



PARRAMATTA NATIONAL
RUGBY LEAGUE CLUB PTY LIMITED

STRATEGIC PLAN 2019-2021



EXECUTIVE SUMMARY

MESSAGE FROM THE CHAIRMAN & CEO

We are pleased and privileged to present the Parramatta Eels National Rugby League Club's three-year Strategic Plan that will guide the Club's operations from 2019 to 2021.

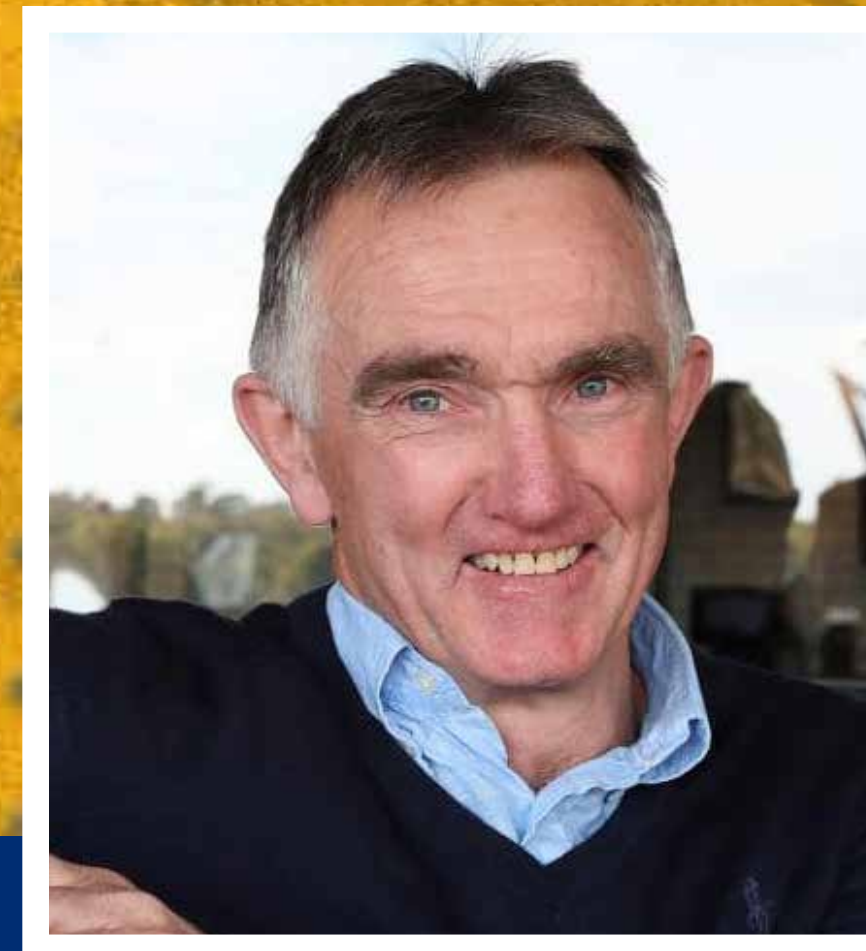
In recent seasons, the Parramatta Eels have been focused on building a stable business and governance framework to underpin success for its football and commercial operations into the future. It gives us the foundation to deliver on our vision – to be Connected and Respected through the way that we lead and inspire, both on-field and in the community.

Our Strategic Plan is underpinned by eight key strategic pillars which provide the fundamental framework and delivery of the Club's objectives. This document is a high level summary of a more detailed

strategic plan that will drive the Club over the next three years. Importantly, the delivery of our key strategic priorities will be done through our strategic pillars in conjunction with our values which underpin our cultural foundations.

We want our members, fans and corporate and community partners to know that we will be relentless in delivering your ultimate sporting entertainment package, exceptional customer service and value for your commitment to our Club.

As a Club, we are extremely excited about our future. We are committed to building a Club of which our fans and partners can be proud. Our best days are ahead of us.



Sean McElduff
Chairman



Bernie Gurr
CEO





OUR VISION

A Club that we can all be proud of because of how we value our members, fans and partners, how we play the game, how we live our values, how we conduct our business, develop our people and what we deliver to the community.

**CONNECTED &
RESPECTED**
**THROUGH THE WAY
THAT WE LEAD AND
INSPIRE ONFIELD AND
IN THE COMMUNITY.**





OUR PURPOSE

Whether it is on the field, in the grandstand, in the office, or in the community, our Club means so much to so many. Our aim is to impact lives, have a positive influence on those that love the Club and create a future that we can all be proud of and passionate about.

**IMPACTING LIVES
WE CELEBRATE THE
PAST WHILE BUILDING
TOWARDS OUR BEST
DAYS NOW AND
AHEAD OF US.**

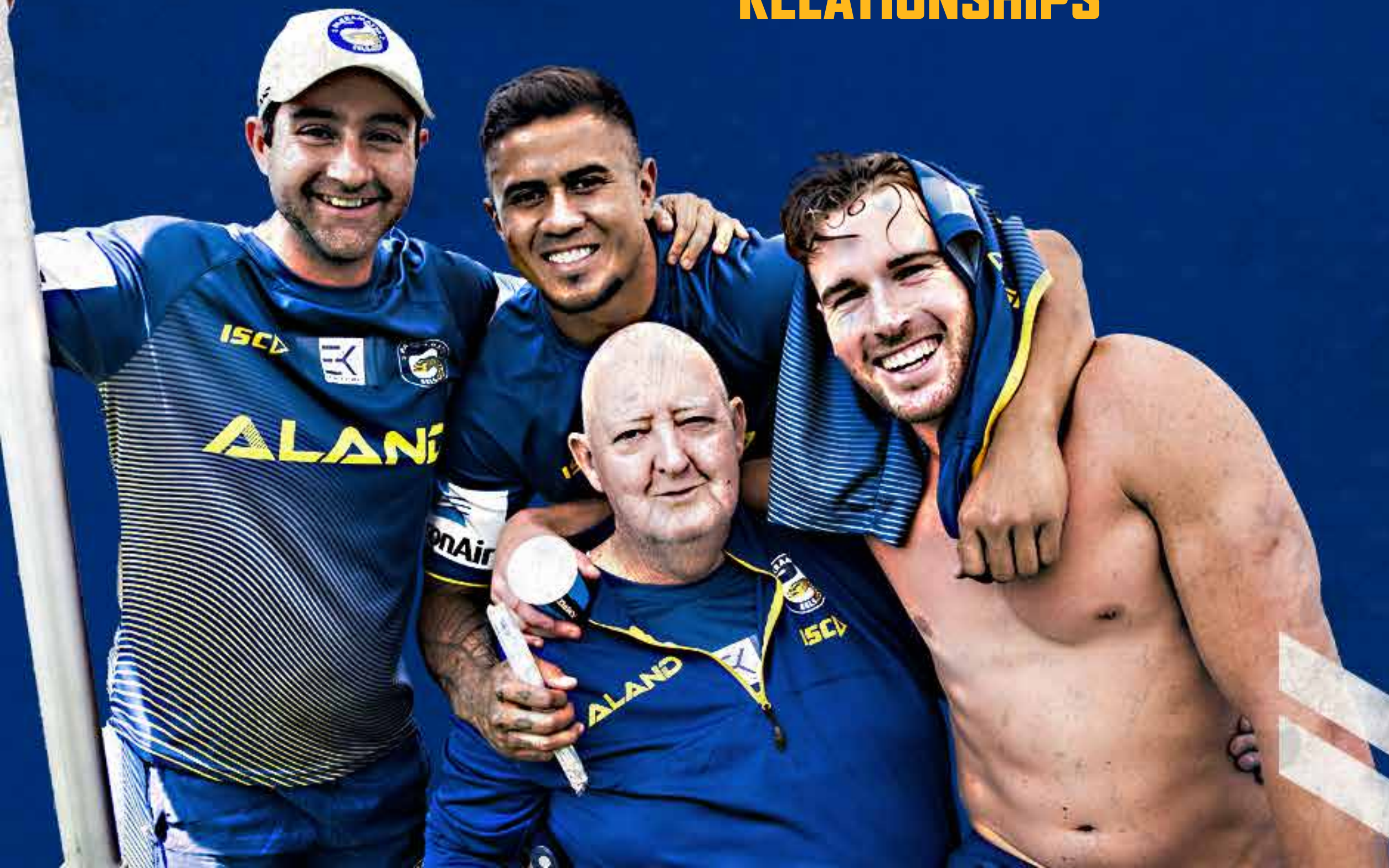




OUR VALUES

Focus on providing legitimate value to our members and partners, have open and honest relationships with our people, thereby allowing us to all work together to bring the best out of each other and drive the success of our Club.

- » **LOVE WHAT YOU DO**
- » **ALL IN WITH EVERYTHING WE DO**
- » **RESPECT FOR EACH OTHER, ROLES & CONTRIBUTIONS**
- » **MEANINGFUL RELATIONSHIPS**



**HIGH PERFORMANCE,
VALUES-BASED
ORGANIZATION**

**OPEN AND TRUSTING
RELATIONSHIP WITH ALL
STAKEHOLDERS**

**BE THE PREMIER
DEVELOPMENT CLUB IN THE
NRL, PLAYING REGULAR
FINALS FOOTBALL**

**BUILD SUSTAINABLE
COMMERCIAL GROWTH AND
DELIVER VALUE TO OUR
PARTNERS**

**40,000 MEMBERS
BY 2021**

**MEANINGFUL OUTCOMES FOR
OUR WESTERN SYDNEY AND
NORTHERN TERRITORY
COMMUNITIES**

**LAUNCH THE PARRAMATTA
EELS FOUNDATION TO
SUPPORT THE FUTURE OF
THE CLUB**

**DEVELOPMENT OF FACILITIES
AND INFRASTRUCTURE,
INCLUDING A CENTRE OF
EXCELLENCE**

**CREATE A SUSTAINABLE,
ETHICAL FINANCIAL AND
GOVERNANCE MODEL**



**STRATEGIC
PRIORITIES**



PEOPLE & CULTURE

- » Establish a high performance, values-based culture while optimising our leadership capability
- » Invest in the personal and professional development of our people to allow them to reach their potential and become well rounded individuals



FOOTBALL

- » To be the premier Development Club in the NRL and deliver sustainable on-field success including regular finals football
- » Provide a pathway for the personal and professional development of junior representative footballers to the NRL
- » Provide an enjoyable experience for all Parramatta Junior League players and their families and increase the participation levels of boys and girls



COMMERCIAL

- » Build sustainable commercial growth through committed relationships, innovative engagement and delivering enhanced value to our partners
- » Grow our strategic partnership with the Northern Territory Government
- » Develop genuine commercial partnerships across a broad network of the Western Sydney business community
- » Maximise the commercial opportunities presented by the new Bankwest Stadium



MEMBERSHIP & FAN ENGAGEMENT

- » 40,000 members by 2021, through a highly engaged supporter base, innovative interactions with our fans and a unique game day experience
- » Convert our casual fans to avid fans, our avid fans to members and our members to season ticket holders
- » Develop a close relationship with our fans and partners through events and initiatives which make them feel like a special part of our Club

STRATEGIC PILLARS





- » Deliver meaningful outcomes to our Western Sydney and Northern Territory communities through genuine engagement
- » Launch the Parramatta Eels Foundation to assist with funding the development of the Club's football infrastructure and community activities
- » Through our Women @ Eels program, drive increased participation of women and girls within the game of Rugby League



- » Have an open and trusting relationship with all major stakeholders of our Club
- » Become a leader in digital and social media communication through meaningful and innovative content



- » To create a whole of club facility at Kellyville Park encompassing our football operations, our administrative offices and a series of community assets and services
- » Develop a funding strategy for these facility objectives



- » Create a sustainable, ethical financial model within a robust governance and risk management framework
- » Maximise profitability of all commercial assets while exercising control of expenditure across the Club
- » With Parramatta Leagues Club, develop a highly functioning Group Shared Services team that provides strategic and operational benefits across the Group

STRATEGIC PILLARS

