



FIRST STEPS OF THE SWFC TURNAROUND

- 1) Rationalize Expenses
 - a. Eliminate non-core functions
 - b. Out-source where prudent
 - c. Evaluate all vendors/suppliers

- 2) Establish Metrics by which to Measure Progress
 - a. Each staff member needs to know the goal and how they are measuring up
 - b. Metrics must measure all department goals & be integrated into financials

- 3) Evaluate, Eliminate and Re-Deploy Staff against specific Measurable Goals
 - a. Keep only the best or those who are willing to become their best
 - b. Ensure we have specialists; the only generalists are the CEO and interns
 - c. Eliminating weak producers saves and motivates the strong ones

- 4) Drive Revenues
 - a. Tickets (season, mini-packs, groups, themes, walk-up)
 - b. Local Media
 - i. Renegotiate all deals with local media
 - c. Regional/Local Sponsorship
 - i. Analyze and redesign all platforms to increase revenues
 - d. Naming Rights of Kit, Club, Pitch and Stadium
 - i. Create more aggressive opportunities
 - e. Offer PSL (Permanent Seat License) Program
 - f. Aggressive Marketing
 - i. Themes
 - ii. Events
 - iii. Promotions
 - iv. Personalities
 - g. Use Incentive Compensation (Bonuses) to Drive Sales Progress
 - h. Upgrade Customer Service (grow the fan base in all directions)
 - i. Upgrade Matchday Experience for Fans
 - i. Digital scoreboards
 - ii. Entertainment for kids and families
 - iii. Disciplined matchday script to provide more entertainment and action
 - iv. Fan ambassadors to welcome and entertain
 - j. Upgrade Catering, Concessions and Hospitality
 - i. Service

- ii. Menu
 - iii. Offerings
 - iv. Marketing
 - v. Pricing
 - k. Fully Leverage New Technology
 - i. Digital and Social Media
 - ii. CRM system
 - iii. E-mail marketing
 - l. Heavily Promote Events (don't just assume fans will show up)
 - m. Eliminate the Mass Discounting of Ticket Prices
 - i. Discounting devalues ticket price
 - ii. Discounting causes purchase delays
 - iii. Discounting eliminates a sense of urgency
 - iv. Discounting should only apply to Seniors, Young Children and the Military
 - n. Foster Open Communication
 - o. Promote other events at Hillsborough
 - i. Aggressively book S6 for events
 - ii. Conferences, weddings, private events
 - iii. Concerts and Sporting events
 - p. Create Ancillary and Complimentary new Streams of Revenue
- 5) Put in place a SVP of Sales & Marketing to oversee the day-to-day implementation of best practices from the US, based on the above objectives
- a. SVP will report directly CEO
- 6) Institute Culture of Winning, Success and Leadership
- a. Bad attitudes, bad language and bad work ethics are not welcome
 - b. Failure is not an option
 - c. Subterfuge, political games and disloyalty are unacceptable
 - d. We will operate at the highest level and set an example for others
- 7) Establish the Chairman's Advisory Board
- a. To Be Named – Player Development Africa & Americas
 - b. To Be Named – Technical Development
 - c. To Be Named – Finance (US and England respectively)
 - d. To Be Named – Community Relations
 - e. To Be Named - Media Relations
 - f. Others who bring real value – no social members
- 8) Develop International Player Development Strategy using an “organic approach” to acquiring players from outside Europe, with a particular emphasis on the Americas
- a. Youth Soccer Camps
 - i. Develop a list of the top 15 soccer camps across the country
 - ii. Contact each camp for Wednesday promotions
 - iii. Top selected athlete from each group (4 per camp) is invited to the Wednesday Academy for 1-2 weeks
 - iv. All campers will be sent SWFC marketing materials; including any US appearances; merchandise; results; etc.
 - b. MLS Team To Be Named Later

- i. Schedule pre-season training camps; Sheffield Wednesday
 - ii. Negotiate cross marketing efforts
 - iii. Cross fertilization of trainers
 - iv. Right of first refusal for players
 - v. PDL team access
 - vi. Fire Academy
 - vii. Youth Teams
- c. Division 2
 - i. Team To Be Named Later
 - 1. Investment in SWFC
 - 2. Re-Branded as Wednesday
 - 3. Right of first refusal for players
- d. PDL Teams
 - i. East Coast – TBD
 - 1. Branded under Wednesday
 - 2. Right of first refusal for players
 - ii. West Coast – TBD
 - 1. Branded under Wednesday
 - 2. Right of first refusal for players
- e. University Outreach
 - i. University Affiliation between U of Sheffield and US Universities
 - ii. Academy Program
 - iii. Scholarship Program
- f. African Outreach Plan

9) Institute Tight Financial Controls with the implementation of an Integrated Financial and Accounting System.

10) Financial System Implementation and Review

- a. Due Diligence
 - i. Full forensic audit
 - 1. A/R
 - 2. A/P
 - 3. Tax
 - 4. Liens
 - 5. P/R
 - 6. Contracts
 - a. Players
 - b. Agents
 - c. Coaches
 - d. Dept. Heads
 - e. Related tax issues from contract structure
- b. Process & Procedural
 - i. Analysis and Establishment of 13 week working cash flow model
 - 1. Dept Head inputs and duties
 - 2. Update and distribute weekly
 - ii. Process flow evaluation and review
 - 1. Controls
 - 2. Compliance
 - 3. Reporting

- 4. Responsibility Centers
- iii. Budget
 - 1. Approval Process
 - a. Rigid Hierarchy and variance or advance activities
 - 2. Activity Maintenance
 - 3. Variance Analysis and Separation
 - a. Match Day
 - b. General Operations (iv. below)
 - c. Post event de-briefing procedures & methods
- iv. Match Day Operations
 - 1. Cash handling & value controls
 - 2. Inventory controls
- v. General Operations
 - 1. Purchase approval process
 - 2. Invoice +/- Purchase Order Authorization
 - 3. Disbursements
 - 4. Reporting Standards
 - 5. Department head tasks
- c. Activity Review
 - i. Personnel
 - 1. Duties
 - 2. Process
 - 3. CHECK establishment
- d. Systems
 - i. Evaluation of data flow and capture points
 - ii. Implementation of appropriate integrated reporting system
 - iii. Development of usable and understandable reports
 - iv. Review of general cost allocation methods
 - v. System Hosting and access tree
- e. Financial Services
 - i. Completion of transfer assignment of professional services from Deloitte to Grant Thornton

11) Pitch and Stadium Operations

- a. Review of turf grass management practices
 - i. Improve as needed
- b. Matchday operations review
 - i. Improve as needed

12) Player Evaluation

- a. Complete review of player contracts
- b. Complete review of player taken by position
- c. Review needs for January transfer window to help ensure promotion
- d. Long term player strategy
- e. Define style of play
- f. Ensure future players fit into style of play
- g. Review scouting techniques
 - i. Strategy for Championship & Premier League teams
 - ii. Strategy for foreign players

