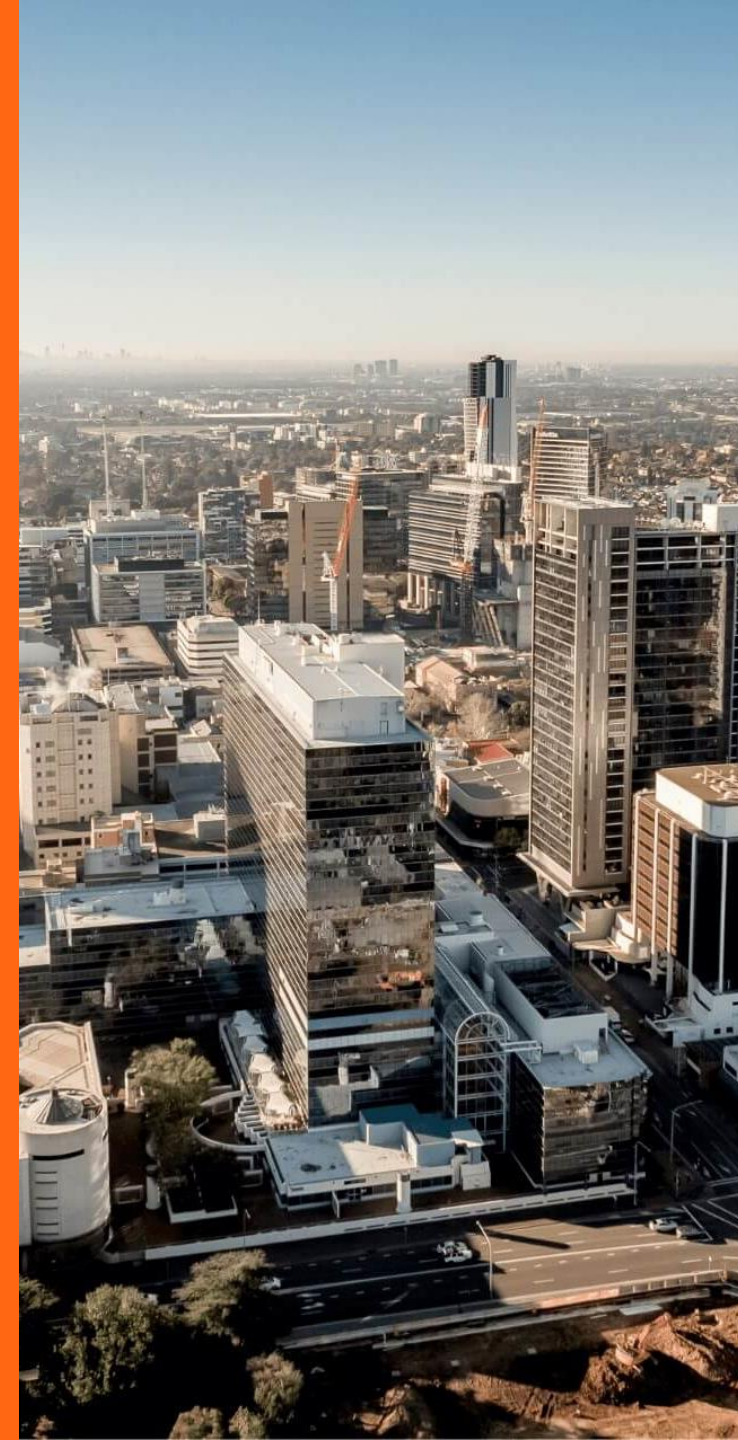
ROARING AHEAD IN THE SOUTH WEST

WE NEED TO TAKE ADVANTAGE OF GROWTH OPPORTUNITIES

For many years, this club hasn't truly given the time nor consistent effort for the need to focus in on the South West corridor, to grow our opportunities.

We intend to, by acting quickly, strategise this plan around the growth of the South West without affecting our inner-city roots.

In consideration of the importance of the South West corridor, we have opened a Campbelltown office located at 26 Blaxland Road. This office will allow us to further entrench the WT brand in this area. John Skandalis & Shannon Gallant among other members from our community, corporate & pathways team will be based there moving forward.



ROARING AHEAD IN THE SOUTH WEST

WE NEED TO TAKE ADVANTAGE OF GROWTH OPPORTUNITIES



Shannon Gallant
(Pathways & Development Manager)



John Skandalis
(Senior Partnerships Executive)



Shaun Mielekamp
(GM of Community, Foundation & Affiliates)

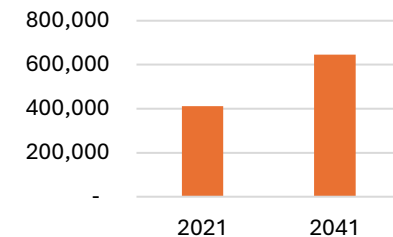
OUR FOOTPRINT

- We have 9K+ juniors within our area, and we want to grow to 10K by 2025 which will make us the #1 pathway club in Sydney.
- WE ARE A DEVELOPMENT CLUB.
- We will work with Wests Macarthur, Campbelltown, Liverpool Councils, and our other stakeholders to continue to grow our footprint in this area.

ECONOMIC DRIVERS

- The South West is the fastest-growing region in Australia.
- Circa \$4.1bn of infrastructure projects identified*.
- New airport will support almost 28,000 direct & indirect jobs by 2031*.

GROWTH CORRIDOR

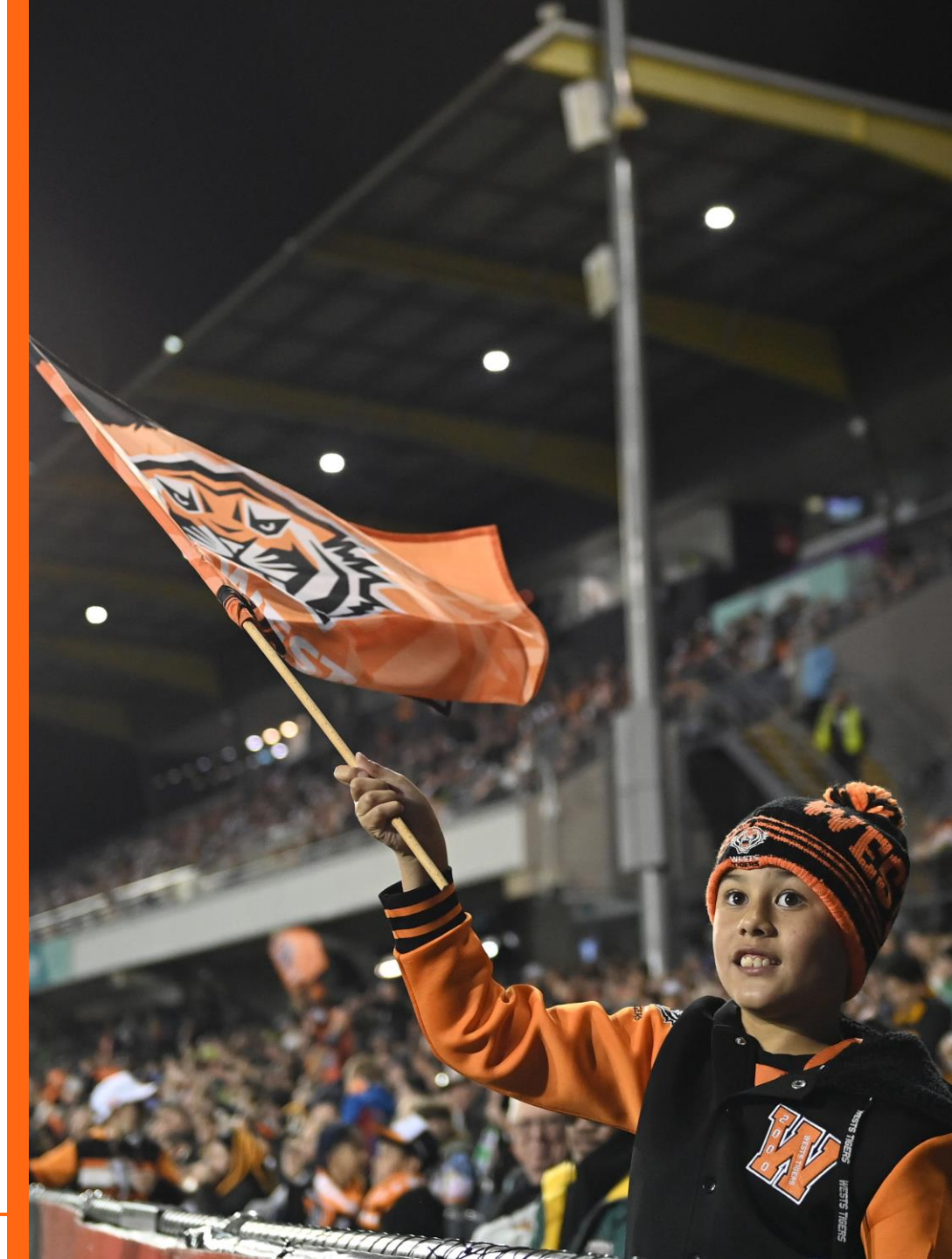


- The population of Campbelltown and Liverpool LGAs are projected to grow by 50% + by 2041**.



OUR STRATEGIC TARGETS

	2023	2024 TARGET	2025 TARGET
MEMBERSHIP #	8,807	10,000	13,000
MEMBERSHIP REVENUE	\$1.3M	\$1.6M	\$2.2M
CORPORATE PARTNERSHIPS	\$6.6m	\$6.5m	\$8.2m
REGISTERED JUNIORS	9,285	9,300	10,000
NRL TEAM SUCCESS	LAST	No ceiling	
NRLW TEAM SUCCESS	8th		
COMMUNITY SCHOOL VISITS	124	140	300





ROARING AHEAD

STRATEGIC PLAN 2024-2025