



GOLD COAST TITANS
MEMBERS ALLIANCE

6th MEETING SUMMARY – 30/07/2019



#THRUNTHRU



Venue: Parkwood Village, Media Room

Attendees:

Adam Johns
Brendan Reeves
Dan Cooper
David Allsopp
David Armstrong
Gary Bourke
Guy Freeman
Israel Rensen
Jack McDonald
Judy Meikle
Judy Puna
Lee Dungey
Lisa Forrest
Lyndon Revell
Peter Campbell
Santino Patane

Apologies:

Adam Brown
Deborah Marshall-Deeth
Jenny Cole
Kevin Liggins
Matthew Brown
Peter Morichovitis
Rhonda Toms
Steve Dwan

Staff in attendance:

Chris Knell
Adam Barry
Liam Faithful
Mitchell Donaldson
Dennis Watt
Steve Mitchell



Members Alliance Meeting Agenda – 30/07/2019

- **Welcome and introduction**
- **Dennis Watt – Executive Chairman**
 - Current Club issues – reviewing coaching position, recent media reporting etc.
- **2020 Membership planning** – On-sale and renewal, packages, structure and merchandise.
- **Member agenda items**
 - Team song
 - Dan Cooper / QLD Government / Robina train station
 - Santino Patane / Club hashtags
 - Lapsed corporate and member ‘win-back’ event.
- **Open floor**
- **Meeting wrap-up**

Members Alliance Meeting – Summary and Notes 30/07/2019

1. Welcome and introduction

- Update from Chris on delay to meeting – delay allowed Mal’s review to run its full course and discuss outcomes.
- Primary purpose of this meeting is to update Alliance representatives on Club developments, as well as how we are looking to position Membership program for 2020.
- Advised of Liam’s departure from the Titans for an opportunity with the QRL.

2. Dennis Watt – Executive Chairman

- Dennis acknowledged calibre of Garth Brennan’s character, and the work he did in strengthening ties with the Gold Coast and Northern Rivers rugby league community.
- Dennis stated that there were several good candidates for the role of Head Coach. He spoke of the importance of how the candidates left their previous roles, and that their club was left in a better place than when they arrived.



- The process of finding the next Head Coach was rigorous, but not wholly focussed on interviews.
- Craig Hodges and Luke Burt will continue in their roles of interim Head Coaches for rest of the season.
- The Titans Community Club in Oxenford was approved today by the Council.
- Recent acts by individuals at the club has instilled Dennis with a lot of belief – AJ Brimson was injured during the Storm game in Round 18, but had so much pride and commitment to the team he forced himself to play the following week. Moeaki Fotuaika had a similar instance with an injured hand.
- Mal has completed his review. From his findings, the team have been put on notice. This has resulted in the Football Department initiating new standards to be worked towards. The team know they are capable of more. Nearly 30% of the Titans' salary cap comes off contract at the end of 2020.
- Dennis spoke about the specific Football Department values being built, comparing them to the Melbourne Storm system.
- Junior development at the Club is progressing well, with state and national competitions being won.
- Kallum Watkins has joined the team and is driving standards – common factor has been he is the first to arrive at training and the last to leave.
- Big focus of Football Department is to develop a leadership group that drive Club standards and principals.
- We are currently in a high-risk space with how we move forward in retaining existing Members. The Club is realistic about the potential to grow Members with poor on field performances.
- There will be another Members forum coming – ideally looking towards mid-September, prior to going back on sale.



3. 2020 Membership planning – On-sale and renewal, packages, structure and merchandise

Merchandise

- Adam begins discussion around 2020 membership planning by saying that while membership merchandise items are not the key component of the membership pack, if we don't include them, many won't be happy.
- Adam breaks down the basic structure of membership inclusions into their groups. Foundation, Titanium and Gold receive a cap, scarf, bumper sticker, lanyard and draw magnet. Steel, Legion, 4-game, Flexi and Club memberships receive all items mentioned except for the scarf – due to disparity between the price points of memberships across these groups. Social and Away Legion members get Foundation, Titanium and Gold items as consumers who purchase these usually cannot attend home games, so need an extra product of worth. Blade's Brigade and Tiny Titans receive similar items as this year. Blades Brigade will include a bucket hat and mini-footy, while Tiny Titans will get a teddy bear and baby blanket.
- Judy Puna raised the idea of a merchandise online voucher with a cap as membership items opposed to the scarf. This would allow for Members to put the voucher towards something they like. This is based off a similar idea in practice by some NRL clubs.

Cap Concept 1

2020 Members' Cap Concept 1



- Chris discussed Concept 1. The idea here is to emphasise different colours in the Club's palette. The benefit of membership is that the merchandise is a small run of gear, and therefore we have more potential to design member merchandise to be slightly different to what you can buy in retail.
- David Armstrong brought up the concept of just having a "T" on the members cap, like has been done before.
- Chris responded by saying we are looking to go less mainstream with the cap and do something different to what has been done in the past.



Cap Concept 2

2020 Members' Cap Concept 2



- Chris introduces the second concept by saying this is an artistic impression of the Titans logo that we are looking to put on the cap. The second concept **was not received well by most.**

Stadium seating map

- Chris says we are looking to make some key changes with the stadium seating map.
- We are thinking of reclassifying Sections 27, 27-1, 28 and 29 as General Admission areas and creating a price point lower than the Steel Membership – starting at \$190 per adult. We get feedback from many customers that we don't have enough General Admission capacity. This change would address this deficiency. The challenge we face here is that we need to convince the Members in those sections that we need them to relocate to other sections if they want reserved seats, or opt in for the General Admission Membership.
- Lisa Forrest emphasised that we need to keep the sections near the Members Bar as reserved seating, and encourage Members from Sections 27, 27-1, 28 or 29 to reserve a seat here to create a dwelling near the Members Bar.
- Chris revealed that 'Kids Go Free' is going to be unwound for 2020. The reason we launched this pricing strategy was we wanted to bring younger people into the Club who will be future long-term players and members. In the early years of the Club, only one third of the membership base were families. Now families make up two thirds of membership, and commercially we aren't making enough money for people attending due to this pricing structure.



- If you were a new Member this year, you paid for your kids/juniors to go to the game. It will work out to be \$5 for a child to go to each game, which for 11 matches is \$55 for your child/junior across each Full Season Membership.
- Israel Rensen says there may be some backlash from this change. Chris agreed.
- Chris raised the question to the Alliance: What can we do to overcome any angst regarding this? He then links to our General Admission Membership option which will work out to be a cheaper option than what is currently available.
- Chris explains this decision by saying we need to get back to a point where we are selling from a strong point and have integrity in our products. In the past, particularly between 2011-2012, we would do anything to keep Members.
- Transitioning current Members who are paying family prices is the challenge, and we have begun placing this potential change on the radar of those concerned.
- Adam discussed changing Section 8 to Titanium East prices. Section 8 doesn't have the same demand for Members as other Titanium West sections, as it's closer to the away team bench. The idea is to make it the same category as Section 22 and give Members in that area an option to sit on the Western side of the stadium for no extra cost. It might also be more appetising to Gold Members who are looking to upgrade.

Platinum Club

- Chris moved on to discussing a sub-corporate product for Members, which has the working name of "The Platinum Club".
- This is a long-term play. We have a good relationship with the current venue manager, Kristian. He has been a driving force in approving the Members Bar, the Fan Zone and the Northwest Bar opening an hour prior to gates.
- There is a proposed capital works project which will see many of the facilities upgraded in the coming years in the Corporate Area. The Palladium Club is the top-level corporate package. It includes a sit-down meal and beverages with a fantastic view. It's such a big room, however we aren't selling enough into the Palladium Club due to it being a more traditional package, which isn't in line with how many corporates now want to consume the game.
- Due to this gap, we need to recalibrate the corporate seating. The Palladium Club is too traditional, and we need to change to meet different demands. As a result, we don't need such a big area to accommodate this.
- The proposed plan will see the Palladium Club room become a Members' Lounge. This means that Members will still have a reserved seat, but can hang out in the lounge at their leisure and pay a premium price to do so. There will be an increase in investment to sit in the upper-tier of Sections 4 and 5. Currently, some who sit there are paying unders for their seats. This season, a Titanium West adult was approximately \$500. We will be looking at \$700-800 to sit in premium seating, and have access to the function room for a full season.



- In Section 5, there are 220 upper-tier seats, as well as 220 in Section 4. This would give us 440 seats in total to work with at the sub-corporate price.
- With the proposed new General Admission Full Season product, we can meet demand at the bottom end. However, there is a gap in the market between corporate and our top tier of membership. This is indicated by how well we sell Titanium West seating, and how well the Members Bar has been received. There is the demand for a premium and exclusive Member area.
- This project will probably not happen in 2020. We believe it will be 2021. We need to be careful with the Members in the current area and ensure we retain Members affected by the product change and resulting price increase. This is the biggest challenge we face.

Events and Loyalty

- Adam explained the Member events and loyalty program. First-year Members, Bronze (2-4 years), Silver (5-9 years) and Gold (10+ years). Loyalty is recognised by a keyring reflecting your colour, as well as the lanyard.
- Additionally, we have held a range of events that invite specific loyalty groups. First-year Movie Night, Trivia Night for Bronze, Silver and Gold Loyalty Members, Silver and Gold Captain's Lunch and the Gold Cocktail Event.
- Next year we are looking to do something similar (i.e. movie night for Members, away game screening at Event Cinemas). We want to get everyone together and enjoy a game. As a group, we also want to do a games night instead of trivia, and continue with the cocktail event.
- Chris mentioned that these events are the best way to demonstrate our gratitude for Member loyalty to the club.
- Lisa Forrest recommended events that involve a more social aspect instead of movie nights, which aren't social. It's not a particularly welcoming event, and we want to welcome people to the Club and engage with them.
- Chris agreed that the Christmas party and the Captain's Run are more sociable events.
- Chris continued Lisa's point, and said that the venue wants to host an event at the stadium, similar to the open day the Broncos do in the pre-season for Members. This event would be free of charge. Cbus Super Stadium would like to open their venue more to the community in future.
- Peter Campbell mentioned that we should be initiating a recognition class for a 15-year Member. For reaching such a big milestone, we should get a player to present something to the Member, like a jersey presentation.



- Lee Dungey mentioned that there is not enough done to represent Members at the stadium. When you go to the Metricon Stadium, the Suns have multiple walls representing the names of Members.
- Chris made the point that we have investigated this already and agree that it would be a good idea.
- Dan Cooper asked if there is a permanent Preston Campbell Stand sign, to be installed on his grandstand. Chris confirmed that the stadium would likely reject this request as they may want to remove the sign for non-Titans events. The point was also made by Dan that they sign grandstands at multiple shared stadiums, even at the new Bankwest Stadium.

Digital Membership Summary

- Adam Barry discussed the digital membership summary. This is a snapshot of all membership packages that is easy to carry around. This concept was brought up at a past Member Alliance meeting. We haven't utilised it this year, but will look to do so for the 2020 on-sale for Members, Members Alliance representatives and staff to have a piece of membership collateral that can be easily shared with potential Members. They would be able to enter details from the summary and request a call back from the Membership Team.

4. Member Agenda Items

Team Song

- Chris confirmed that this item won't come off the agenda until we find a song. We had multiple song entries that we previously played for the Alliance, and we couldn't quite find one we wanted to go with. We will work on this.

Dan Cooper agenda – Robina station

- Dan Cooper said that when he is in Melbourne, train stations closest to the stadium of an AFL team have a sign to represent the team. Dan proposes we do something similar with Robina and have a sign saying 'Home of the Gold Coast Titans'. Chris said he would discuss this with the Venue Manager.

Santino Patane – Titans social media Hashtags

- Santino said that there is an organic groundswell on Facebook of new hashtags being used amongst fans of the club – in place of the current #ThrunThru and #Weareready hashtags. He gives an example of one being used which is #Unitedastitans. Santino suggested that we should be looking at some different hashtags for 2020 as the current ones are not resonating with the fans, nor are they an accurate reflection of the team's position.

Peter Campbell – Corporate and Member 'win-back' events.

- Chris confirmed that this is in the very early stages of planning and there will be marketing collateral devised for this event to take place in 2020.



- The concept of the corporate and Member win-back event is to invite them to the club via an event invite to an event at Parkwood.
- Peter Campbell volunteered his time to call people on the list himself. He believes that calling is the best way to do this, as it is far more personal than an email.

5. Open floor

- Lisa Forrest asked if we can install microphones around the stadium to improve the sound from member populated areas to boost the quality of atmosphere. Chris stated that this is a possibility.
- The stadium is currently looking to upgrade the lighting and sound. In addition to this, Chris reaffirms that we are aware of the sound issues in the Members Bar and are currently looking for a solution.
- Lee Dungey said his child came across a cool sound effect on an app of a legion marching. He said it sounded perfect, and would be great to use for crowd interaction to make noise either clapping or stamping. It could be played when we are defending the line.
- A few Alliance representatives mentioned that we need to involve Titans alumni more intimately into the Club's operations. Mat Rogers is mentioned as a figure that Members would like to see welcomed back to the Club.
- Chris agreed that we can look to do this to a higher extent than we do currently, but points out that we do already have this presence in Anthony Laffranchi and Matt Srama. Both of those guys worked extremely hard to be where they are today and spent lots of time volunteering and coaching before being appointed into their roles.

6. Meeting wrap-up

- Chris concluded by proposing late September for the next Alliance meeting. He also mentioned that we are looking to have an open Members Forum on September 20 (date TBC). This forum is a key part of our plan for 2020 Membership, with key club decision makers opening on what our expectations are for next season.
- It's about holding on to as many Members as possible for 2020. Please be sure to lock this date down in your calendars, as we would like as many of you there as possible. Thank you for coming.