

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.

ENJOYABLE

PROFESSIONAL

INNOVATIVE

Values

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

A Market whose leadership, Traders & staff are driven by the highest standards of professionalism across all levels of the business. A Market which prides itself on the application of innovative thinking to create a unique world class shopping experience.

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

UNIQUE

SUSTAINABLE

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

STRATEGIC DIRECTION





Our CUSTOMERS



<u>1.1</u> Establish the best produce Market offering in the world.

1.1.1

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

NEW TRADERS

ACTIONS. MILESTONES & MEASURES

INITIATIVE

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.

Our CUSTOMERS

<u>1.2</u> 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

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



<u>1.3</u> Create unique food & entertainment experiences for our customers.



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 Iocal & International products – improvements on Iabelling & 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.



ACTIONS, MILESTONES

& MEASURES

INITIATIVE

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 orogram 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.

DIGITAL MEDIA

2.3.1

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 at the ACM social media pages.

MARKETING TRAINING

2.3.2

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).





INITIATIVE

ACTIONS. MILESTONES & MEASURES

reviews & rating.

INITIATIVE

ACTIONS.

MILESTONES

& MEASURES





INITIATIVE

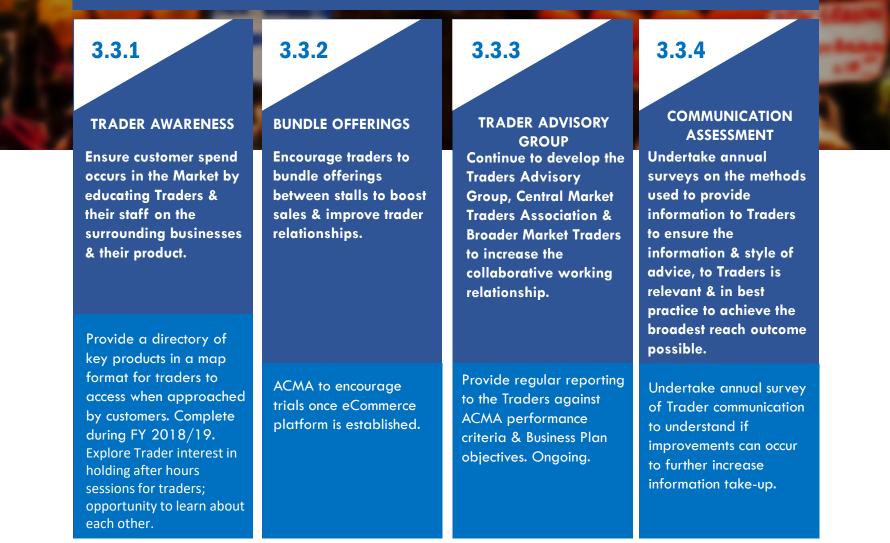
ACTIONS.

MILESTONES

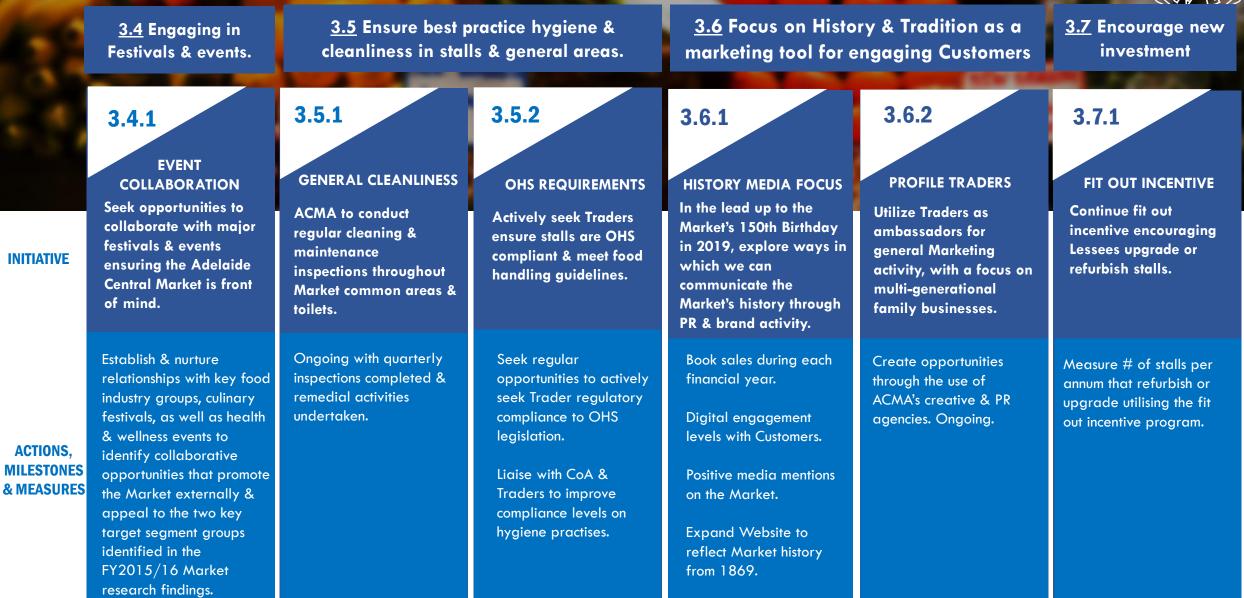
& MEASURES



<u>3.3</u> Improved Communication between Market Traders & between Traders & the Market Office.







<u>3.8</u> 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. CUSTOMER ACCESS

3.8.2

Establish an accessibility & inclusion upgrade program.

Commence accessibility & inclusion upgrade program FY 2018/19.

ACCESSIBILITY

3.8.3

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.

CoA RELATIONSHIPS

3.9.1

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.

