



# STRATEGIC PLAN



# 2018 - 2022





# STRATEGIC DIRECTION



**Vision:** To be the world's leading food and produce market.

**Mission:** To operate sustainably and successfully as a group of prosperous Traders, Board and management team that provides a diverse and exciting cultural shopping experience that enhances our precinct, city and state.

## *Values*

### ENJOYABLE

A Market which puts the Customer at the centre of all its activities so the Market can provide an enriching shopping experience.

### PROFESSIONAL

A Market whose leadership, Traders & staff are driven by the highest standards of professionalism across all levels of the business.

### INNOVATIVE

A Market which prides itself on the application of innovative thinking to create a unique world class shopping experience.

### UNIQUE

A Market which provides a distinctive food & cultural offering which is unique to South Australia.

### SUSTAINABLE

A Market which focuses on the economic, social & environmental success of its stakeholders in the short, medium & long term.

# STRATEGIC DIRECTION

## Themes



*Our*  
**CUSTOMERS**

**1**

To put our Customers at the centre of all that we do to provide them with an authentic, unique & memorable shopping experience.

*Our*  
**TRADERS**

**2**

To build & support a market 'family' of diverse, passionate, professional & knowledgeable Customer focused Traders.

*Our*  
**BUSINESS**

**3**

To build a business that is financially sustainable, well managed & with appropriate governance.

*Our*  
**PRECINCT**

**4**

To make a valuable contribution to the economic, social & cultural wellbeing of our precinct, city & state.

# Our CUSTOMERS



## 1.1 Establish the best produce Market offering in the world.

### 1.1.1

#### NEW TRADERS

Seek new & innovative Traders who will complement our existing offerings.

Develop a process to seek & review prospective new Trader applications & assess their suitability, viability, feasibility, fit out & other relevant criteria.

### 1.1.2

#### MARKETING PLAN

Develop a comprehensive, cost effective, innovative & actionable Marketing Plan.

To be completed during FY 2019/20 & amended as required annually when finalising the annual Business Plan & Budget.

### 1.1.3

#### TRADING HOURS

Align trading hours to Customer preferences.

Recommend & (where appropriate) adjust the trading hours of the Market to meet customer expectations on a regular basis

### 1.1.4

#### MARKET STUDIES

Lead initiative to create a 'Sister Market' program to engage with other Markets Nationally & Internationally, sharing ideas & creating opportunities for Traders to visit & learn from other cities.

Attendance at National & International market conferences.

Formulate a plan to create a better platform for Markets to share information & key learnings & investigate opportunities for Traders to visit sister Markets.

INITIATIVE

ACTIONS,  
MILESTONES  
& MEASURES



# Our CUSTOMERS



**1.2 Develop & maintain a strong understanding of existing & potential Customer service needs, relating to Customer engagement & experience.**

## 1.2.1

### CUSTOMER ENGAGEMENT

Undertake a survey of Traders to understand the most appropriate program for customer service training opportunities for Traders & their staff.

Undertake survey of Traders to understand the most appropriate form of training program FY 2018/19

Ongoing Mystery Shopper surveys to ensure customers are receiving optimum service. Surveys to be completed on a six monthly basis.

## 1.2.2

### VISUAL MERCHANDISING

Improve Trader merchandising to drive increased turnover.

Engage with a specialist retail Visual Merchandiser to work with Traders on improving their stall & product presentation to drive sales.

Commence FY 2018/19

## 1.2.3

### CUSTOMER SERVICE

Investigate opportunities for traders to showcase their skills & expertise to create an educational & theatrical atmosphere for the customer.

Work with Traders to explore opportunities for them to create their product in their stall, encourage better interaction with the customer through tastings & demonstrations.

Explore opportunities at external events & activities that position the ACM Trader as the expert, as well as creating online videos & tutorials.

## 1.2.4

### MARKET RESEARCH

Conduct Market Research to further expand the information bank on customers.

Annual minor Customer survey to be completed providing additional information to reduce information gaps or opportunities to further refine the tactical Customer research dataset & ensure a consistent approach.

INITIATIVE

ACTIONS,  
MILESTONES  
& MEASURES

# Our CUSTOMERS



## 1.3 Create unique food & entertainment experiences for our customers.

### 1.3.1

#### REGIONAL FOCUS

Continue to develop relationships with regions & explore opportunities to work together.

Consider & introduce regional SA produce stalls as well as casual collaborative events & activations.

Introduction of additional regional SA produce stalls into the Market.

### 1.3.2

#### POP-UP ACTIVATIONS

Increase Casual Leasing & Event opportunities.

Identify collaborative opportunities (internal & external) that will promote the Market, develop the Customer experience & improve economic outcomes for the Traders & City (ie. pop-up stalls & activations).

### 1.3.3

#### TRENDS & FORECASTS

Identify & communicate to Traders the national trends in the food & retail industry.

Ongoing circulation of *FOODLAB* industry newsletter. New initiative to engage guest speakers & industry leaders to educate traders on customer trends & forecasts.

### 1.3.4

#### MEDIA RELATIONS

Ongoing relationships with highly regarded food writers, chefs & produce personalities.

Maintain & improve on relationships with key journalists to ensure the Market is top of mind for the customer.

### 1.3.5

#### UNIQUE EXPERIENCES

Create an enjoyable & unique shopping experience which celebrates the cultural diversity.

Identify opportunities to highlight the Markets cultural diversity through Trader profiles, demonstrations, tastings & events.

INITIATIVE

ACTIONS,  
MILESTONES  
& MEASURES

# Our TRADERS



**2.1 Work with Traders to identify their businesses point of difference to reinforce the unique offer in the Market.**

## 2.1.1

### UNIQUE PRODUCT & SERVICE

Traders to showcase unique local & International products & service.

Continue media & digital promotion of individual Traders with unique local & International product, as well as Traders who create theatre & demonstrate unique skills.

## 2.1.2

### STORY TELLING

Explore opportunities for Traders to improve their “story telling” at point of sale, highlighting the stalls history & tradition.

Provide Traders with handout guides on how to improve on customer engagement.

Work with Traders one on one to investigate customized improvements recognising history & tradition.

## 2.1.3

### LOCAL PRODUCT

Identifying & showcasing unique local & International products – improvements on labelling & signage.

Encourage use of Brand SA & region supplied signage as well as Traders own to identify origin of produce.

Maintain relationships with regions & encourage regional events & activations to be held in the Market.

INITIATIVE

ACTIONS,  
MILESTONES  
& MEASURES



# Our TRADERS



## 2.2 Opportunity to improve individual stall atmosphere.

## 2.3 Improve Traders Marketing skills to connect with existing & potential customers to drive stall visitation.

### 2.2.1

#### THEATRE

Work with Traders to identify areas for enhancement, such as stall display, & introducing theatre by cooking product in their stalls & demonstrations.

Provide traders with an opportunity to spend time with a retail visual merchandiser to identify key areas for improvement.

Consider a reward program for improved customer experience.

Encourage spruiking where possible.

### 2.2.2

#### TASTINGS

Continue to encourage produce related Traders to provide tastings, non produce to provide a demonstration or experience.

Provide Traders with informative statistics regarding customer conversion when offered tastings & demonstrations.

### 2.3.1

#### DIGITAL MEDIA

Improve Trader social media customer engagement & digital footprint.

Establish one on one social media training for Traders to learn how to set up accounts & social media pages.

An increase in Social media followers for both individual Traders as well as the ACM social media pages.

### 2.3.2

#### MARKETING TRAINING

Provide further training for Traders, holding sessions on photography, story telling, & general marketing advice.

Establish a training & workshop schedule.

An increase in product sales & customer visitation for Traders.

INITIATIVE

ACTIONS,  
MILESTONES  
& MEASURES



# Our TRADERS



**2.4 Increase Tourist visitation & spend in traders stalls.**

**2.5 Assist Traders from a Leasing, Legislative & Policy perspective.**

**2.6 Lower Business operating costs (utilities, wages, product wastage).**

**2.4.1**

## TOURIST VISITATIONS

Close collaboration with SATC & CoA to increase tourist visitation numbers.

**2.4.2**

## TOURISM REVENUE

Encourage Traders to find opportunities to cater for tourists.

**2.5.1**

## LESSEE OBLIGATIONS

Through effective communication, support all Traders to ensure they understand their obligations from a Leasing, Legislative & Policy perspective.

**2.6.1**

## UTILITY CONSUMPTION

Seek opportunities to reduce trader utility consumption.

**2.6.2**

## PRODUCT WASTAGE

Explore opportunities to reduce Trader product wastage as a result of internal environmental factors within the Market.

Consider opportunities such as providing brochures in various languages, & bundle offerings.

Increase in visitor numbers, reported by SATC, Market surveys.

Increase in Trip Advisor reviews & rating.

Encourage traders to use international payment platforms to remove barriers and optimize path to purchase.

Create opportunities for Traders to work together to create bundle offers.

Provide Traders with regular advice & communication on Lessee obligations

As opportunities arise they are to be presented to Traders as initiatives to review or reduce utility consumption levels.

Seek Capital Spend opportunities to improve environmental controls in the market to improve product shelf life.

**INITIATIVE**

**ACTIONS,  
MILESTONES  
& MEASURES**

# Our BUSINESS



## 3.1 Ensure the Market remains a safe environment for customers & visitors.

## 3.2 Provide opportunities for Traders to strengthen their skills & access high quality business support & advice.

### 3.1.1

#### IMPROVE SECURITY

Seek opportunities to continue to improve Market security.

Continue to improve security arrangements within the Market & review national & international security trends.

### 3.1.2

#### SAFETY TRENDS

Remain vigilant & consider National & International trends.

Ongoing security & safety review. ACMA Operations to attend relevant external conferences & briefings.

### 3.1.3

#### TRADER SAFETY

Create a safe working environment for Traders free of harassment.

Ongoing safety review.

### 3.2.1

#### BUSINESS SUPPORT

Develop a directory to help Traders access support, small business advice, training, discount deals, grant funding & other relevant information.

Directory live FY 2018/19 with access via new website.

### 3.2.2

#### TRADER ENGAGEMENT

Increase Trader engagement in business trends & commercial business skills.

After hours briefing sessions on small business trends & assistance.

Quarterly out of hours sessions to advance traders commercial skills.

INITIATIVE

ACTIONS,  
MILESTONES  
& MEASURES



# Our BUSINESS



## 3.3 Improved Communication between Market Traders & between Traders & the Market Office.

### 3.3.1

#### TRADER AWARENESS

Ensure customer spend occurs in the Market by educating Traders & their staff on the surrounding businesses & their product.

Provide a directory of key products in a map format for traders to access when approached by customers. Complete during FY 2018/19. Explore Trader interest in holding after hours sessions for traders; opportunity to learn about each other.

### 3.3.2

#### BUNDLE OFFERINGS

Encourage traders to bundle offerings between stalls to boost sales & improve trader relationships.

ACMA to encourage trials once eCommerce platform is established.

### 3.3.3

#### TRADER ADVISORY GROUP

Continue to develop the Traders Advisory Group, Central Market Traders Association & Broader Market Traders to increase the collaborative working relationship.

Provide regular reporting to the Traders against ACMA performance criteria & Business Plan objectives. Ongoing.

### 3.3.4

#### COMMUNICATION ASSESSMENT

Undertake annual surveys on the methods used to provide information to Traders to ensure the information & style of advice, to Traders is relevant & in best practice to achieve the broadest reach outcome possible.

Undertake annual survey of Trader communication to understand if improvements can occur to further increase information take-up.

INITIATIVE

ACTIONS,  
MILESTONES  
& MEASURES

# Our BUSINESS



**3.4 Engaging in Festivals & events.**

**3.5 Ensure best practice hygiene & cleanliness in stalls & general areas.**

**3.6 Focus on History & Tradition as a marketing tool for engaging Customers**

**3.7 Encourage new investment**

**3.4.1**

## EVENT COLLABORATION

Seek opportunities to collaborate with major festivals & events ensuring the Adelaide Central Market is front of mind.

**3.5.1**

## GENERAL CLEANLINESS

ACMA to conduct regular cleaning & maintenance inspections throughout Market common areas & toilets.

**3.5.2**

## OHS REQUIREMENTS

Actively seek Traders ensure stalls are OHS compliant & meet food handling guidelines.

**3.6.1**

## HISTORY MEDIA FOCUS

In the lead up to the Market's 150th Birthday in 2019, explore ways in which we can communicate the Market's history through PR & brand activity.

**3.6.2**

## PROFILE TRADERS

Utilize Traders as ambassadors for general Marketing activity, with a focus on multi-generational family businesses.

**3.7.1**

## FIT OUT INCENTIVE

Continue fit out incentive encouraging Lessees upgrade or refurbish stalls.

**INITIATIVE**

Establish & nurture relationships with key food industry groups, culinary festivals, as well as health & wellness events to identify collaborative opportunities that promote the Market externally & appeal to the two key target segment groups identified in the FY2015/16 Market research findings.

Ongoing with quarterly inspections completed & remedial activities undertaken.

Seek regular opportunities to actively seek Trader regulatory compliance to OHS legislation.

Liaise with CoA & Traders to improve compliance levels on hygiene practises.

Book sales during each financial year.

Digital engagement levels with Customers.

Positive media mentions on the Market.

Expand Website to reflect Market history from 1869.

Create opportunities through the use of ACMA's creative & PR agencies. Ongoing.

Measure # of stalls per annum that refurbish or upgrade utilising the fit out incentive program.

**ACTIONS, MILESTONES & MEASURES**



# Our BUSINESS



## **3.8 Ensuring the Market & carpark are accessible for the customer & Trader**

## **3.9 Collaborate with CoA & RMMA on opportunities**

### **3.8.1**

#### **CARPARK ASSESSMENT**

Undertake a regular review of carparking arrangements to assess pricing & offers, layout & operation.

Commence 6 monthly carparking review during FY 2018/19 & adjust arrangements to improve offer to the customer.

### **3.8.2**

#### **CUSTOMER ACCESS**

Establish an accessibility & inclusion upgrade program.

Commence accessibility & inclusion upgrade program FY 2018/19.

### **3.8.3**

#### **ACCESSIBILITY**

Continue to consider customer needs by improving accessibility of the Market's facilities & services.

Consult with a retail designer to complete an audit on current wayfinding, signage & layout, taking into consideration customer current flow & customer journey. Commence FY 2018/19.

### **3.9.1**

#### **CoA RELATIONSHIPS**

Regular meetings between all parties to investigate & evaluate collaborative ways of working to deliver a shared benefit to the Market, City and State.

Continued collaboration between the ACMA Board & GM with CoA executives & RMMA to seek shared benefit outcomes.

**INITIATIVE**

**ACTIONS,  
MILESTONES  
& MEASURES**

# Our PRECINCT



## 4.1 Be the leader in the Market District & City of Adelaide.

## 4.2 Improve Grote & Gouger Street presence.

| INITIATIVE                           | 4.1.1   | 4.1.2  | 4.1.3  | 4.1.4   | 4.2.1  | 4.2.2   |
|--------------------------------------|---|--|--|---|--|---|
|                                      | DISTRICT MEETINGS   | DISTRICT STRATEGY  | ARCADE REDEVELOPMENT   | SUSTAINABILITY  | STREET PRESENCE  | ACTIVATE FRONTAGE   |
| ACTIONS,<br>MILESTONES<br>& MEASURES | Develop a plan to meet more frequently with CoA 'Place Making Team', precinct groups, Arcade managers & China Town. | Create a Business & Resident Development strategy, engaging with residents, & surrounding businesses including the Hilton Hotel, neighbouring law-firms & restaurants. | Advocate for Market Traders & ACMA on the primary outcomes sought for the Arcade redevelopment   | Seek further opportunities to improve environmental sustainability.   | ACMA to explore opportunities to create on street signage to identify when the market is open. | Traders to activate street frontage.  |
|                                      | Attendance at Market District Reference Group meetings & other meetings as required - Ongoing                       | ACMA Marketing to develop strategy FY 2019/20.   | Continued engagement with the CoA & Precinct Group & redevelopment briefing sessions.<br><br>Once development time frames are known contingency planning will be required to minimise Trader disruption' | Develop a Sustainability Master Plan for the Market to ensure all future activities augment together including opportunities for environmental initiatives. | Investigate signage requirements & relevant consultants for increasing brand visibility.       | Work with street frontage traders to extend their offering on to the street |