

Callen Cricket Pty Ltd (CC)

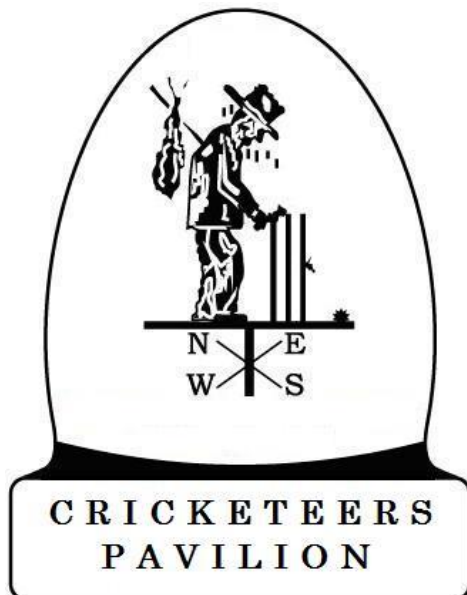
ABN: 51 142 728 032

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Willow Blue Australia Pty Ltd (WBA)

ABN: 88 602 883 161

BUSINESS PLAN



Prepared for: Cricketeer Members

Prepared by: Ian Callen
Director

The name "Cricketeers" refers to Cricket Volunteers. It came about during the 2013 ICC Champions Trophy.

INTRODUCTION

Willow Blue Australia Pty Ltd (WBA) is designated project manager for Callen Cricket Pty Ltd who are eager to create a Cricket Tourist facility as part of the A.C. MacLaren Cricket Bat Willow Plantation (Plantation) situated on the western part of the Healesville Racecourse opposite Birdwood Ave, Healesville Victoria.

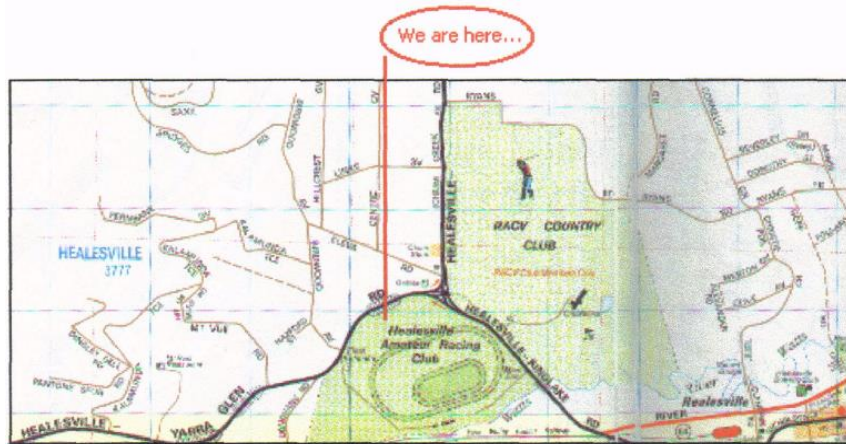


Image 1: A detailed map of Healesville, visually showing the desired location of the Cricket Tourist Facility.

THE CONCEPT

This concept originates from a question from the Victorian Tourism Industry; “Would Callen Cricket be making the Cricket Willow Project available to the increasing number of visitors to the Yarra Valley region, and if not why not?”

Our Plantation of English Willow has attracted a great deal of attention over the years not only from tourists and wedding photographers, but cricket lovers interested in the process of making cricket bats.

The plantation site offers a unique amphitheatre ambience for a pavilion complex in the style of cricket architecture that would suit an area designated to the Cricketeers Pavilion Cricket Club with a vision to develop a Cricket Ground capable of attracting Primary School and Junior Cricket fixtures as well as promoting the endeavours of WillowBlue to develop the Cricket Willow industry and Cricket Bat Makers of Australia.



Image 2: Proposed site map for the Cricket Tourist Venue

BACKGROUND

England Test Cricket Captain A.C. MacLaren sent English Willow cuttings to Test Umpire Bob Crockett in 1902 to begin a cricket bat willow business. Bob Crockett achieved this and passed his business onto his son Jim. Unfortunately, with no other family members interested in carrying on the business, Jim sold to Slazenger.

The Crockett trees were harvested and never replanted. Another 35 years later, some of the original MacLaren rootstock was located and an English Willow nursery established. Then in 1994, the Shire of Healesville issued Ian Callen with a permit to plant MacLaren's original progeny beside the Healesville Race Track.

The Plantation is owned by Callen Cricket Pty Ltd and is managed by WBA. The once thriving cricket bat willow industry in Australia has been rebuilt and reinvigorated, and we want to ensure that it is preserved for many cricketing generations to come.

The Plantation (pictured page 5) is producing the first bats made from Australian grown 'English Willow' since the closure of the Crockett business. The results have so far been excellent, due to the slower growth rate which creates closer grain, better rebound, and superior endurance.

Callen Cricket (CC) aim to encourage further plantings of MacLaren's progeny in the Yarra Valley with the aim of competing for a share of the English Willow market globally. Already the company is exporting product to India, Pakistan, Sri Lanka and New Zealand.

Slowly the Australian industry has been developing with Callen Cricket incorporating WBA to secure the WillowBlue trademark for their English Willow timber.

Callen Cricket has also trained a team of foresters to harvest and process the trees along with a network of Bat Makers through cricket communities of Australia. At present the company has accredited 50 Willow Blue Bat Makers (men & women) strategically placed across the nation. These bat makers are now running their own businesses under their own brand and are servicing the needs of cricketers within their local communities.



Image 3: Aerial view of the A.C MacLaren plantation in Healesville, VIC.

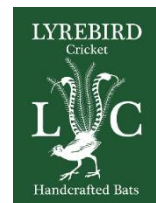


Image 4: Examples of Willow Blue accredited bat makers

THE INDUSTRY

Three years ago Callen Cricket became the first exporter of English Willow (*Salix Alba Caerulea*) outside of the United Kingdom and now services some of the largest bat companies in Pakistan, India and the UAE. The cricket bat willow industry in Australia is now operational, but from experience we have learned that there will always be a serious shortage of quality timber to make bats unless we can encourage new plantings.

This fact has never been more clearly highlighted as bat companies on the sub continent have become so desperate for willow that they are purchasing inferior *Salix Alba* species from Serbia, Romania and Bulgaria and disguising it as *Salix Alba Caerulea* (English Willow).

The truth is simple – the game is growing much faster than the trees are.

OUR MISSION

Our mission therefore is to showcase and promote the revitalised Cricket Bat Willow Industry through the Cricketers Pavilion initiative from our plantation site in the Yarra Valley township of Healesville.

Our Mission will demonstrate the game's most prized possessions and unique facets; the creation of the beloved cricket bat and whilst reinforcing the traditions of a sport that helped become a global evolution attracting over 300 million participants and many more supporters from 6 of the world's 7 continents.

Our mission will attract members from around Victoria to help improve cricket in all regions to encourage Children who are being attracted to the game. We aim to provide Primary Schools and Junior clubs the opportunity to visit and learn rewarding ways to participate in cricket whether it be as a cricketer, Umpire, Scorer or Volunteer... just like our country's most famous Poet and Cricketer C. J. Dennis.

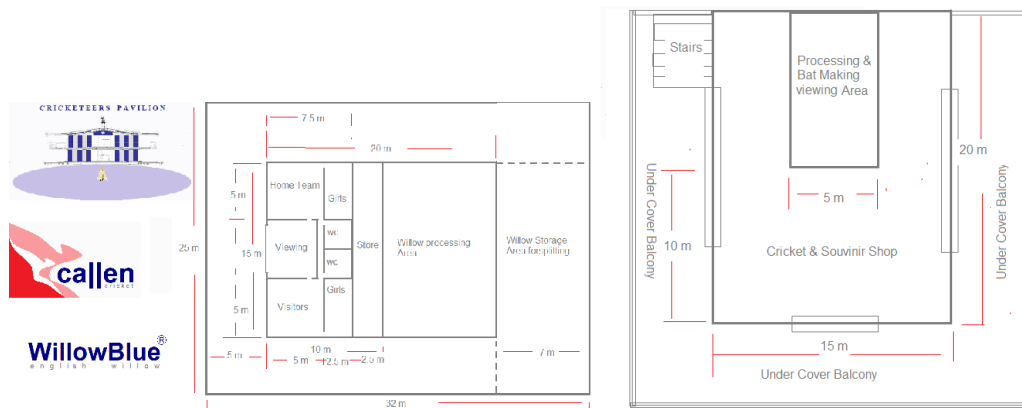
REVENUE POTENTIAL

The introduction of the Cricket Tourist Venue in the region will offer an alternative attraction to the area, that is not available anywhere else in the country.

Because of cricket's popularity (300 million participants and 2 billion supporters), it is reasonable to assume this venue will attract 2 – 3% of the 5 million tourists already visiting the Yarra Valley.

STRUCTURING THE PROJECT

Callen Cricket is in the process of building the Pavilion, Cricket Ground and Bat Making facility at the Plantation site.



TIMELINE

FEBRUARY 2019	Submission Planning Application and Funding
FEBRUARY 2020	Planning Approval / Marketing / Starting Point
MARCH 2020	Ground Works / Administration
APRIL 2020	Ground Works / Concreting
MAY 2020	Concreting / Bitumen
JUNE 2020	Construction / ACC Membership
JULY 2020	Construction / Memorabilia Collection
AUGUST 2020	Construction / Fit Out / Conservation Framing
SEPTEMBER 2020	Fit Out / Conservation Framing
OCTOBER 2020	Fit Out / Installation
NOVEMBER 2020	Project Opening 2020

MARKETING PLAN

Our Marketing plan will be dependent on our budget. The bare bones figures allow for \$50k budget which will allow us to outsource the market strategy. This marketing strategy will be based on the following six components to create a concise, yet actionable plan that aligns our business objects and metrics. This will help optimize the goals.

BUSINESS OBJECTIVES

Grow the Cricket Bat Willow Industry in Australia to reduce the UK Monopoly.

Create a Tourist destination Alternative to Alcohol and food.

To provide funds to help rural Children play cricket at grass roots level.

To achieve our
MISSION STATEMENT
Highlighting
Socio-economic and
environmental outcomes

MARKETING STRATEGY

Will be built around
Product, Price, Place and
Promotion

MARKETING PRIORITIES

To create a Qualified & Valued Proposition based on verifiable facts and to lift Tourism expectations.

Demonstrate Cricket values through engagement.

Design a digital Marketing tactic by analyzing current trends and priorities accordingly

Generate Content effectiveness

KEY ACTIONS

Identify activities
Capitalize on the our resources
Focus on what important to us

MARKETING GOALS

Public Awareness

Brand Awareness

Grow Reputation

Demonstrate the contribution Cricket has made to the Australian Cricket.

Display the traditions and values of the game in a way everyone will understand its value

DEPENDENCIES AND RISK

Funding the Budget

Market acceptance

Public interest

SWOT ANALYSIS

OBJECTIVE: To create a cricket tourist venue at the Plantation in Healesville, Victoria with the aim of promoting WillowBlue English Willow whilst supporting cricket in Victoria, and the ongoing viability of the Australian Cricket Bat Willow industry.

<p>Strengths</p> <ul style="list-style-type: none"> ➤ Industry leader ➤ Product is known for its rebound and durability ➤ Established Markets Nationally & Internationally ➤ At the coal face of the industry ➤ Low Australian dollar ➤ Mature Assets in place ➤ Ideal location. ➤ Intellectual knowledge ➤ Expertise ➤ Industry Credibility ➤ Indian import licence in place ➤ Highly Qualified Staff ➤ Established Tourism Area ➤ Cricket is our National Game ➤ Global Supporter Base ➤ Australian Raw material Monopoly 	<p>Weaknesses</p> <ul style="list-style-type: none"> ➤ Market Presence ➤ Funding / Capitalisation ➤ Product acceptance (not grown in UK not English Willow) ➤ Industry and government Red Tape ➤ Bureaucracy
<p>Opportunities</p> <ul style="list-style-type: none"> ➤ To Increase in Tourism ➤ Alternative Tourism Interest ➤ Market in short supply ➤ To counter Counterfeit <i>Salix Alba</i> <i>Caerulea</i> ➤ Social Trends – T20 bats require longevity ➤ Increased demand for Cricket Development at Grass Roots level ➤ Nationwide support ➤ Social Evolution 	<p>Threats</p> <ul style="list-style-type: none"> ➤ Market fluctuations ➤ Product Perception ➤ Recessions ➤ High Dollar ➤ Red tape – Bureaucracy ➤ UK Market Protection ➤ Macro-Economic and globalisation issues ➤ Counterfeit English Willow

CONCLUSION

This project will be more than furthering the Cricket Bat Willow Industry in Australia it will provide cricketers with quality raw material and product support at affordable prices.

We anticipate attracting Tourism on an alternate scale, creating employment opportunities, directly and indirectly. Once fully operational the project will employ 23 staff. (5 part time Tourist Guides, 1 bus driver, 2 permanent sales staff, A General Manager, 1 Bat Makers, 1 full time groundsman, 12 part time foresters.

We see everyday use of the surrounds, whether it be people walking their dogs or attending picnic horse racing where funds from this project will be provided to enhance the course.

The project will benefit students providing them with valuable social and interaction skills whilst enhancing all they have learned during their Primary years reinforcing and encouraging practical team work skills designed by the Cricketeers Club. This will be open to every person who has participated at junior club level cricket in Victoria or to anyone who has a child or grandchild who is involved in the game at including parents, grandparents, bothers and sisters.

It will also assist with significant artefact collection of cricket importance. This is a key part of our mission: to collect, research, trace, acquire objects and to validate cricketing partnerships relating to the game of cricket in Victoria.

