SYDNEY CRICKET & SPORTS GROUND TRUST

Stadium Mobile Application & WiFi Captive Portal
Version 1 – 04 April 2018

Procurement Number: SCG201802

PART D

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STATEMENT OF REQUIREMENT

Signed for the Respondent by:	……………………….…………	Date:………………
Name (in block letters):	………………………………….	(Authorised Officer)
In the Office Bearer capacity of:	………………………………………………………………….	

1. STATEMENT OF PURPOSE

The Sydney Cricket & Sports Ground Trust (the Trust) is committed to the vision of its corporate plan: valuing the customer experience and digital transformation as key focal areas across the entire business. The digital transformation goal is to be a powerful state-of-the art connected precinct that continues to evolve and provide seamless digital engagement to enrich customer service.

The provision of a Stadium Mobile Application and WiFi Captive Portal is an essential part of this mobile first strategy, enabling the Trust to deliver key digital experiences, fan engagement, operational efficiencies, commercial opportunities and insightful fan data that will be intuitive to behaviour.

Recent and ongoing investment in a fully 'Connected Precinct' has driven the continual evolution of the Trust's focus on enhancing and streamlining all its systems onto a fully converged network. Integrating these systems is a priority for the Trust to ensure these investments are fully leveraged and the precinct is a leader in the broader digital transformation of Sydney, NSW and Australia.

The Trust is inviting proposals from suitably qualified and experienced vendors to provide an innovative Mobile Application and WiFi Captive Portal offer.

This RFP invites Respondents to provide either a response for a single provider, or, one or more providers to provide the platform and associated services for:

- A Mobile Application
- WiFi Captive Portal
- Both a Mobile Application and WiFi Captive Portal

2. BACKGROUND

2.1. General

The Trust is responsible for managing two of Australia's premium sports venues – the Sydney Cricket Ground (SCG) and Allianz Stadium. Together these two grounds form a central sports precinct of international standing that includes a sports museum, Member fitness centre and club facilities.

The Trust hosts over 75 sport and entertainment event days and attracts around 1.7 million visitors to the precinct each year (Please see an indicative event schedule in appendix A for 2017 calendar of events).

The key hirers of the venues include clubs/franchises in the major national sporting competitions across Australia, including cricket, Australian Football, rugby league, rugby union and football. It should be noted that ownership of player and club IP content rests with the club and the Trust must seek approval to use.

There are approximately 19,000 members, including different tiers from SCG to Gold, Double Gold and Platinum members. The waitlist for SCG Membership is approximately 25,000. There are 31 types of membership categories offered by the Trust across both venues, with varying benefits attached

The Trust has, and continues to, invest in the Connected Stadium Solution and its digital revolution. The Trust has provided innovated digital experiences via the SCG & Allianz Stadium Mobile Application (since 2015), Internet Protocol TV's (IPTV) network, High density Wi-Fi system and captive portal, LED signage, large format Super Screens and existing digital network screens. It should be noted that plans exist to extend the WiFi coverage throughout the SCG in 2018.

Item	SCG	Allianz
Venue Capacity	48,000	45,500
Number of Event Days 2016	31	44
Annual Attendance	526,517	899,157
Food & Beverage Outlets	80	60
Merchandise Outlets	SCG x 4	Allianz Stadium x 4
Car Parking Capacities	MP1(Members): 700 EP2: 1200 EP3: 1200	MP1(Members):700 EP2:1200 EP3: 1200
WiFi Solution	Cisco CMX Access points are all configured to enable WiFi Location Services. Number of WiFi Access points TBC.	
Fan database size	Over 600,000 accounts across both stadiums • Fans with data source • Mobile ordering 0.3% • Import (members & competition data): 8.5% • Ticketing 79.1% • App: 3.6% • WiFi: 29.4%	

Item	SCG	Allianz
App downloads	30,000 + downloads	

The Sydney Cricket and Sports Ground Trust is excited to take the first steps forward in a comprehensive action plan for the rebuild of the Allianz Stadium (Sydney Football Stadium) and the SCG Trust Precinct. The Trust's App and Captive Portal project will stand alone from redevelopment, which is being overseen by the NSW Government and Infrastructure NSW.

The successful respondent will service the Sydney Cricket Ground, the home of sport in our city for more than 160 years and its members while the NSW Government delivers a state-of-the-art new Allianz Stadium.

2.2.   Key Customer Groups

The Trust has identified five core customer groups that all systems need to contemplate and actively service:

2.2.1.   Members

The Trust Membership is a preeminent focal point throughout the business.

There are 31 types of memberships offered by the Trust across the SCG, Allianz Stadium and Stadium Club. These can be classified into three major tiers of membership; SCG, Gold and Platinum members. Combined there are approximately 19,000 members.

Members receive benefits such as rights to attend events, ability to invite a guest, access to the gym, fitness classes, pool, parking and rights to purchase additional tickets and reciprocal rights, depending on their membership type.

The waitlist for SCG Membership currently contains approximately 25,000 records and is an approximate 13 year wait. Communication and ongoing engagement with this group is critical as they represent a clearly defined segment that is both interested in sport and membership at our venues.

There is an interest to develop a digital membership tier that would provide exclusive offers and content.

2.2.2. Members Guests

Member's Guests are extended member guest rights as granted by the primary member. Members must have a specific level of membership to access member guest cards which can be distributed to individuals of their choosing. Guest card holders have access to member facilities and most events held at Allianz Stadium and the SCG.

Member's Guests represent the largest segment of member attendees at events. As their access is solely granted by the primary member, the Trust does not have a relationship with these patrons. A key outcome of this project is the development of a digital membership card which will allow the Trust to advance this relationship and our understanding of this customer group.

2.2.3. Sports Partner Members

Each of the Trust's sports partners have a club membership base, offering a range of membership products and access to several home and away games for the season and other benefits.

Similar to the Trust membership groups, these patrons represent dedicated patronage at our venues. A consistent end-to-end experience is important to both the Trust and its Sport Partners and this project will enhance the ability to deliver this experience.

Collaboration with sports partners in our digital transformation is essential to the development of a digital ecosystem and range of services that provide fans and members with a world leading customer experience.

SCG	Allianz Stadium

• Cricket Australia
 	
• Cricket NSW including:
    o   NSW State teams
    o   Sydney Sixers (BBL)
 	
• Sydney Swans (AFL)
	• National Rugby League (NRL)
	
	• Sydney Roosters (NRL)
	
	• St George Illawarra Dragons (NRL)
	
	• Rugby AU including:
	    o Wallabies
	    o Sydney 7s
	
	• NSW Waratahs (Super Rugby)
	
	• Football Federation Australia including:
	    o A-League Finals
	    o W-League Finals
	    o FFA Cup
	    o Socceroos
	
	• Sydney FC (A-League & W-League)

2.2.4. General Public

The general public attend the precinct for numerous ticketed events including; sports (domestic and international), concerts and tours. The general public do not gain access via the Trust or Sport Partners memberships and may visit the venues with varying frequency.

As such, the installation of the connected solution provides a touchpoint to engage with these customers (who may otherwise have been anonymous to the Trust) through the free WiFi and the digital platform. Understanding who these patrons are and what they are doing at our venue will be critical to the continued growth of the Trust. The ability to reach this audience is a key outcome of this project

2.2.5. Corporate

The corporate customer group comprises of; corporate guests, medium to large number of blue chip companies, sponsors and supplier partnerships. They deliver significant revenue streams and opportunities to deliver fan engagement initiatives. There is ability to strengthen relationships, commercial opportunities and growth with this group. These relationships are garnered either directly by the Trust, or in combination with the contracted sales agencies.

2.2.6. Other

There are many other identified customer groups that visit the sporting precinct for various reasons such as; conferencing, corporate events, athletes, players, media, represent or work for onsite tenants, a student or lecture at the UTS Sport Science high performance facility, school and visiting tour groups.

One off special events such as concerts, baseball and new e sports events will also add to the varied demographic of visitors that attend the sporting precinct.

2.3.   Organisational Framework

The following organisational framework is currently in place to drive the strategic and business-as-usual operations of the Trust:
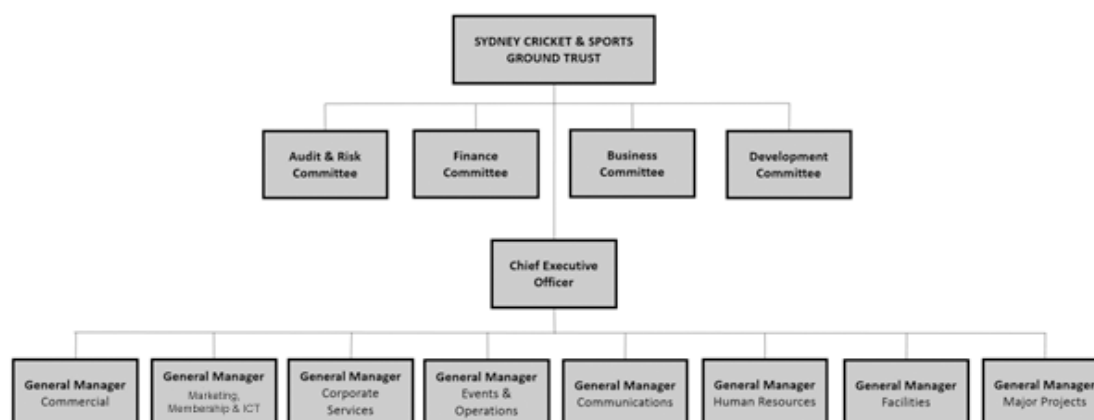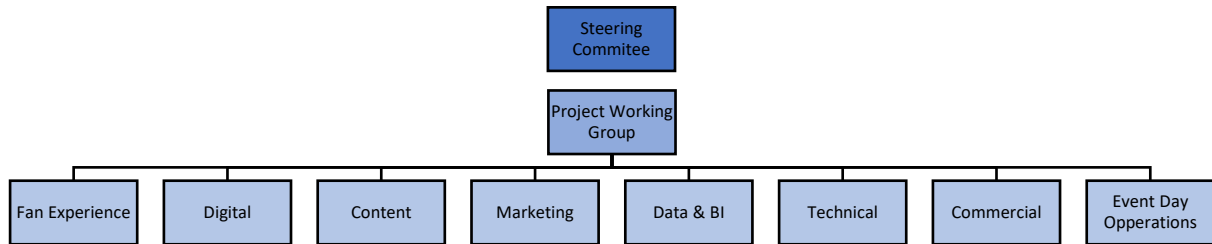
2.3.1.   Project Working Group

The Trust has an established Fan Experience Strategy and governance.

The Steering Committee oversees strategy, direction and governance of the Fan Experience program.

The Project Working Group underpin the fan engagement framework, with the eight work streams that have been created to manage and deliver on tasks and targets within their key pillar.

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                        ┌──────────────────┐
                        │ Steering         │
                        │ Commitee         │
                        └────────┬─────────┘
                        ┌────────┴─────────┐
                        │ Project Working  │
                        │ Group            │
                        └────────┬─────────┘
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| Fan Experience | Digital | Content | Marketing | Data & BI | Technical | Commercial | Event Day Opperations |

3. OBJECTIVES

3.1. Definition

As a precursor to sharing the Trust's Objectives and Requirements for the Mobile Application and WiFi Captive Portal it is important to communicate the Trust's interpretation of the key elements of this solution:

3.1.1. Mobile Application

A mobile application, most commonly referred to as an app, is a type of application software designed to run on a mobile device, such as a smartphone or tablet computer. Mobile applications frequently serve to provide users with similar services to those accessed on PCs.

3.1.2. Captive Portal

The Captive Portal refers to landing pages that your WiFi users are directed to before they can utilise your WiFi offering on their mobile or desktop device. These landing pages often feature acceptance of terms and conditions or validation of identity through a login process.

3.1.3. WiFi Guest Services

A software platform that facilitates the captive portal and any additional services that can be leveraged using our existing WiFi infrastructure. This may include but not limited to location-based marketing, URL redirects, mobile ad insertion, advanced analytics, direct messaging etc.

3.1.4. Digital Membership Card

Refers to a digital version of the stadium membership card which includes access to the benefits of the card i.e. access to the stadium through turnstiles, sharing of guest cards, mirrored design.

3.2. Strategic Corporate Objectives

The Sydney Cricket & Sports Ground Trust's Strategic Corporate Plan is the framework for delivering our purpose to provide the ultimate stage for athletes of the day, as well as the ultimate experience for the people of Sydney, NSW and beyond.

3.2.1. Our Vision

We celebrate sport, create history, enhance entertainment and constantly innovate to provide an engaging and connected experience for our customers.

3.2.2. Our Values

- Customer Service – We will provide superior customer service

- Leadership – We are leaders in our industry

- Innovation – We are at the forefront of digital transformation

- Integrity and Accountability – We always act with respect

- Relationships – We work in partnership with all customers, stakeholders and neighbours

The appointment of suitably qualified and experienced app and captive portal service provider (or providers) will help satisfy several of the key strategic objectives that are central to the Trust's core objectives for events staged at its venues and patrons that attend such events. These include:

3.2.3. Our Customers

We will put the customer at the centre of our business. We will ensure that customers have a memorable experience and continually strive in our service delivery across all touchpoints.

3.2.4. Our Digital Transformation

Two world class venues – one powerful state of the art connected precinct. We will invest in digital transformation and technology to ensure visitors have seamless connectivity and engagement.

- Invest in digital transformation and technology to ensure visitors have seamless connectivity and engagement

- Position Moore Park as a priority site in Sydney's Smart City future

- Create a precinct hub of digital innovation, partnering with neighbours and other similar organisations

- Establish, maintain and grow a digital relationship with all customers

- Continue to evolve the Connected Stadium Solution to enhance the live game day experience

- Deepen our understanding of our customers using data and business intelligence

3.2.5. Our Culture

Our culture is focused on customer experience. It will enable the Trust to deliver on its vision, inspiring and driving our people to commit and collaborate on customer service goals.

3.2.6. Our Precinct

We will strengthen relationships with our neighbours and sporting and commercial partners to maximise Moore Parks' unique sporting, cultural, parkland and entertainment offering. Manage a strategic capital works program and assess projects for the benefit of customers.

3.2.7. Our Heritage

We will support projects and research that make a significant contribution to the knowledge or understanding of our history. We will celebrate key milestones, landmark events and provide recognition to past and present champions.

3.3. Project Objectives

The fan experience is at the very centre of our objectives, and digital is our way forward to enhance that experience. It is our belief that the future stadium mobile application will be the game day companion for all fans featuring seamless utility and engagement, based on a foundation of data intelligence which creates one to one customised memorable experiences.

3.3.1. Summary of digital objectives:

- Seamless connectivity and engagement for all visitors

- Best in class services for our members and fans at every touchpoint

- An unrivalled and engaging visitor experience

- Precinct-wide collaboration and solutions to challenges that the Trust and our partners face

- Continue to evolve the Connected Stadium Solution to enhance the live game day experience

- Deepen our understanding of our customers using data and business intelligence

3.3.2. App Objectives:

- Serve as the primary game day touchpoint for members and fans

- Provide venue centric utility and engagement with fans

- Integrate with venue hirers (sports clubs, concert promoters etc) and partners to provide a seamless digital experience

- Leverage commercial opportunities

- Generate reports and behavioural insights to provide relevant and personalised engagement

3.3.3. Project Priorities – Mobile Application

- Improve the customer experience

- Service our members with improved digital utility and access to services through a digital membership card, which can be used to access all member privileges including the sharing of guest cards

- Create or surface venue centric utility features within our app that enables fans to have seamless experiences i.e. maps, parking, wayfinding etc

- Develop our app with the vision to integrate with venue hirers (sports clubs & event promoters) and third-party providers to create better end to end experiences at our venue

- Improve venue operations and security through customer reporting and feedback

- Develop efficiencies through the utilisation of existing platforms detailed within the requirement section 4

- Fan engagement

- Develop or integrate solutions which engage with fans and nurture stronger relationships through gamification i.e. Augmented reality, Fan Cam, Live Polling, Q&A etc.

- Digital commerce services

- Integrate with our mobile ordering food & beverage provider and deploy to the app with single sign-in

- Surface loyalty and wallet solutions inside of the application

- Surface commercial advertising and partner promotions which drives engagement and revenue

- Provide comprehensive data and intelligent insights from engagement that can be easily shared with commercial partners and used within the platform to segment groups

- Data & BI

- Combine customer activities on the app with data from SCGT's other digital touchpoints, to get a better understanding of the full customer journey and achieve a single customer view

- Timely insights and ease of access to data and analytics, to enable efficient and consolidated reporting across SCGT's data sources

- Create timely, personalised and memorable digital experiences based on advanced BI and analytics, through a greater understanding of the customer

The priorities listed above are expected to be incorporated into the initial phase of the roll out (to be confirmed). Subsequent roll outs may include the extension of integration with onsite tenants and venue hirers.

3.3.4. Project Objectives – WiFi Captive Portal

WiFi Captive Portal Objectives:
- Provide an improved customer experience through seamless WiFi services that are easily accessible for all fans

- Generate commercial sales revenue and assist hirers through targeted messaging on the captive portal and other integrated services

- Generate reports and behavioural insights to provide relevant and personalised engagement

- Provide a fully customisable and self-managed Captive Portal experience for our customers as well being able to meet the obligations to our WiFi advertisers

3.4. Project Priorities – WiFi Guest Services
The four top priorities in terms of WiFi Guest Services scope are:

- Generate Insights & Reports

- Generate reports and insights based on user behaviour within the venue and data gathered from captive portal sign ins

- Develop sharable or exportable reports that deliver insights and data relevant to third party commercial partners

- Generate a single view of the customer

- Seamless User experience

- Deploy an integrated solution that recognises app users and, in the future, those that come from third party sources i.e. venue hirer members as they enter the WiFi Social and form fill sign in on the captive portal

- Targeted messaging-based profiling

- Automated or manually segmented messaging based on insights gathered over time using integration with our CRM

The priorities listed above are expected to be incorporated into the initial phase of the roll out (to be confirmed). Subsequent roll outs may include the extension of integration with onsite tenants and venue hirers.

3.5.   Stadium Mobile Application User Journey

Please see Appendix B*. If selected for presentation, please consider a user flow to demonstrate through the headline stages.

The user journey presented in appendix B illustrates a high-level overview of fan interactions and internal processes to deliver those interactions to fans. The bottom section of the journey presents a narrative with the intent of demonstrating possible features from third party integrations and how they may impact/improve the fan experience. Please use this journey to gain insight into the use cases that we have identified.

Pease note appendix B will be provided on receipt of intention to respond (Part B Schedule 13).

4.   REQUIREMENTS

4.1.   High Level Functional Requirements – Mobile Stadium Application

Broadly, the solution must support:

Ref #	Requirement	Importance M (Mandatory) D (Desirable)
1	The solution must be able to display personalised dynamic content based on user preferences selected as well as:	
	• Utilising the context of current events	M
	• Utilising the user's location to serve stadium specific content	M
	• Personalised look at feel based on user data	D
	• Utilising the context of the user's Membership type	D
2	The solution must be able to deliver interactive maps for each of the stadiums as well as other relevant areas in the precinct and surrounds. The map will have a filterable directory as well as the highlighting key areas of amenity, such as bars and toilets	M
3	The solution can provide map or AR wayfinding as module within the App or through integrations with other technology providers	D
4	The solution has a Food & Beverage module which enables patrons to order directly from the app for either pick-up at the bar and/or in-seat delivery, either as part of the platform or through pre-existing integration	D
5	The solution has a purchasing platform and/or eCommerce functionality which enable custom products such as merchandise, either as part of the platform or through pre-existing integration	D
6	The solution will enable social login through key social platforms such as Facebook, Google and Instagram as well as the option for using a short-form sign-up and login via email.	M
7	The solution will be able to recognise return users from their Device ID, MAC address or similar, to provide an efficient sign-in experience	M
8	The solution can show an aggregated calendar of events as well as specific calendars for stadium, code and team events	M
9	The solution enables patrons to add events from the App calendar to their own device's calendar or to share with others	D
10	The solution has functionality where users can provide feedback directly to SCGT about their app or game-day experience	D
11	The solution can provide fan engagement content and functionalities such as:	
	• Fan Cam	M
	• Interactive games and competitions	D
	• Live Polling / QD&A with interactive results that can be surfaced in a HTML format	M
12	The solution provides users with the ability to opt-out of marketing communication and/or notifications	D
13	The solution has content management features and the ability to display a range of different content types, including static images, videos and pop-up notifications	M
14	The solution can send app communications based on a customer segment, as well as contextually targeting users based on time and location	D

Ref #	Requirement	Importance M (Mandatory) D (Desirable)
15	The solution can automate communications and offers to various segments, based on manually inputted logic, AI or similar. Communications will be both in app or can be pushed to external communication channels	M
16	The solution can progressively profile return users by offering new fields for the user to input, of which the data is then captured and stored	D
17	The solution can integrate with beacon technologies	M
18	The solution can capture and store demographic, device and interest data about a user as well as key metrics about their App session (such as session duration, date logged in, data used etc.)	M
19	The solution can analyse visitor movement (heat maps) and dwell time around the stadium (location-based capabilities) out of the box or with a pre-existing integration	M
20	The solution has an API enabling two-way communication for any reporting and or pushing audiences to other channels	M
21	The solution has a reporting and dashboard tool that is either fully customisable or has proven ability to integrate with a 3rd party platform providing this functionality	M
22	The solution can provide data and insights in real time through an API, with this data being fully owned by SCGT	M
23	The solution will enable SCGT to create segments of users based on all available data points captured or stored as well as being able to export that list	M
24	The solution must be able to integrate with Ticketek's Digital Products and APIs, such as Mobile Tickets, Ticket Purchasing and Seat Map/View	M
25	The solution must be able to surface a digital membership card / ticket through an existing integration between SCGT's Members ticketing provider Fortress and Microsoft Dynamics	M
26	The solution must be able to surface an externally provided cashless module either natively (providing the solution is PCI compliant) or via a web-view.	M
27	The solution must have its own contact database as well as being able to fully integrate with SCGT's CRM Microsoft Dynamics	M
28	The solution must be able to integrate with SCGT's car parking solution provider Advam	M
29	The solution must include a multi-venue strategy	M
30	The solution is fully PCI and OAuth compliant	M
31	Fully compliant with privacy and data protection obligations required of a NSW Government Agency, including, but not limited to, the Privacy and Personal Information Protection Act 1998 (NSW), Spam Act 2003 (Cth) and Privacy Amendment (Notifiable Data Breaches) Act 2017	M

4.2.   High Level Functional Requirements – WiFi Captive Portal

Broadly, the solution must support:

Ref #	Requirement	Importance M (Mandatory) D (Desirable)
1	The solution must be able to display personalised dynamic content based on user preferences selected as well as: • Utilising the context of current events • Utilising the user's location to serve stadium specific content • Personalised look at feel based on user data • Utilising the context of the user's Membership type	 M M D D
2.	The solution will enable social login through key social platforms such as Facebook, Google and Instagram as well as the option for using a short-form sign-up and login via email.	M
3.	The solution will be able to recognise return users from their Device ID, MAC address or similar, to provide an efficient sign-in experience	M
4.	The solution provides users with the ability to opt-out of marketing communication and/or notifications	M
5.	Content management features and the ability to display a range of different content types, including static images, videos and pop-up notifications	M
6.	The solution will be able to display a range of different advertising content types with contextualised advertising content determined by user data and input. Such ad-types include Banner Ads, Overlays, Rich Media Display and Pre-Roll Video	M
7.	The solution can tag a WiFi user with cookies or similar for advertising retargeting	D
8.	The solution can progressively profile return users by offering new fields for the user to input, of which the data is then captured and stored	M
9.	Content on the Captive Portal landing page is able to be managed by SCGT using a self-service CMS supported by the cloud or similar	M
10.	The solution can capture and store demographic, device and interest data about a user as well as key metrics about their WiFi session (such as session duration, date logged in, data used etc.)	M
11.	The solution can analyse visitor movement (heat maps) and dwell time around the stadium (location-based capabilities) out of the box or with a pre-existing integration	D
12.	The solution has an API enabling two-way communication for any reporting and or pushing audiences to other channels	M
13.	The solution has a reporting and dashboard tool that is either fully customisable or has proven ability to integrate with a 3rd party platform providing this functionality	M
14.	The solution can capture personalised and aggregated web browsing data	D
15.	The solution can provide data and insights in real time through an API, with this data being fully owned by SCGT	M
16.	The solution will enable SCGT to create segments of users based on all available data points captured or stored as well as being able to export that list	M
17.	The solution must have its own contact database as well as being able to fully integrate with SCGT's CRM Microsoft Dynamics	M

Ref #	Requirement	Importance M (Mandatory) D (Desirable)
18.	The solution must be able to integrate with SCGT's WiFi solution provider Cisco CMX	M
18.	The solution must be able to integrate with the Local Measure's solution in use at SCGT	M
19.	The solution must be fully OAuth compliant	M
20.	Fully compliant with privacy and data protection obligations required of a NSW Government Agency, including, but not limited to, the Privacy and Personal Information Protection Act 1998 (NSW), Spam Act 2003 (Cth) and Privacy Amendment (Notifiable Data Breaches) Act 2017	M

5.   Cost Model

The Trust appreciates that ultimate costs of the solution will not be finalised until the selected provider and the Trust agree on scope, gap, implementation phases, required resources, any software development/customisations, integrations, data migrations and the like.

However, it is critical that the Trust has a solid understanding of the cost model and indicative costs from each candidate provider.

To this end, please use Part B Section 3 Schedule of Pricing to outline indicative costs for the following items:

Item	Scope
Initial Costs	
Set-Up	Includes initial installation, configuration, integration, testing, and project management for the solution. Please itemise costs. Please outline any assumptions, considerations, dependencies.
Software Development/Customisations	Itemise any software development required to satisfy the mandatory functional requirements
Hardware deployment	Any dedicated hardware required to satisfy the mandatory functional requirements
Training	Any costs related to training for the system
Ongoing Costs	
Software Licenses	Annual software license costs (based on a 3-year term with the option of an additional 2 years at the end of the term) inclusive of any hosting costs and support, as appropriate/applicable to the proposed solution. Please itemise costs.
Hardware	Support and maintenance. Please itemise costs. Please itemise if there are varying levels available
Management, Maintenance & Support	Ongoing account management, maintenance and support costs. Please itemise if there are varying levels available
Other Costs	
Professional Services	Daily rate card for any roles/services that may be offered over the course of the term.
Transaction Fees	Any transaction fees or associated costs. Please itemise as appropriate
Other	Any other costs that need to be considered. Please itemise

APPENDICIES

Appendix A: Calendar of Events

Day	Event Date	Venue	Event Hirer	Event	Attendance
March, 2017					
Fri	3/3/2017	Allianz Stadium	Sydney Football Club	Round 22 - Sydney FC v Melbourne Victory	12,669
Tue	7/3/2017	Sydney Cricket Ground	Cricket NSW	Day 1 - NSW Blues v South Australia	380
Wed	8/3/2017	Sydney Cricket Ground	Cricket NSW	Day 2 - NSW Blues v South Australia	512
Thu	9/3/2017	Sydney Cricket Ground	Cricket NSW	Day 3 - NSW Blues v South Australia	336
Thu	9/3/2017	Allianz Stadium	Sydney Roosters	Round 2 - Roosters v Bulldogs	11,986
Fri	10/3/2017	Sydney Cricket Ground	Cricket NSW	Day 4 - NSW Blues v South Australia	208
Fri	10/3/2017	Allianz Stadium	Sydney Football Club	Round 23 - Sydney FC v Central Coast Mariners	10,710
Sat	18/03/17	Allianz Stadium	Waratahs Rugby	Round 4 - NSW Waratahs v ACT Brumbies	14,856
Sat	25/03/17	Sydney Cricket Ground	Sydney Swans	Round 1 - Sydney Swans v Port Adelaide	31,792
Fri	31/03/17	Allianz Stadium	Sydney Roosters	Round 5 - Roosters v Sea Eagles	11,328
April, 2017					
Sat	1/4/2017	Allianz Stadium	Sydney Football Club	Round 25 - Sydney FC v Melbourne City	14,695
Sun	2/4/2017	Allianz Stadium	Waratahs Rugby	Round 6 - NSW Waratahs v Crusaders	15,439
Fri	7/4/2017	Sydney Cricket Ground	Sydney Swans	Round 3 - Sydney Swans v Collingwood	33,447
Sat	15/04/17	Allianz Stadium	Sydney Football Club	Round 27 - Sydney FC v Newcastle Jets	15,064
Fri	21/04/17	Allianz Stadium	Waratahs Rugby	Round 9 - NSW Waratahs v Southern Kings	9,015
Sat	22/04/17	Sydney Cricket Ground	Sydney Swans	Round 5 - Sydney Swans v GWS Giants	32,374
Tue	25/04/17	Allianz Stadium	Sydney Roosters	Round 8 - Roosters v Dragons	36,503
Fri	28/04/17	Allianz Stadium	South Sydney	Round 9 - Rabbitohs v Sea Eagles	8,630
Sat	29/04/17	Allianz Stadium	Football Federation Australia	A-League Finals Week 2 - Sydney FC v Perth Glory	21,241
May 2017					
Sat	6/5/2017	Allianz Stadium	Waratahs Rugby	Round 11 - NSW Waratahs v Blues	16,439
Sun	7/5/2017	Sydney Cricket Ground	Sydney Swans	Round 7 - Sydney Swans v Brisbane Lions	24,149

Day	Event Date	Venue	Event Hirer	Event	Attendance
Sun	7/5/2017	Allianz Stadium	Football Federation Australia	A-League Grand Final - Sydney FC v Melbourne Victory	40,041
Sun	14/05/17	Allianz Stadium	Sydney Roosters	Round 10 - Roosters v Eels	9,511
Sun	21/05/17	Allianz Stadium	Waratahs Rugby	Round 13 - NSW Waratahs v Rebels	12,233
Fri	26/05/17	Sydney Cricket Ground	Sydney Swans	Round 10 - Sydney Swans v Hawthorn	34,159
June, 2017					
Sat	3/6/2017	Allianz Stadium	Sydney Roosters	Round 13 - Roosters v Broncos	11,772
Thu	8/6/2017	Sydney Cricket Ground	Sydney Swans	Round 12 - Sydney Swans v Western Bulldogs	20,692
Sat	17/06/17	Allianz Stadium	Australian Rugby Union	Test Match - Wallabies v Scotland	28,971
Fri	23/06/17	Sydney Cricket Ground	Sydney Swans	Round 14 - Sydney Swans v Essendon	34,574
July, 2017					
Fri	7/7/2017	Allianz Stadium	Sydney Roosters	Round 18 - Roosters v Rabbitohs	15,587
Sat	8/7/2017	Sydney Cricket Ground	Sydney Swans	Round 16 - Sydney Swans v Gold Coast Suns	32,540
Sat	8/7/2017	Allianz Stadium	Waratahs Rugby	Round 16 - NSW Waratahs v Jaguares	9,693
Fri	21/07/17	Allianz Stadium	Sydney Roosters	Round 20 - Roosters v Knights	6,540
Sat	22/07/17	Sydney Cricket Ground	Sydney Swans	Round 18 - Sydney Swans v St Kilda	35,773
Sat	29/07/17	Allianz Stadium	Sydney Roosters	Round 21 - Roosters v Cowboys	8,833
August, 2017					
Fri	4/8/2017	Sydney Cricket Ground	St George Illawarra Dragons	Round 22 - Dragons v Rabbitohs	9,440
Sat	12/8/2017	Sydney Cricket Ground	Sydney Swans	Round 21 - Sydney Swans v Fremantle	39,289
Sat	19/08/17	Allianz Stadium	Sydney Roosters	Round 24 - Roosters v Tigers	8,826
Thu	24/08/17	Sydney Cricket Ground	Sydney Swans	Round 23 - Sydney Swans v Carlton	38,967
Sun	27/08/17	Allianz Stadium	TEG Live	Sydney Cup - Rice v Stanford	22,871
September, 2017					
Sat	2/9/2017	Allianz Stadium	Sydney Roosters	Round 26 - Roosters Gold Coast Titans	10,660
Fri	8/9/2017	Allianz Stadium	National Rugby League Limited	NRL Final Series - Sydney Roosters v Brisbane Broncos	18,017
Sat	9/9/2017	Allianz Stadium	National Rugby League Limited	NRL Final Series - Manly Warringah Sea Eagles v Penrith Panthers	12,418

Day	Event Date	Venue	Event Hirer	Event	Attendance
Sat	9/9/2017	Sydney Cricket Ground	Australian Football League	AFL Final Series - Sydney Swans v Essendon	46,323
Sun	10/9/2017	Allianz Stadium	National Rugby League Limited	NRL Final Series - Cronulla Sharks v North Queensland Cowboys	13,029
Sat	23/09/17	Allianz Stadium	National Rugby League Limited	NRL Final Series - Sydney Roosters v North Queensland Cowboys	26,000
October, 2017					
Sun	15/10/17	Allianz Stadium	Sydney Football Club	Round 2 - Sydney FC v Wellington Phoenix	10,293
Sat	21/10/17	Allianz Stadium	Sydney Football Club	Round 3 - Sydney FC v Western Sydney Wanderers	31,087
Fri	27/10/17	Allianz Stadium	Sydney Football Club	Round 4 - Sydney FC v Perth Glory	9,372
Sat	28/10/17	Allianz Stadium	TLA Worldwide	Barbarians v Wallabies	14,388
November, 2017					
Sat	4/11/2017	Allianz Stadium	Rugby League World Cup 2017	Rugby League World Cup - England v Lebanon	8,914
Sat	11/11/2017	Allianz Stadium	Rugby League World Cup 2017	Rugby League World Cup - Lebanon v Australia	19,232
Sat	18/11/17	Allianz Stadium	Sydney Football Club	Round 7 - Sydney FC v Newcastle Jets	10,771
Tue	21/11/17	Allianz Stadium	Football Federation of Australia	FFA Cup Final- Sydney FC v Adelaide United	12,316
Sat	25/11/17	Allianz Stadium	Sydney Football Club	Round 8 - Sydney FC v Brisbane Roar	8,763
December, 2017					
Sat	2/12/2017	Allianz Stadium	Chugg Entertainment	Concert	28,562
Fri	15/12/17	Allianz Stadium	Sydney Football Club	Round 11 - Sydney FC v Melbourne City	9,861
Sat	23/12/17	Sydney Cricket Ground	Cricket Australia	BBL Cricket - Sydney Sixers v Perth Scorchers	22,020
Thu	28/12/17	Sydney Cricket Ground	Cricket Australia	BBL Cricket - Sydney Sixers v Adelaide Striker's	25,879
Sat	30/12/17	Allianz Stadium	Sydney Football Club	Round 13 - Sydney FC v Perth Glory	12,266
January, 2018					
Wed	3/1/2018	Allianz Stadium	Sydney Football Club	Round 14 - Sydney FC v Newcastle Jets	16,718
Thu	4/1/2018	Sydney Cricket Ground	Cricket Australia	Test Match - Australia v England	42,356
Fri	5/1/2018	Sydney Cricket Ground	Cricket Australia	Test Match - Australia v England	41,368

Day	Event Date	Venue	Event Hirer	Event	Attendance
Sat	6/1/2018	Sydney Cricket Ground	Cricket Australia	Test Match - Australia v England	40,747
Sun	7/1/2018	Sydney Cricket Ground	Cricket Australia	Test Match - Australia v England	31,048
Mon	8/1/2018	Sydney Cricket Ground	Cricket Australia	Test Match - Australia v England	15,878
Sat	13/01/18	Sydney Cricket Ground	Cricket Australia	BBL Cricket - Sydney Sixers v Sydney Thunder	35,261
Thu	18/01/18	Sydney Cricket Ground	Cricket Australia	BBL Cricket - Sydney Sixers v Brisbane Heat	21,904
Sat	20/01/18	Allianz Stadium	Sydney Football Club	Round 17 - Sydney FC v Central Coast Mariners	12,480
Sun	21/01/18	Sydney Cricket Ground	Cricket Australia	One Day International – Australia v England	33,650
Tue	23/01/18	Sydney Cricket Ground	Cricket Australia	BBL Cricket - Sydney Sixers v Melbourne Stars	16,355
Fri	26/01/18	Allianz Stadium	Rugby Australia Ltd	Sydney Sevens - Day 1	7,813
Sat	27/01/18	Allianz Stadium	Rugby Australia Ltd	Sydney Sevens - Day 2	19,221
Sun	28/01/18	Allianz Stadium	Rugby Australia Ltd	Sydney Sevens - Day 3	20,184
February, 2018					
Fri	2/2/2018	Allianz Stadium	Sydney Football Club	Round 19 - Sydney FC v Wellington Phoenix	9,150
Sat	3/2/2018	Sydney Cricket Ground	Cricket Australia	Twenty20 - Australia v New Zealand	24,478
Wed	14/02/18	Allianz Stadium	Sydney Football Club	Asian Champions League - Sydney FC v Suwon Bluewings	5,423
Fri	16/02/18	Sydney Cricket Ground	Cricket NSW	Sheffield Shield Match - New South Wales v South Australia	536
Sat	17/02/18	Allianz Stadium	AFL	AFL X	8,211
Sat	17/02/18	Sydney Cricket Ground	Cricket NSW	Sheffield Shield Match - New South Wales v South Australia	521
Sun	18/02/18	Sydney Cricket Ground	Cricket NSW	Sheffield Shield Match - New South Wales v South Australia	515
Sun	18/02/18	Allianz Stadium	Sydney Football Club	W-League Final Series - Sydney FC v Melbourne City FC	5,463
Mon	19/02/18	Sydney Cricket Ground	Cricket NSW	Sheffield Shield Match - New South Wales v South Australia	52
Sat	24/02/18	Sydney Cricket Ground	Cricket NSW	Sheffield Shield Match - New South Wales v Tasmania	389
Sat	24/02/18	Allianz Stadium	Waratahs Rugby Pty Ltd	Round 21 - Sydney FC v Western Sydney Wanderers	10,211
Sun	25/02/18	Sydney Cricket Ground	Cricket NSW	Sheffield Shield Match - New South Wales v Tasmania	136

Day	Event Date	Venue	Event Hirer	Event	Attendance
Sun	25/02/18	Allianz Stadium	Sydney Football Club	Round 21 - Sydney FC v Western Sydney Wanderers	20,248
Mon	26/02/18	Sydney Cricket Ground	Cricket NSW	Sheffield Shield Match - New South Wales v Tasmania	80
Tue	27/02/18	Sydney Cricket Ground	Cricket NSW	Sheffield Shield Match - New South Wales v Tasmania	241

Appendix B: Digital Customer Journey

*Pease note appendix B will be provided on receipt of intention to respond (Part B Schedule 13).