



CASE STUDY

Melbourne Cricket Ground

Client:

Melbourne Cricket Ground (MCG)

Project:

To provide a facility management software solution for Melbourne Cricket Ground, the largest sporting stadium in the southern hemisphere.

Objectives:

To manage up to 100 maintenance requests on event days and around 20 on non-event days; to integrate with a range of other FM and specialist services; to provide a platform for streamlined and real-time reporting in order to enhance service delivery.

Results:

A seamlessly integrated and efficient software platform for managing work orders in real time; quick, reliable and in-depth reporting; the capacity to expand to assimilate further technology and services as they come on stream and be customized as appropriate.

QFM – The Ideal Solution for a Multi-Discipline Sports and Events Venue

The Melbourne Cricket Ground (the MCG or known colloquially as the 'G'), is the largest cricket stadium in the world. It is also the largest sporting stadium in the Southern Hemisphere and the 10th largest in the world. With a capacity of just over 100,000 spectators and the tallest light towers of any sporting venue, it contains over 2.1 million square feet of buildings and there are approximately 100 full-time and 1,000 casual event employees working at the Ground. The pitch alone measures 171m by 146m.

Originally built in 1853, the MCG has been in a state of almost constant renewal throughout its history. As well as housing Australia's National Sports Museum, the iconic venue has hosted everything from a Summer Olympics, a Commonwealth Games, two Cricket World Cups and a variety of other sporting championships. It has been the home of Australian football since 1859, and was the birthplace of Test cricket in 1877 and one-day international cricket in 1971.

But it's not just about sport. The MCG has hosted Papal and Royal visits and housed US Marines, the US Airforce and the Royal Australian Air Force during the Second World War. It has also held open days, charity events and dinners and been a concert venue for international icons such as Michael Jackson, Madonna and the Rolling Stones.

Located in Yarra Park, Melbourne, and only ten minutes walk from the heart of the city, the stadium has a capacity of more than 100,000 people, with over 100 executive suites. It is open every day of the year and visitors can enjoy the many cafes, bars and restaurants there; everything from beer gardens and rooftop terraces to sports bars. It is estimated some 3.5m people visit the 'G' every year.

Sports journalist Greg Baum describes the MCG as a shrine. "It is to Melbourne, what the Opera House is to Sydney, the Eiffel Tower to Paris and the Statue of Liberty is to New York; it symbolizes Melbourne to the world. It inspires reverence."

In order to manage the MCG facility, it needed to be supported by a software application with extensive breadth and depth of functionality as well as the necessary performance and resiliency, in order to help maintain its unblemished reputation.

With a requirement to replace an outmoded application, the MCG researched the market for some considerable months, before identifying QFM software from Service Works Global as the best fit for its needs. QFM was already a well-established product in Australia, having been selected to manage the facilities for a number of other high profile projects, including the Melbourne Convention and Exhibition Centre, the New South Wales

Parliament House and the new Royal Adelaide Hospital.

Greg Wiggill, the Enterprise Applications and Technology Support Manager at the MCG explains: "We started working with QFM in 2014 after an 18 month exploration of the market, trying to find the best product for our requirements. We wanted something that we didn't need to customize and could use straight out of the box to give us the functionality that what we needed, yet with the flexibility to adapt to our future requirements." The ultimate goal was a single accurate application to proactively handle the full lifecycle of service calls to reduce breakdowns, service costs, minimize wait times and optimize service operation and performance.

Having selected and implemented QFM, the MCG began migrating the large volumes of data from the old system. Data held in the previous MMS (Maintenance Management System) included historic works maintenance orders and the details of over 8,000 assets which are utilized to plan and manage the Ground's 10-year asset replacement strategy, enabling it to accurately forecast its asset replacement funding requirements. Migration was completed over the course of a weekend and QFM was fully functional and ready to go for the Monday morning.

The MCG was keen for QFM to be deeply embedded within the organization, integrated with its purchase order system, iPOS, and its financial system, Sun Financials. Service Works Global completed the integration work, enabling a complete record of all the costs around each event to be accessible through QFM. As a result of the integration, data now only needs to be entered once, reducing duplication and error, saving time and increasing financial control and transparency.



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► Meeting the Challenges of a Diverse Venue

One of the main challenges for Melbourne Cricket Ground was the contrast in workload between the hundreds of event days held throughout the year and non-event days. During event days, between 50 and 100 work requests can be logged from over 200 operatives including MCG staff and external contractors, compared to around 20 requests on a non-event day. QFM manages this by switching workflows using a priority setting, which enables the calls to be managed by the in-house team on non-event days and by a specialist third party service desk on busy event days.

In addition to streamlining work requests, QFM has also improved the rate of first time fixes. It manages the resources so jobs can be allocated to operatives with the required skillset, and by using GPS tracking the service desk can see who is geographically closest in order to reduce travel times. Operatives can access real-time information about the job via the QFM mobile app, allowing the work to be completed more efficiently and with fewer return visits.

At MCG, there is a formal plan to broaden its use of QFM over a period of time. For example, the use of QR codes would allow easier management of the facility. Codes can be scanned using a mobile device, and give operatives access to the main database, showing any maintenance required in a particular location. Implementing this functionality would optimize the use of the contractors' time, underpinned by accurate and readily available data. Following an upgrade to MCG's Wi-Fi network in 2015, QFM is available to the operatives on a super-fast, secure high-density system which has enabled the practical and expanded use of QFM's mobile technology.

As Greg says, "We have the technology and we want to use it to maximum effect in order to optimize our service delivery and visitor experience. We have been impressed by QFM as a flexible and customizable application which has been able to mould to our environment. The functionality is being continuously developed and broadened by Service Works Global and we can see even more benefits of using QFM as time goes on."



QFM is also used for recording all lost property at the venue. Previously lost property records were kept in a handwritten book, or on a loose piece of paper. Visitors who report lost property now are recorded on the system, as well as the items which have been found. To cope with the sheer volume of items, the items are categorized as green (one month old), orange (two months old) and red (three months or more meaning that the items are ready for disposal). Each member of the events team receives a daily automated report from QFM to allow the lost property to be efficiently organized. After just a few weeks of implementing this functionality, 400 pieces of lost property were returned to 152 owners. "One of the reasons this system has been so successful at the MCG is that it is so easy to use," says Greg. "Anyone working in the stadium can use it without much training and it's transformed us in many areas, particularly with the problem of lost property."



► Incident Management

The more serious issue of incident management, however, needed more in-depth consideration. Service Works Global customized QFM for MCG to meet the venue's specific requirements. As a result, incidents are reported directly through QFM, through an intuitive pictorial interface. The incidents are then linked to a specific event for easy and effective reporting. The software handles everything from recording the incident, cause and type of injury and conditions pertaining at the time, through to witness statements. In the event that an asset was involved in the incident, this information is stored against the asset, so that follow up action can be taken.

Safety officers are immediately notified by the system that an incident has occurred so they can attend the scene, and any remedial work needed is notified to appropriate staff. QFM's powerful reporting is displayed as a user-friendly, visual dashboard which allows the MCG easy access to information for trend analysis, thereby reducing the potential for future incidents.

Future Focus

Looking forward, MCG plans to continue enhancing its use of QFM through Building Management System integration, which will see the venue move away from preventative maintenance to a predictive maintenance model, which will be more suited to the stop / start nature of the venue. In addition the MCG plans greater leverage of QR codes and to redevelop how general users enter events into the system.

Greg sums up his thoughts about QFM and the impact that it's had at the venue: "It's so easy to use. People at MCG are really busy and there's little time for extensive software training. QFM is incredibly practical for us and the functionality and technology that it uses is being enhanced all the time, to ensure that facilities management at the 'G' moves with the times."

