



ROB MILLS

DIRECTOR & CEO OF TENKA GROUP
(OWNERS OF GEMBA & TURNSTILE)

CORE CAPABILITIES TO SUPPORT WORLD NETBALL



COMMERCIAL
STRATEGY



GLOBAL
EXPERTISE



ORGANISATIONAL
STRATEGY

CAPABILITY

COMMERCIAL STRATEGY



20+ YEARS EXPERIENCE

Through my leadership roles at Gemba Group and Turnstile, I have provided commercial advice to leading sports right-holders around the world, encompassing commercial and sponsorship strategy, asset valuation and the development of go-to-market strategies.



NETBALL AUSTRALIA

I led the project team responsible for the development of a commercial strategy for Netball Australia. In addition to identifying commercial opportunities, we also developed strategies to help build alignment between State Associations for future growth.



BIG BASH LEAGUE

I led the project team that developed the commercial strategy for Cricket Australia's Big Bash League, following the move from subscription TV to Free To Air. This modelling was built upon previous work we delivered to CA during the establishment of the BBL model.



FOOTBALL AUSTRALIA

I led the project team that developed the commercial strategy for Football Australia in 2015 and 2020. Both iterations had a strong focus on the commercial value of women's programs and recommendations for unbundling women's properties.



AUSTRALIAN OPEN

I led the project team that independently valued the Australian Open domestic broadcast rights, then personally supported the CEO on the subsequent negotiation process. This project identified significant incremental value in traditional and digital media assets, which led to a major restructuring of the host broadcaster model.

More recently, with my re-location to London, I have been heavily involved in strategic projects for major global rights-holders. These projects have been a combination of commercial strategy and sponsorship valuation.



FIFA

Following my engagement for initial advice relating to sponsorship commercial structures for the FIFA commercial program, I have been working with the FIFA Commercial Team to value the 2023 Women's World Cup and 2026 FIFA Men's World Cup.



WORLD RUGBY

I'm currently leading the project team modelling the commercial value of the next four Rugby World Cups - Men's and Women's. This work is being driven by the need to better understand the commercial opportunity presented by different host nations.



CVC CAPITAL PARTNERS

I have worked on several projects focusing on private investment into elite sports properties, including projects for CVC relating to their investment in Rugby and Volleyball. This has given me a strong understanding of the benefits and associated risks of private investment in sport.

CAPABILITY

GLOBAL EXPERTISE



MULTIPLE MARKET EXPERIENCE

I have worked across a broad range of markets over my career, and more recently have lived and worked in China and the United Kingdom. This experience has given me an appreciation of the unique balance between localisation in commercial strategy, and the understanding of how global strategies can be successfully leveraged in diverse markets.



AUSTRALIA & NEW ZEALAND

I have spent the majority of my working career in the Australian and New Zealand markets. Before starting Gemba, I worked for adidas in Australia as Marketing Director and I was increasingly given responsibilities for parts of the New Zealand business. As CEO of Gemba, I have worked across these Australasian markets extensively through dedicated offices in Melbourne, Sydney and Auckland. I have a deep understanding of both markets from a consumer and commercial perspective and strong professional networks.

ASIA

I have worked extensively across major APAC markets, with long stints working with clients in Japan, Hong Kong and Singapore. Through this work I have developed a strong appreciation of the cultural nuances of Asian markets, and varying maturity of the sports industry and markets more broadly.

CHINA

I have deep experience working in China gathered through dozens of extended visits plus a two-and-a-half year stint living and working in Shanghai. I led major China-related projects for global brands such as adidas and Coca-Cola. For rights-holders, I have worked on market-entry projects for Tour de France and a European Football Club.

EUROPE

Since 2018, I have been based in London and spent the majority of this time working with major global and regional rights-holders and brands. I am responsible for all businesses in the Tenka Group and this gives me continued exposure to the latest projects being executed across multiple markets.

My understanding of regions and markets has been augmented by access to one of the most in-depth sport and entertainment studies in the world. Since 2006, I've led the development and roll-out of the [Gemba Insights Program](#), initially launched in Australia and now running across 25 markets around the world. This always-on study seeks to understand the passions, motivations and behaviours of sport and entertainment fans, and provides me with a solid fact-base to better understand fan engagement in multiple markets.



UNDER THE HOOD EXPERIENCE

I have worked with the CEO's and Boards of many sports organisations to help them build effective organisational strategies. These strategies span all elements of a sports organisation, from participation to elite programs.

Through my work with multiple sports organisations, I have observed three key issues imperative to the successful development of organisational strategy:

1. BUILDING VS. YIELDING

Sports organisations regularly confuse the development of new products with the commercialisation process. Often administrators move straight to commercialisation and operational issues without full consideration of "product health", whether it be a team, event, league or a grassroots program.

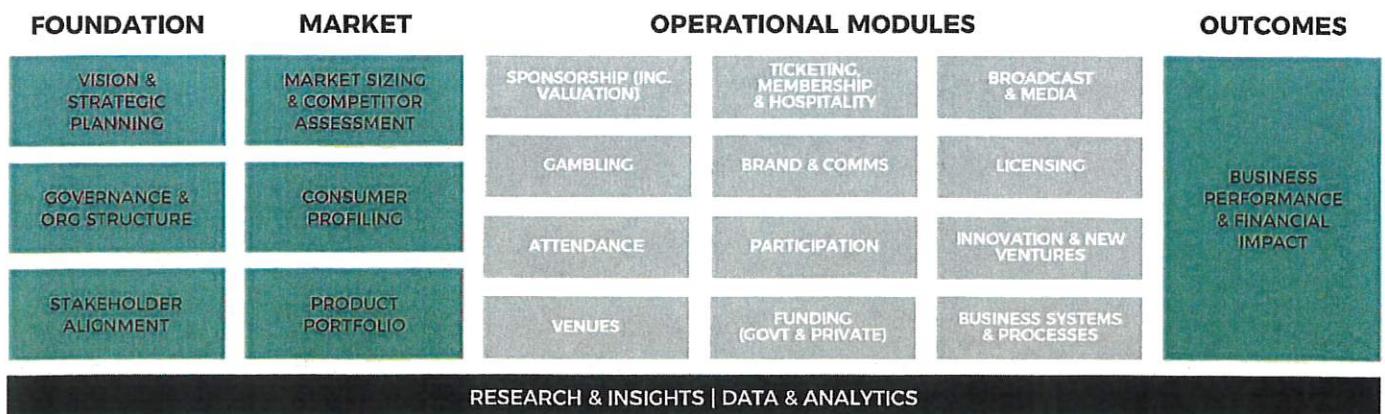
2. CONSUMER INSIGHTS

I am passionate about using consumer insights whenever possible to fully understand the current situation and inform future strategies. The sports industry is renowned for "gut feeling" decision making, and this often leads to poor execution and inefficient investments of time and resources.

3. GOVERNANCE & STAKEHOLDER ALIGNMENT

Governance is foundational to high-performing sports organisations and I have gathered a lot of experience on how good governance impacts commercial programs. More broadly, it is important to consider that governance alone does not guarantee alignment. Careful consideration and investment of time are essential to ensure all relevant stakeholders understand the need for change, buy into an organisational vision and are continually kept abreast of the progress of the strategy.

With these 3 factors in mind, I led the development of a piece of valuable IC called the Gemba Strategy Framework. This framework has been designed to help CEO's and Boards understand the key components of an effective strategy and the inter-dependence of component parts.



CORPORATE STRATEGY | TENKA GROUP



In addition to supporting clients with the development of their strategies, I am also responsible for the development of the corporate strategy for Tenka, owners of Gemba & Turnstile. This role focuses heavily on driving growth, the development of People & Culture strategies, the Group Sustainability policies and Group Technology investments.

REFEREES

The referees below can speak to my approach and capabilities within in the three focus areas of this document;

 Commercial Strategy

 Global Expertise

 Organisational Strategy



MARNE FECHNER Chief Executive | AusCycling

I worked with Marne while she was CEO and Head of Commercial at Netball Australia on various organisational and strategy projects.
marne.fechner@auscycling.org.au



RAELENE CASTLE Chief Executive Officer | Sport New Zealand

Liaised with and presented projects to Raelene in her role as a Board Member of the ANZ Championship.
raelene.castle@sportnz.org.nz



GABBI STUBBS Director of Netball Australia

I have worked on several projects with Gabbi relating to sport and entertainment digital and media products.
gabbistubbs@gmail.com



SHANE HARMON CEO of Sky Stadium, Director of Netball New Zealand

I have worked with Shane both in his capacity as a Board Member of Netball New Zealand and as Chief Executive of Sky Stadium.
sharmon@stadiumtrust.org.nz



JACK BUCKER Chief Executive Officer | British Swimming

I have known Jack since the mid 90's from our days working at adidas. I regularly catch up with Jack to discuss trends in Olympic sport commercialisation.
jack.buckner@swimming.org



CELINE DEL GENES General Manager Sports Specialist | adidas Global

Celine can speak to by experience working on Asia Pacific projects and more recently global sports marketing projects.
celine.delgenes@adidas.com



SARAH BOHNER Head of Licensing & Retail | FIFA

I have worked with Sarah on Licensing projects for the Australian Football League and more recently in her role at FIFA.
sarah.bohner@fifa.org

