

Adelaide Oval & Square Holes

'Football makes an Oval comeback'

Square Holes has worked with the Stadium Management Authority [SMA] since 2010, including working with its various partners SACA, SANFL and the AFL, to support the design, pricing and marketing of the corporate hospitality offering at the currently in redevelopment Adelaide Oval. Other general consumer research for Adelaide Oval has also been conducted since 2010.



Oval member package offers exclusive access

Sunday Mail August 11, 2012 "A lot of research has been done since 2010 to make sure that when we do put our offerings out in the market place that we do offer what they need. The last lot of testing has really been about making sure that we got it - pricing - right . . . and if we end up with a waiting list, that's a good result"

<http://www.adelaidenow.com.au/news/south-australia/oval-member-package-offers-exclusive-access/story-e6frea83-1226448288610>

Football makes an Oval comeback

AdelaideNow May 04, 2012

"Market research says people want to sit outside these boxes rather than behind glass - and the design delivers on this"

<http://www.adelaidenow.com.au/football-makes-an-oval-comeback/story-e6frea6u-1226347254832>

Client problem:

Design a hospitality offering at Adelaide Oval that will retain existing Adelaide Oval and AMMI Stadium corporate hospitality members and entice new membership.

Research:

Square Holes has provided research to support financial modeling to justify the case to key stakeholders, guide the design and to other planning. The first study in 2010 was 12 months prior to 80% of SACA members voting to change the constitution to allow control of the ground to be split between cricket and AFL.

<http://www.theroar.com.au/2011/05/04/saca-members-vote-to-share-adelaide-oval-with-afl/>

Outcome:

Sell out sales - Corporate Suites – 34 out of 34 Corporate Suites [\$125,000] and Stadium Club [a new and unique offering at \$4,250] - 1360 of 1400 Stadium Club [\$4,250 – initially targeted 1,000 as ambitious].



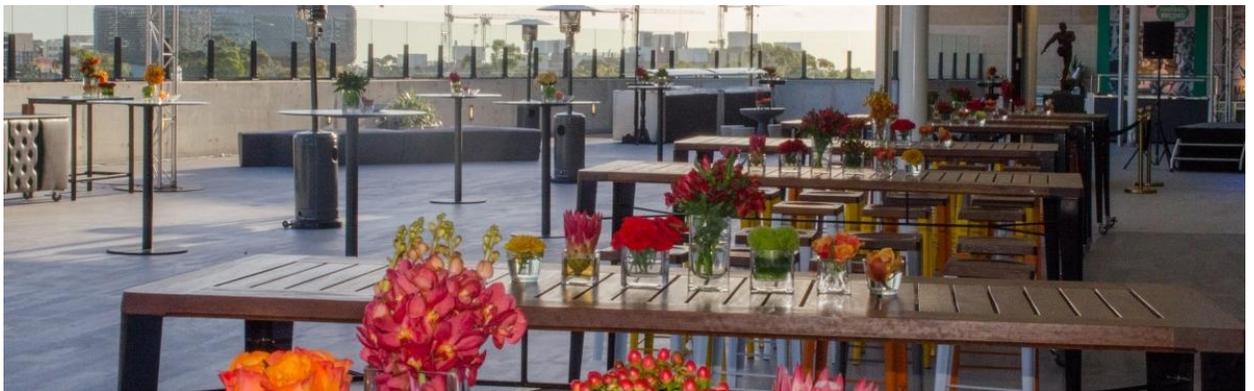
The issue: Design a hospitality offering at Adelaide Oval that will retain existing Adelaide Oval and AMMI Stadium corporate hospitality members and entice new membership.

In the initial study in April 2010, the need was as follows ...

1. Determine the optimal number and mix of products and packages for sell-out;
2. Optimal price point for sell-out across seating products and packages;
3. Determine the optimal quota and configuration of hospitality seats and box size; and
4. Optimal number and configuration of premium seats.

There was also a need to explore issues such as ...

1. What product offering does corporate Adelaide want from hospitality at Adelaide Oval?
2. What does each level of membership want from future facilities at Adelaide Oval?
3. What is the right mix of offerings?
4. What price are our future customers willing to pay?



Research in subsequent years had a similar focus, yet learnt from the previous insights in terms of narrowing and refining the range of product concepts, moving from theoretical offerings to actual visual designs with inclusions, and exploring key strategic issues such as pricing and other strategic imperatives.

1. To test developed corporate hospitality concepts and gain an understanding of purchase intent and realistic price points
2. Measure and assess demand for defined corporate hospitality products at a redeveloped Adelaide Oval based on estimated price points of defined products
3. Exploration of local demand for the Stadium Club product including barriers and other issues. Understanding of levels of demand among corporate vs. general clients
4. Assess the general environment for corporate hospitality products and where they fit within businesses and the current economic climate

While input in 2010 came from key stakeholders exploring the stadium offering in other states and countries such as the US, the primary focus was on local needs. Future research in 2011 and 2012 was able to more specifically test the intended offering for the Adelaide Oval Stadium.

“The research needs to be very specific to the Adelaide market and not be restrained by client experience and current offerings. It needs to delve into the psyche of current / future customers to help us understand what it is they want and what they are willing to pay for and how much.”

The solution: Square Holes has provided research to support financial modeling to justify the case to key stakeholders, guide the design and to other planning. The first study in 2010 was 12 months prior to 80% of SACA members voting to change the constitution to allow control of the ground to be split between cricket and AFL.

<http://www.theroar.com.au/2011/05/04/saca-members-vote-to-share-adelaide-oval-with-afl/>

Each phase of the research was refined slightly. In saying this, key components included in-depth face-to-face executive interviews with key corporate representatives, focus groups and on-line and telephone surveys. In 2010 visual prompts were used largely from what other stadiums have done, with 2011 and 2012 prompting with evolving designs specific to Adelaide Oval and tailored to the local market based on feedback from the research. Representatives of SMA, SACA, SANFL and other key stakeholders have been

actively involved with the research throughout. Equally, Square Holes has opportunity to share the research insights at a strategic level.



The result: The design of the corporate hospitality at Adelaide Oval has been well supported from the research. This has included positioning of seating in front or behind glass, positioning of seating, number of seats, level of demand, pricing and other marketing and strategic priorities.



Key outcome: Sell out sales - Corporate Suites – 34 out of 34 Corporate Suites [\$125,000] and Stadium Club [a new and unique offering at \$4,250] - 1360 of 1400 Stadium Club [\$4,250 – initially targeted 1,000 as ambitious].

