

2024 - 2027

STRATEGIC OVERVIEW

Advancing South Australia and our communities





ACKNOWLEDGEMENT OF COUNTRY

Ngadlu tampinhi, Kurna Miyurna yaitya yarta-mathanya Wama Tarntanyaku. Ngadlu tampinhi purkarna pukinangku, yalaka, tarrkarritya.

Parnaku yailtya, parnaku tapa purruna, parnaku yarta ngadlu tampinhi. Yalaka Kurna Miyurna parnaku yailtya, tapa purruna, yarta kuma puru martinhi, puru warri-apinhi, puru tangka martulayinhi.

Adelaide Venue Management acknowledges the Kurna people are the traditional custodians of the Adelaide Plains and pays respects to Elders past, present and future.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

Source: Kurna Warra Karrpanthi

Produced by First Nations artist, Ben Williams, the above artwork reflects the positioning of AVM's three venues on the banks of the Karrawirra Pari / River Torrens and our commitment to work together as one community.

FROM THE CHAIR AND CEO



On behalf of Adelaide Venue Management (AVM) we are pleased to provide our 2024-2027 Strategic Overview, outlining our commitment to attracting and delivering outstanding events to advance South Australia and its communities.

A Corporation of the Government of South Australia, AVM proudly operates iconic state assets – Adelaide Convention Centre, Adelaide Entertainment Centre and Coopers Stadium – as well as managing functions and concerts and The Drive.

AVM functions as a professional, successful and viable business; however, its core purpose is to deliver economic and social benefit to South Australia.

The events, entertainment and sporting industries are central to economies and communities worldwide, and South Australia is no exception. These multi-billion-dollar industries provide our state with powerful platforms for connection, creativity and progress, bringing people together, fostering innovation and driving economic growth.

To maximise the full potential for South Australia, AVM has set an ambitious strategic plan. This plan is underpinned by six key priorities:

- The best people, equipped for growth
- International market share
- Profitable, efficient assets
- A sustainable force for good
- An innovation leader
- The 'go-to' strategic partner

AVM's strategic priorities will be delivered through our primary business drivers, value framework and partnerships, which are summarised in this document.

We look forward to working with our valued clients, partners and stakeholders to achieve the full potential of our State and Corporation over the next three years and beyond.

Two handwritten signatures in black ink. The first signature is 'Andrew Daniels' and the second is 'Martin Radcliffe'.

Andrew Daniels
Chair

Martin Radcliffe
Chief Executive Officer

OUR RESULTS

AVM, working hand in hand with its partners, has achieved outstanding results to date, building a strong foundation for future years.



SOUTH AUSTRALIA'S MOST ICONIC EVENT VENUES

Hosting 1,000+ events and welcoming 1 million+ patrons and guests each year, underpinning record commercial performances for the last two years.



SUPPORTING THE SOUTH AUSTRALIAN ECONOMY

Injecting \$210M+ into South Australia's visitor economy each year from business events at Adelaide Convention Centre.



A SUSTAINABILITY LEADER

AVM's inaugural ESG Strategy, The Green Print, was launched in 2024, while Adelaide Convention Centre achieved a world first with EarthCheck 'Master' certification in 2023.



AUSTRALIA'S 'BEST' FOOTBALL STADIUM

In 2023, Coopers Stadium staged FIFA Women's World Cup games, and in 2024 was voted the country's premier football stadium by A-Leagues' players and fans. The Stadium remains the proud home of Adelaide United Football Club.



HOME OF BASKETBALL AND NETBALL

Adelaide Entertainment Centre continues to welcome record crowds to Adelaide 36ers and Adelaide Thunderbirds home games, and hosted the Suncorp Super Netball Grand Final for the first time in 2024.



STAGE FOR THE WORLD'S BIGGEST STARS

AVM venues (Adelaide Entertainment Centre, Coopers Stadium, The Drive) continue to be selected by global artists such as Sir Paul McCartney, Blink 182, Luke Combs, Foo Fighters, Tom Jones and more.



SERVICE EXCELLENCE

Our customers are central to all we do, and AVM customer satisfaction scores continue to exceed target and industry norms.

OUR PURPOSE

We attract and deliver outstanding events, advancing South Australia and our communities.



OUR VISION AND MISSION

AVM's team is united in delivering on our vision and mission, and staying true to our values.

Our Vision

We strive to be Australia's leading provider of outstanding venue user experiences within the events, entertainment, and sporting industries, and, in doing so, support South Australia's prosperity by securing its position as one of the world's premier event destinations.

Our Mission

We are here to generate economic and social benefit for the people of South Australia, and support the state's strategic advancement, by operating a successful, sustainable corporation that attracts and hosts high quality events and live entertainment.

By demonstrating excellence at every level, we will be consistently recognised as an employer, operator and partner of choice.



OUR VALUES

We work in a vibrant, ever-changing and exciting industry. We manage important community facilities with a commercial and responsible approach.

Our customers enjoy coming to our venues because we make them feel welcome, engaged and safe.

We understand the pivotal role we play in delivering memorable experiences to our customers, and achieve this by being:

DYNAMIC

Exciting; Alive; Creative

RESPONSIVE

Customer-focused; Timely; Can-do

KNOWLEDGEABLE

Industry Experts; Committed to Improvement;
Environmentally & Socially Responsible

TRANSPARENT

Honest, Accountable; Safe & Supportive



STRATEGIC PRIORITIES

AVM has identified six key strategic priorities for the 2024-2027 period.

1 THE BEST PEOPLE, EQUIPPED FOR GROWTH

Position AVM as an employer of choice within the events, entertainment and sporting industries, equipping the Corporation for future industry growth.

2 INTERNATIONAL MARKET SHARE

Achieve a greater share of the international business events market, driving the maximum economic, professional and social benefit for South Australia.

3 PROFITABLE, EFFICIENT ASSETS

Balance high revenues, with efficient well-planned operations, to deliver superior operating profits and demonstrate high returns on assets and equity. Demonstrate the potential of the corporation and destination for future growth.

4 A SUSTAINABLE FORCE FOR GOOD

Be a market-leader in environmental, social and governance (ESG), maintaining world-leading sustainability accreditation and ensuring optimum support and engagement of our communities.

5 AN INNOVATION LEADER

With customer experience at the centre, AVM's products and services to represent industry-leading innovations and technologies.

6 THE 'GO-TO' STRATEGIC PARTNER

AVM to be recognised as a trusted 'go-to' partner for South Australian companies, organisations and colleagues, who share its ambition to advance South Australia's economy and communities.

BUSINESS PILLARS

To deliver on these strategic priorities, AVM will focus on eight key business pillars, each with defined goals and strategies.

PEOPLE

Composition, care, development and success of the AVM team.

REVENUE & FINANCE

Ensure a profitable corporation that generates strong economic benefit for South Australia.

OPERATIONS

Impactful, efficient and responsible operations of AVM and its venues.

INFRASTRUCTURE

Manage and evolve infrastructure to ensure opportunities are maximised for AVM and the State.

PRODUCT & INNOVATION

Ensure products and services are positioned for the future.

ESG

Deliver on a commitment as a 'force for good' in the industry.

GOVERNANCE & RISK

Effectively minimise risk and ensure compliance and governance.

STAKEHOLDERS

Ongoing collaboration for a better South Australia.



WHAT SUCCESS LOOKS LIKE

Measurement of success is pivotal to delivering on AVM's strategic priorities. A robust approach will be deployed at every level, with key measures including:

**\$250
MILLION +**

ANNUAL
ECONOMIC BENEFIT FOR
SOUTH AUSTRALIA

**TOP
100**

GLOBAL CITY RANKING
FOR INTERNATIONAL
BUSINESS EVENTS

70+

INDUSTRY-LEADING
NET PROMOTER SCORE

**MASTER
STATUS**

EARTHCHECK GLOBAL
SUSTAINABILITY
CERTIFICATION

In addition, all strategic priorities are aligned with specific objectives, including:



Achieve high levels of team engagement and maintain a team equipped to deliver increasing volume of events.



Build occupancy and profitability of AVM venues, driving event conversion and maintaining key venue user agreements.



Execute AVM's ESG Strategy, The Green Print.



Ensure market-leading event technologies are available across all areas.



Implement pioneering event planning portal.



Increase stakeholder and community engagement.



Continue to deliver safe, compliant venues delivering on a full framework of safety, governance, risk and inclusion plans.

PARTNERS AND STAKEHOLDERS

We thank our key partners and stakeholders who support AVM's goal of driving social and economic benefit for South Australia, and who are actively engaged with our strategic priorities.

- Government of South Australia
- Business Events Adelaide
- Tennis SA (operator of The Drive)
- Adelaide United Football Club
- Adelaide 36ers
- Netball SA/Adelaide Thunderbirds
- Tourism Australia - Business Events Australia
- Australian Business Events Association (ABEA)
- Venue Management Association (VMA)
- Australian Hotels Association (AHA) - SA
- City of Adelaide
- Adelaide Economic Development Agency (AEDA)



Disclaimer

The information provided in this publication is for general information only, and is not intended to address the circumstances of any particular individual or entity.

Information correct at time of collating and publishing.

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ADELAIDE VENUE MANAGEMENT

GPO Box 2269, Adelaide
South Australia 5001, Australia

avmc.com.au