



**ESSENDON FOOTBALL CLUB:
VALUE PROPOSITION REPORT**

Version 1.0

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EXECUTIVE SUMMARY

The Essendon football club is trying to increase its female membership to the average female membership percent across the AFL. Based on the conducted ANSOFF analysis, the Essendon football club has identified several strategies to increase female membership. Focusing on providing more event to club members, additional perks to long term members, further aiding the community in various projects and implementing a women's AFL team were amongst the different marketing strategies. It was decided that supporting a women's AFL would be the most beneficial for the clubs perceived value as well as contribute to the long-term success of the club in achieving a higher female membership.

The main objective in starting a Women's AFL team would be to recognize women in the AFL league and more specifically the Essendon football club as star athletes. The aim is to shift the current perception of women playing AFL at a professional level to illustrate club values and perception to encourage more women to become part of the Essendon football club. This strategy is achievable due to the support from the club and the current social climate. The club can achieve this in a year or two due to current infrastructure of women's VFL team currently established.

The Essendon FC's brand purposes are based how the club prides themselves on supporting community projects and removing social divide through supporting women's initiatives and removing cultural barriers experienced by new and old club members. In continuing to stay true to the values the Essendon football club portray, supporting the development of a women's AFL league is the next step in maintaining their communities promise.

The proposed proposition value would be attributed using various marketing tools of push and pull to promote the establishment of the Women's AFL team to increase female memberships. The proposed marketing tools are as follow;

- Television commercials
- Social media management
- Organised Events
- Female targeted AusKick Days
- Encouraged Women's Network Events

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1 OBJECTIVE SETTING

The ANSOFF is used to analyse and plan strategies for growth. This is achieved by focusing on products and markets. The matrix examines new markets and products and how they can affect the current and new markets. The aim of ANSOFF matrix helps up increase the market share by widening the range of products, selling products and targeting new markets (Lenz, 1980)

1.1 ANSOFF MATRIX

Strategies for Growth

PRODUCTS	New	<p><i>Product development</i></p> <p>(current market, new product) increased risk by introducing new product to existing</p> <p>Increase the number of women driven events for current members at the Essendon football club. E.g. Women's nights, mother-daughter evenings, recognizing high achieving women involved with Essendon FC.</p>	<p><i>Diversification</i></p> <p>new products into new markets (riskiest)</p> <p>The introduction of an Essendon women's AFL team. The new product is the women's AFL team where the new market it is the women's AFL league.</p>
	Current	<p><i>Market penetration</i></p> <p>Adjusted memberships and membership prices. Introduce cheaper alternatives for long time members, with altered prices and more club incentives.</p>	<p><i>Marketing development</i></p> <p>Currently Essendon FC is involved with a series of social initiatives. They have targeted indigenous culture and gender. They are yet to focus on breaking into the environmental market. Drawing attention and support to environmental issues to attract customers who care about the environment.</p>
		Current	New
		MARKETS	

1.2 ANSOFF ANALYSIS

Market penetration

Based on the ANSOFF analysis, market penetration aims to target existing market and an existing product in order to increase purchases (Pleshko and Heiens, 2008). The current market focuses on male and female membership holders. This includes other demographics such as varied cultural membership holders. The current product that is being offered is a membership that allows access to games, merchandise and seat for Essendon football matches. In order to improve the current product, the stringy devised aims to provide more incentives to current membership holders, by providing a scheme that allows long standing members a varied membership dependent on how long they have been members. E.g. 1-year membership holders receive a scarf, 5-year members receive a discount etc. This encourages current members to feel valued for their time spent with club and are rewarded for staying with the club (Meyer-Waarden, 2008).

Marketing development

Marketing development draws focus on to how the current products that Essendon FC currently are selling can be used to breach into a new market (Hussein et al, 2003). Currently Essendon FC has several initiatives investing in social causes such as indigenous community projects, women centred awareness days. Despite Essendon FC's current social justice involvement there is little environmental awareness and support programs devised by the football club (Trendafilova et al, 2014). The current generation has shown a substantial amount of support and involvement in the preservation of the environment a serious concern (Haynes and Tanner, 2015). Showing support for the environment as addition to the current repertoire of social movements Essendon is involved in may appeal to a new market. A market of consumers who are heavily involved with the preservation of the environment.

Product development

Product development aims to explore how new products could aim to increase current consumer purchases (Takayama and Watanabe, 2002). Currently there is little focus on the involvement of events specifically around recognising women in the AFL and the hard work member and board put into contributing to the club. Based on the current market of women's network actively involved within the Essendon football club (essendonfc.com.au., 2019) drawing focus to new events such as the mother/daughter days hosted by the club as well as

women's empowerment seminars/socials would could be used to target strengthening connections between female members to create a community feeling and shared values (Green, 1998)

Diversification

Diversification is a high-risk strategic plan aimed at targeting new markets with a new product (Untiedt, 2012). The aim is to introduce a Women's AFL team. The Women's AFL team is an emerging market that has not been breached by the Essendon FC, however other teams have. The product itself is the women's team memberships. Having a women's team would appeal to those who are strong supporters of other strongly affiliated female sports such as netball and soccer (Huggins and Randell, 2005). This has the potential attract a substantial amount of attention and possible consumers.

2 OBJECTIVE

Based on the ANOFF analysis, the most achievable, specific, realistic and timely strategic plan was selected in pursuit of being implemented to increase Essendon football club female memberships. On analysis of each strategy, the option of implementing the *diversification*. Despite the other options from the ANOFF analysis were all equally able to be achieved, are specific, realistic and timely, the diversification option despite being more risky in relation to cost and time, would be a risk worth making in relation to the success it could produce in the future. Market penetration was rejected due as this aims on maintaining current customers rather than reaching new ones. Product development was rejected due to similar initiatives are already being implemented at the football club and is not specific enough to make the key objective. Marketing development strategy, although it was specific and targets new markets, the strategy didn't appear innovative enough. The strategic model for diversification was chosen despite the potential risk of the strategy, this has the most potential to add a substantial amount of value to the club and potential female members.

Using the SMART objective (Mannion, and Keepence,, 1995) focusing on specific task, ensuring it is measurable, achievable, realistic and can be completed in a timely manner, developing and implementing a Women's AFL team can reached.

Specific

The task is that the Essendon football club would be required to create a women's AFL team. Despite already having a women's VFL team, the Essendon football clubs next step is to develop/promote a team to compete in the Women AFL league with other club teams. In order for this goal to be achieved, the people who will be actively involved in the conception will be the acting directors and board of the Essendon football club working in collaboration with the women's network.

Measurable

The task can be measured by using a strategic checklist of activities that would be required to be completed by specific dates. As there is no quantitative value to assess the development of this task, all assessments for the criteria of completion would be qualitative in nature. Such tasks include passing of project scope, financial analysis and forecast of the project revenue that will be raised. A greater detail of research would also be used into the impact of developing a women's AFL team.

Achievable

This activity is can be achieved. This is not an unrealistic task providing the benefits that could be produced for the club. The Essendon already has established VFL women's team and the next step would be conceiving this concept to develop a women's AFL team as other clubs already have. In order to

Realistic

This task is realistic. This fits in with the club's mentality of inclusiveness and supporting women's groups as seen within the social community and services. Years ago, this task would have not been achievable. In the modern age and a shift in social dynamics, there is a big opportunity and support for this movement.

Timely

This task can be completed with a clear starting and finish date. We are aware of when each football season starts. A start date can begin as soon as possible. The infrastructure and

funding are readily available for the project to go ahead providing there is an enough support for the team. It is projected that project could take anywhere from 2-3 years to completed.

3 BRAND STRATEGY

Based on the Essendon football clubs website there is no visible statement regarding the club's values and or main objectives for the club (essendonfc.com.au., 2019). However, when searching through the Essendon football clubs website, various values and stances on issues can be established. Evidently, the club aims to be all inclusive. The club aims to support cultural differences within the club accommodating to international supporters from India, by providing Indian dubbed commentary to games, they also supporting indigenous culture through community programs. The club values equality and diversity by promoting women's through organised events and fundraisers. Special education programs to improve literacy for children in the community is a focus of the club (essendonfc.com.au., 2019). Despite the club failing to provide a clear and concise statement of their company objective it is clear through their community involvement where the club's true values lie.

The reason for the Essendon football clubs existence is to compete with other AFL teams for the premiership title. On a micro level, the Essendon football club provides a service to benefit the community in relation to social issues education. The Essendon football club also provides close community of Essendon supporters who are directly related to the club. This community supports one another through events and football matches (essendonfc.com.au., 2019). On macro level the football club behaves as means of the entertainment industry, aiding the Australian economy through sporting events and attendees to the matches (Pinnuck and Potter, 2006).

The proposed process for developing the Essendon FC's purpose is to draw focus on to what issues and interests matter to the potential customers the most. Based on research, key issues that are important to younger generations are social issues and environmental issues. In relation to social issues it is equality of male and female equality in relation to sports, pay and career choices (Ginwright, 2005). Environmental issues are also a concern in regard to nature preservation and recycling (Ginwright, 2005). IF the brand can supersede completing objectives on the football field such as winning and meeting quotas and draw focus to external issues also as aforementioned, the brand will have more than purpose than initially intended. This can be seen through supporting a women's AFL team that Transends the

initially objective creating a sporting team for memberships but also combats social issues such as equality.

4 VALUE PROPOSITIONS

Several marketing techniques can be employed in utilising the development of the Women's AFL team within the Essendon football club. Based on Kotler's 5 principles (Kotler et al, 2013) of product development, the Women's AFL teams offers the core benefits to female members which allows members to attend Essendon football matches on annual subscription and become part of the AFL community. In order for this product to function on a generic level, this means that members receive cheaper tickets to all the games hosted by the Essendon football club. In relation to members receiving their expected product they receive what they expect which is guaranteed entry to all the games that year. Members receive an augmented benefit of receiving merchandise and discounts for events upon the purchase of their membership. The true potential of the product offers more than members would expect allowing to receive passes to both male and female matches contributing to the social development of females and professional sporting including aiding the community with their membership with money being donated to community programs.

Potential marketing tools and methods that can be used to increase female membership could include. Push marketing techniques (Levy et al, 1983) can be used to raise awareness of the club's values and support for the Women's AFL team and league. This can be achieved through television and publicity stunts. Using advertisements during prime-time television for television shows that have most female viewers can be used to target a specific audience rather than a general audience. Publicity stunts such as attending female targeted events such national breast cancer day, showing support via the promotion of the Women's AFL league can be used to further promote the strategy. Other 'pull' methods of marketing can target women specifically through marketing strategies developed by the women's network. With their knowledge they can utilise specific Instagram influencers to promote women's AFL. They can also aide in the development of specific articles raising awareness of the women's AFL league. Hosting women's AusKick training days can also raise awareness for targeting younger groups rather mature aged candidates. Utilising various methods such as push (Sands, 2003), and pull would be more beneficial rather than focusing only on push or pull. Issues associated with the pull method is the cost of advertising on such a large scale

especially TV network adds. Financial management is detrimental to the campaign and ensuring there are sufficient funds to complete the campaign.

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