

# Adelaide Central Market Authority

Strategic Plan 2023-28



# Our Strategy

This plan outlines the focus for the Adelaide Central Market Authority for the next 5 years and is based on the emerging themes and priorities identified by our key stakeholders as important to our iconic Market, our community, our traders, our customers and our business.

The draft Adelaide Central Market Authority Strategic Plan 2023-28 has been developed in consultation with the Market's key stakeholders.

The Strategic Plan 2023-28 identifies the Authority's goals, objectives, strategies, priorities, and relevant key performance indicators for the next 5 years.

## OUR PURPOSE

To be a world leading food and produce market that shares enduring connection with our community.

## OUR PLAN

To operate sustainably as a thriving team of Traders, Board and Management who create unique, diverse and memorable customer experiences that enhance our precinct, city and state.

## OUR AMBITION

To grow the market by attracting more residents, visitors and workers who shop regularly.



# Strategic Pillars

## OUR CUSTOMERS

We will keep customer experiences at the heart of all decisions, every day.

**1.1 Know our customer**

**1.2 Engage our customer**

**1.3 Deliver extraordinary customer experience**

## OUR TRADERS

We will work with our traders to support them in the delivery of an exceptional shopping experience.

**2.1 Support Trader success**

**2.2 Maintain & Grow Trader advocacy**

## OUR BUSINESS

We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results.

**3.1 Ensure our Market is financially self sufficient**

**3.2 Deliver Retail & Leasing Strategy**

**3.3 Deliver Marketing Strategy**

**3.4 Ensure the Market remains safe & secure environment**

**3.5 Treat Traders as business partners**

**3.6 Deliver brilliant basics**

**3.7 Focus on people and capability**

## OUR COMMUNITY

We will make a valuable contribution to the economic, social and cultural wellbeing of our precinct and community.

**4.1 Connect with our community**

**4.2 Contribute to the wider Market precinct**

## OUR MARKET

We will deliver infrastructure and programs that address the current and emerging needs of our customers and traders.

**5.1 Ensure quality outcomes for our Market**

**5.2 Review technology systems to inform decision making**





# Our Customers



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# Our Customers

We will keep customer experiences at the heart of all decisions, every day.

OBJECTIVE	1.1 KNOW OUR CUSTOMERS			
	1.1.1 CUSTOMER EXPERIENCE TRACKER	1.1.2 CUSTOMER JOURNEY	1.1.3 CUSTOMER INSIGHTS	1.1.4 TRADING HOURS
INITIATIVE	Regularly update quantitative understanding of customer perception, barriers, pain points and delights	Evolve Customer Journey analysis to understand why customers haven't visited recently, bring more people to the Market and keep them coming back	Leverage customer feedback from socials and Market Stall to drive customer advocacy	Align trading hours to customer preferences
ACTION MILESTONE MEASURES	<ul style="list-style-type: none"> <li>Identify customer experience trends and satisfaction level</li> <li>Undertake regular surveys</li> <li>Monitor feedback at Market Stall and online</li> <li>Report on customer trends</li> </ul>	<ul style="list-style-type: none"> <li>Undertake annual customer journey research to underpin external marketing activities</li> <li>Identify shopper segments</li> </ul>	<ul style="list-style-type: none"> <li>Improve customer service digital tools to collate and manage customer feedback</li> </ul>	<ul style="list-style-type: none"> <li>Customer survey results</li> </ul>



# Our Customers

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## OBJECTIVE

### 1.2 ENGAGE OUR CUSTOMERS

## INITIATIVE

#### 1.2.1 MARKET VIBRANCY

Elevate events and activations to drive Market vibrancy and celebrates cultural diversity

#### 1.2.2 CONNECTED CUSTOMER

Develop roadmap to connect with customers for entire journey, home to market to home

#### 1.2.3 CUSTOMER SERVICE

Expand customer Service Desk offering

## ACTION MILESTONE MEASURES

- Annual event calendar
- Collaborations with cultural organisations
- Producer in Residence occupancy
- Deliver music strategy
- Improve sound system and ambience

- Digital strategy
- Work with CoA to improve car park experience and precinct wayfinding

- Investigate: digital gift card, services (mobility & accessibility), merchandise, visitor information, product directory
- Staff training
- Consider customer services desk location within expansion





# Our Customers

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OBJECTIVE	1.3 DELIVER EXTRAORDINARY CUSTOMER EXPERIENCE		
INITIATIVE	1.3.1 IN MARKET	1.3.2 UNIQUE EXPERIENCES	1.3.3 ONLINE MARKET
	Create compelling common areas for customers to play and stay	Create an enjoyable & unique shopping experience	Implement continuous improvements including personalised customer engagement journey; delivery and click & collect processes; customer rewards and leveraging online customer insights to address needs
ACTION MILESTONE MEASURES	<ul style="list-style-type: none"><li>Consider interactive Trader Map</li><li>Investigate food culture hub with event kitchen facilities</li></ul>	<ul style="list-style-type: none"><li>Identify opportunities to highlight the Market's cultural diversity through demonstrations, tastings &amp; events</li><li>Measure customer satisfaction</li><li>Increase visitor numbers</li></ul>	<ul style="list-style-type: none"><li>Annual customer survey and regular trend and data analysis</li><li>Investigate delivery partners and tracking</li></ul>



# Our Traders





# Our Traders

We will work with our traders to support them in the delivery of an exceptional shopping experience

OBJECTIVE	2.1 SUPPORT TRADER SUCCESS			
	2.1.1 UNIQUE PRODUCT	2.1.2 UNIQUE EXPERIENCES	2.1.3 CUSTOMER EXPERIENCE	2.1.4 VISITOR REVENUE
INITIATIVE	Traders to identify unique products and showcase provenance stories	Traders to treat each customer as special, every time and share expert produce knowledge with customers	Encourage “story telling” at point of sale, highlighting the stalls history & tradition	Encourage Traders to find opportunities to cater for tourists  Promote trader connection with event customers
ACTION MILESTONE MEASURES	<ul style="list-style-type: none"> <li>• Trader improvement on social media focusing on unique products. Share content with ACMA to enable media and PR opportunities</li> <li>• Trader improvements on labelling &amp; signage to identify origin of produce</li> </ul>	<ul style="list-style-type: none"> <li>• Customer experience survey results</li> </ul>	<ul style="list-style-type: none"> <li>• Provide traders with an opportunity to spend time with a retail visual merchandiser to identify key areas for improvement.</li> <li>• Consider a trader reward program for improved customer experience</li> <li>• Encourage spruiking where possible.</li> <li>• Support tastings &amp; demonstrations</li> </ul>	<ul style="list-style-type: none"> <li>• SATC and AEDA/CoA Tourism data</li> <li>• Conversion of event customers to shopper</li> <li>• Trader participation/offers</li> </ul>



# Our Traders

We will work with our traders to support them in the delivery of an exceptional shopping experience

OBJECTIVE	2.2 MAINTAIN & GROW TRADER ADVOCACY		
INITIATIVE	2.2.1 TRADER SKILLS	2.2.2 PROFILE LEADERS	2.2.3 LEVERAGE ADELAIDE CENTRAL MARKET BRAND
	Support Trader engagement in business trends, retail and commercial business skills including Marketing training needs as identified by Traders	Utilise Traders as ambassadors for general Marketing activity.	ACM Brand licensing program
ACTION MILESTONE MEASURES	<ul style="list-style-type: none"><li>• Provide Traders with information on Lessee obligations</li><li>• Develop new Trader Induction Program</li><li>• Share periodic market research</li><li>• Provide opportunities to improve Trader social media customer engagement &amp; digital footprint</li></ul>	<ul style="list-style-type: none"><li>• Create opportunities through the use of ACMA's creative &amp; PR agencies and digital channels</li></ul>	<ul style="list-style-type: none"><li>• Develop brand licensing program for Market tenants</li></ul>



# Our Business





# Our Business

We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results

OBJECTIVE	3.1 ENSURE THE MARKET IS FINANCIALLY SELF SUFFICIENT			
INITIATIVE	3.1.1 FINANCIAL	3.1.2 GOVERNANCE	3.1.3 LEASE REVENUE	
	<p>Work with CoA Finance to update ACMA Long Term Financial Plan</p> <p>Identify cost efficiencies and revenue generating opportunities</p>	<p>Manage Market and oversight of ACMA Strategic Plan in accordance with Charter, Council's Strategic Plan and Headlease</p>	<p>Perform annual Market rent reviews</p> <p>Reduce close to open time for stalls</p> <p>Maintain strong leasing occupancy</p>	
ACTION MILESTONE MEASURES	<ul style="list-style-type: none"><li>Financially self-sufficient operationally</li><li>Annual financial results meet Budget</li><li>Financial audit performed at least once per year</li><li>Develop licensing program for merchandise and product</li></ul>	<ul style="list-style-type: none"><li>ACMA Board strategic planning</li><li>AGM</li><li>Administer Board of Management and Committees</li><li>Regular reporting to CoA CEO and Council</li></ul>	<ul style="list-style-type: none"><li>Independent rental valuations remain up to date and relevant</li><li>Leasing occupancy above 96%</li><li>Total income generated</li><li>Percentage of lease renewals</li></ul>	



# Our Business

We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results

OBJECTIVE	3.2 DELIVER RETAIL & LEASING STRATEGY	
INITIATIVE	3.2.1 RETAIL MIX	3.2.2 FITOUT UPGRADES
	<p>Establish a holistic market review and future strategy to solidify the Market as the destination for food and produce</p> <p>Attract and retain traders</p>	<p>Develop design and display guidelines for Tenancies, producer in residence and casual leasing</p> <p>Encourage tenancies upgrades through incentive program based on annual budget</p>
ACTION MILESTONE MEASURES	<ul style="list-style-type: none"><li>Actively curate and seek traders to stimulate Market Mix</li><li>High satisfaction rate in customer survey (diversity criteria)</li><li>Continue to contribute significantly to total volume of spend in the city</li></ul>	<ul style="list-style-type: none"><li>Develop and implement Design guidelines</li><li>Annual measure of stalls benefiting from fit out incentive program</li></ul>





# Our Business

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OBJECTIVE	3.3 DELIVER MARKETING STRATEGY	
INITIATIVE	3.3.1 MARKETING PURPOSE	3.3.2 TOURISM
	Ensure the Market is recognised locally and internationally as a leading, vibrant, diverse and unique fresh produce market community	Identify opportunities to drive tourist visitations
ACTION MILESTONE MEASURES	<ul style="list-style-type: none"><li>Using research data, develop an annual comprehensive, multi channel, cost effective &amp; actionable Marketing Plan</li><li>Provide opportunities for Trader engagement</li><li>Review internal marketing channels and approach</li></ul>	<ul style="list-style-type: none"><li>Collaboration with CoA and SATC to engage with tourism visitors and operators</li><li>Consider targeted offer/experience for tourists</li><li>Encourage Traders to provide special offers</li></ul>





# Our Business

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OBJECTIVE	3.4 ENSURE THE MARKET REMAINS A SAFE AND SECURE ENVIRONMENT	
INITIATIVE	3.4.1 SECURITY	3.4.2 PARTNERSHIPS
	Maintain Market security standards and seek opportunities for improvement	Strengthen relationships with emergency services  Collaborate with CoA to identify security trends in the city
ACTION MILESTONE MEASURES		
	<ul style="list-style-type: none"><li>• Monitor performance of security provider to contract</li><li>• Consider broadening the scope of security contractors and how they are utilised</li><li>• Utilise technology to reduce costs</li></ul>	<ul style="list-style-type: none"><li>• Report on number of incidents</li><li>• Proactively share security, health and best practice trends</li></ul>



# Our Business

We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results

OBJECTIVE	3.5 TREAT TRADERS AS BUSINESS PARTNERS	
INITIATIVE	3.5.1 TRADER GROUPS	3.5.2 COMMUNICATION
	Continue to develop representative committee formats to deliver best outcome for Market, including traders	Develop strategy for communications and trader updates to achieve highest engagement
ACTION MILESTONE MEASURES	<ul style="list-style-type: none"><li>• Compliance with ACMA Charter</li><li>• Survey Trader satisfaction rate</li></ul>	<ul style="list-style-type: none"><li>• Trader communications open rates</li><li>• Provide resources and industry news to assist Traders</li><li>• Review delivery methods for communication</li></ul>





# Our Business

We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results

## OBJECTIVE

### 3.6 DELIVER BRILLIANT BASICS

## INITIATIVE

### 3.6.1 GENERAL CLEANLINESS

Maintain Market cleaning standards and seek opportunities for improvement

### 3.6.2 BRILLIANT BASICS

Ensure traders comply with lease conditions including cleaning and waste management, maintenance & repair and pest control

## ACTION MILESTONE MEASURES

- Ongoing inspections completed
- Contractor compliance with contract reviewed
- Review Market rules annually to include minimum standards
- Ongoing inspections completed and remedial activities undertaken
- Actively liaise with traders and ensure compliance





# Our Business

We will take a responsible and sustainable approach to our business in pursuing positive long-term financial results

OBJECTIVE	3.7 FOCUS ON PEOPLE AND CAPABILITY	
INITIATIVE	3.7.1 EMPLOYEE EXPERIENCE	3.7.2 TEAM CAPABILITY
	Retain and attract key talent  Maintain and grow employee engagement	Develop Workforce Plan for Market Expansion  Embed role and decision clarity
ACTION MILESTONE MEASURES	<ul style="list-style-type: none"><li>Anecdotal feedback</li><li>Employee advocacy</li><li>Maintain and grow culture survey results</li></ul>	<ul style="list-style-type: none"><li>Access to professional development and upskilling</li><li>Review of resourcing</li></ul>



# Our Community



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# Our Community

We will make a valuable contribution to the economic, social and cultural wellbeing of our precinct and community

OBJECTIVE	4.1 CONNECT WITH OUR COMMUNITY			
INITIATIVE	4.1.1 RECONCILIATION ACTION PLAN	4.1.2 COMMUNITY ENGAGEMENT PLAN	4.1.3 SUSTAINABILITY STRATEGY	4.1.4 EDUCATION PROGRAMS
	Engage with and recognise the Kaurna community and all First Nations as traditional owners	Connect with the broader community to ensure the Market continues to be inclusive and welcoming to all	Encourage socially responsible and sustainable initiatives and measures to support our local businesses, traders and customers	Enhance connection with education providers and schools
ACTION MILESTONE MEASURES	<ul style="list-style-type: none"> <li>• Deliver Market initiatives from City of Adelaide Reconciliation Action Plan (RAP)</li> <li>• Deliver Market activations and initiatives to exceed</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and deliver initiatives from annual Community Engagement Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Develop and deliver Market Sustainability Strategy</li> <li>• Utility consumption</li> <li>• Landfill diversion</li> <li>• Trader advocacy</li> </ul>	<ul style="list-style-type: none"> <li>• Revamp education packs and resources</li> <li>• Number of school visitations</li> <li>• Consider education centre/class room space</li> </ul>





# Our Community

We will make a valuable contribution to the economic, social and cultural wellbeing of our precinct and community

OBJECTIVE	4.2 CONTRIBUTE TO THE WIDER MARKET PRECINCT			
INITIATIVE	4.2.1 DISTRICT STRATEGY	4.2.2 COLLABORATION	4.2.3 STREET PRESENCE	4.2.4 ACTIVATE FRONTAGES
	Develop a yearly plan for precinct connection and collaboration	Foster collaboration with a focus on innovation and community engagement	ACMA to explore opportunities to create on street signage including CBD to Market and approaching streets	Encourage traders to activate Gouger and Grote street frontages.  Develop plan to activate Laneway
ACTION MILESTONE MEASURES	<ul style="list-style-type: none"> <li>Identify and plan yearly priorities, including:</li> <li>Key stakeholders and proposed programs</li> <li>City visitor segments</li> <li>Economic cultural and social objectives</li> <li>Safety considerations</li> <li>B2B opportunities</li> </ul>	<ul style="list-style-type: none"> <li>Ongoing participation at precinct meetings &amp; other meetings</li> <li>Provide Market updates and information to key stakeholders as relevant</li> <li>Support precinct initiatives and events when aligned</li> <li>Leverage the capabilities of precinct groups</li> </ul>	<ul style="list-style-type: none"> <li>Investigate signage requirements for improved customer experience</li> <li>Increase brand visibility</li> </ul>	<ul style="list-style-type: none"> <li>Work with street frontage traders and City of Adelaide to extend offering on to the street</li> <li>Link to Market to Riverbank and Her Majesty's Theatre</li> </ul>



# Our Market



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# Our Market

We will deliver infrastructure and programs that address the current and emerging needs of our customers and traders

OBJECTIVE	5.1 ENSURE QUALITY OUTCOMES FOR OUR MARKET			
INITIATIVE	5.1.1 CUSTOMER AMENITIES	5.1.2 OPERATIONAL REQUIREMENTS	5.1.3 CAR PARKING	5.1.4 MARKET EXPANSION - CONSTRUCTION PHASE
	Deliver solutions to make it easier for customers to utilise and navigate the Market	Provide 'fit for purpose' spaces	Improve the customers car parking experience	Maintain Market vibrancy and business as usual trading for customers and traders throughout construction
ACTION MILESTONE MEASURES	<ul style="list-style-type: none"> <li>Monitor customer experience survey results</li> <li>Wayfinding audit &amp; style guide</li> <li>Name aisles, define spaces, directional toilet signs, "info" sign etc</li> <li>Enhance amenities with consideration for toilets, parent rooms, bike racks, pet zone, wifi, quiet room</li> </ul>	<ul style="list-style-type: none"> <li>Functional loading/unloading space &amp; access to improve trader efficiencies</li> <li>Allow adequate storage area to ensure operational capabilities &amp; efficiencies for traders</li> <li>Ensure space allocated for Click and Collect and future services</li> <li>Ensure Market Expansion services allow tenancies to be adapted over time such as grease trap, power, exhaust etc</li> </ul>	<ul style="list-style-type: none"> <li>Pursue validation solution</li> <li>Collaborate with CoA UPark to undertake regular reviews of car parking arrangements to assess pricing &amp; offers, layout &amp; operation</li> <li>Wayfinding and ease of access</li> </ul>	<ul style="list-style-type: none"> <li>Advocate for traders and customers throughout all project phases</li> <li>Implement communications strategy including stakeholder and community relations</li> <li>Monitor customer experience survey results</li> <li>One Market approach for planning purposes</li> </ul>





# Our Market

We will deliver infrastructure and programs that address the current and emerging needs of our customers and traders

## OBJECTIVE

### 5.2 REVIEW TECHNOLOGY SYSTEMS TO INFORM DECISION MAKING

## INITIATIVE

#### 5.2.1 BUSINESS SYSTEMS

Implement improved Technology to streamline practices and create highest levels of efficiency as possible

## ACTION MILESTONE MEASURES

- Update lease administration software
- Investigate tenancy coordination, CRM and POS solutions
- Expand people counters
- Deliver heat mapping to understand where our customers are



