

PITCH PERFECT

Manchester United Achieves Its Goal:
World-Class Guest Experience Management

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SOLUTION AT A GLANCE

- > **Industry:** Hospitality
- > **Challenge:** Improve operational excellence, enhance financial and management controls and deliver superb service at all times
- > **Solution:** InfoGenesis POS™ by Agilysys on advanced touch screen terminals, 120 wireless devices running mPOS by Agilysys in executive boxes and suites
- > **Results:** Increased revenues and reduced costs whilst simultaneously improving customer service and enhancing the guest experience

Following rollout for the 2006-07 football season, one of the world's most successful football clubs is benefiting from a fully integrated hospitality solution. The Agilysys hospitality solution

at Old Trafford is continuing to evolve, ensuring Manchester United can consistently improve its industry-leading approach to guest experience management: serving 76,500 customers every match day, which means well over two million guests each season.

“Our vision is to be the best football club in the world, both on and off the pitch,” says Sean McErlean, Head of IT at Manchester United. “We have very loyal fans and want their experience to be exceptional. We now have a point-of-sale (POS) inventory and procurement system that addresses all our catering and foodservice business needs.”

McErlean adds, “Old Trafford is known as the Theatre of Dreams, where people's dreams are met and experienced, so guest experience management is very important to us. Agilysys shared our vision, in terms of what we wanted to achieve. They then provided true innovation in the solution and its ongoing evolution, ensuring it was configured for

Manchester United. The club and the millions of customers we serve have benefited, and will continue to benefit, from this partnership in hospitality.” In purely financial terms, Old Trafford saw 9,000 more receipts per game following implementation. With an average receipt of £10 per game and over 30 games each season, additional revenues have been dramatic and sustained.

The ‘Theatre of Dreams’

Manchester United is a privately owned company. With over 50 million fans worldwide, returns are driven by growth in match day revenues together with media and commercial revenues from brand-related activities. Over £170m has been spent redeveloping Old Trafford into the country's biggest and best football stadium. With a capacity of around 75,000, over two million fans attend games at the ‘Theatre of Dreams’ each season.

This is hospitality and foodservice on a huge scale



with, for example, over 4,000 meals served at each home game. The stadium's catering operations cover both match day and non-match day events and include 44 suites and restaurants, 166 executive boxes, over 70 kiosks, the Red Café and several bars. The Agilysys solution serves all of these locations – extending from front-of-house right into the back office – and represents a revolution in food and beverage services at Manchester United.

Out with the old

Prior to 2004, Manchester United had a 'classic' approach to systems around foodservice and hospitality, and most outlets had little or no point-of-sale units. Management and financial reporting could be slow and prone to human error, and there were clearly opportunities to improve customer service.

"We had ambitious plans for growth, and our old systems were too labour-intensive and inefficient, with mainly old

standalone tills or cash boxes plus an over-reliance on manual cash management and input into accounting systems," says McErlean.

Manchester United's investment in the Agilysys solutions was clearly focused on improving operational

cash control management and seamless integration with existing finance and ticketing systems.

Deliverables included award-winning InfoGenesis POS™ by Agilysys and Eatec Solutions by Agilysys, an inventory and procurement solution,

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excellence, enhancing financial and management controls and delivering superb service to customers at all times. Development began in late 2004, with deployment of the pilot system completed for the 2005-06 season and fully implemented for 2006-07. Agilysys supplied totally integrated, highly scalable solutions covering automated billing and payments, stock and

IBM SurePOS touch screen terminals and Motorola wireless handheld devices running mPOS by Agilysys. All solutions are linked through the stadium's wireless infrastructure. A centralised database pulls all food and beverage operations together and gives managers access to information in real-time. The Agilysys contract also covers match day support and maintenance.

With staff using touchscreen terminals, customers are served faster and more accurately – they pay the right amount and get the right change, every time.



Sean McErlean, Head of IT, continues: "The Agilysys solution provided immediate improvements in efficiency and productivity. It also has the flexibility and scalability to meet our needs as we continue expanding capacity and offering better service and wider choice to customers. We invested in a 'standardised' solution that includes the flexible front-of-house and back office tools required to address our diverse requirements, from restaurants and executive boxes to kiosks and outlets on public concourses throughout the stadium. We went from a completely manual-based system to a completely integrated, computerised system. That leap was huge – and we have continued to move things forward ever since."

Today, Old Trafford operates 459 IBM SurePOS terminals, two-thirds in public areas and the remainder in executive boxes and suites. In addition, 120 wireless handheld devices running mPOS are deployed, mainly in executive boxes and suites. Some 1,200 catering and foodservice staff have access to the system. With development continuing, 2007 saw the club bring an additional 7,500 seats to Old Trafford, requiring supplementary customer-focused hospitality systems. Like the fast-moving game of football, this is not a static environment; improvement is an ongoing process and in 2008 Manchester United will introduce the integrated Chip & Pin solution by Agilysys.

Hospitality - in a league of its own

Manchester United has achieved three key benefits: increasing revenues, reducing costs and

improving customer service, enhancing the guest experience. Typically, these are mutually exclusive – you can achieve one but not all three. However, Manchester United has achieved all three through a single integrated system.

- A customised and scalable solution, specifically designed for high-transaction, multi-revenue, multi-outlet stadia environments
- Far faster customer throughput and increased customer satisfaction
- Improved customer service and faster turnaround in hospitality areas and executive boxes
- Higher sales plus opportunities to implement new revenue streams
- Improved operational efficiency: real-time data means improved financial controls and stock management
- Lower operational costs: reduced serving expenses and lower cost per transaction
- Complete visibility of sales and stock for faster and more effective replenishment
- Reduced cash shrinkage: immediate and sustained gains, with shrinkage falling to around £40 per game
- Assured service for customers – 100% uptime functionality means terminals can process transactions even if network connectivity is interrupted
- Real-time data for each outlet provides opportunities for staff incentives, boosting sales performance further





The Agilysys solution immediately delivered vastly improved stock control and the smooth flow of accurate, up-to-date management information. More informed decision making has resulted in increased customer satisfaction and fewer lost sales. “Better cash controls helped improve profitability. We have seen a steep increase in staff motivation and productivity, which again feeds into improved service and opportunities for higher revenues.”

In terms of enhanced operations and financial controls, food and beverage managers and financial controllers can see exactly what has been sold and where, from the ‘big picture’ down to individual outlets, helping them plan future activity, control stock levels and focus on discrepancies fast.

Guest experience management in executive areas

Most boxes, able to host 22 guests, are owned or sponsored by companies who want to visit matches and entertain

their own guests. All suites are now serviced by staff armed with wireless handheld devices running mPOS that are loaded with a pre-selected menu of drinks and food items. Customer orders are communicated directly to the kitchens and serving stations, with runners delivering orders fast.

A member of staff can stay with customers at all times rather than returning to base to place orders manually, serving up to four boxes/suites at a time. Ordering and delivery are faster so guest satisfaction is assured. Guests can stay in their seats so they don’t miss a second of the game, and customers typically order more. Each handheld also has a printer, producing a customer signature slip for signing. At the same time, data is collected in real-time to support management reporting, financial monitoring and stock control.

Guest experience management in public areas

In concourses and other public areas, customer throughput is

far faster thanks to improved transaction speed and accuracy – essential given the limited time windows available for foodservice. With staff using touchscreen terminals, customers are served faster and more accurately – they pay the right amount and get the right change, every time. The system has also reduced cash shrinkage significantly, from thousands of pounds each game to tens of pounds.

New routes to revenue also emerged, such as pre-ordering, which has meant higher revenues and faster service at half time. With their orders ready, customers enjoy their drinks straight away and, in many cases, return to the outlet to buy more; such additional sales were not previously possible.

Accountability has also improved. Roving managers with handheld devices can compare exactly what’s served at an individual outlet in relation to the order input into the terminal.

The real-time information now available is also used in

incentive programmes to drive sales performance and service levels still further. In a competition between staff, details of the top performing outlets are flashed to operators, urging them to do even more to have the chance to win, for example, £1,000 in cash, iPod Nanos and DVD Players.

A true business partnership

Such is the solution's success that Manchester United has become a key reference site for Agilysys globally, with prospective customers visiting Old Trafford from around the world to see the solution in action. Each prospect has come away 'sold' on the solution, including recent big wins such

as The O2 Arena, London's new world-class entertainment venue. Operated by Anschutz Entertainment Group, the arena chose to implement an Agilysys hospitality solution that includes InfoGenesis POS, Eatec Solutions and mPOS, all from Agilysys.

Indeed, this is a partnership in the truest sense of the word. With service and support managed from the company's Cheshire office, Agilysys meets with the Head of IT and Food & Beverage regularly to review current operations and plan future developments. In January 2007, the number of mPOS handhelds deployed grew from 40 to 120. The devices now feature the latest generation of hospitality software, optimised

for the stadia marketplace, to further improve order taking and fulfilment.

Sean McErlean, Head of IT at Manchester United, adds: "It's all about working together and having an open and honest relationship on both sides. This whole system benefited from the club's complete buy-in once we saw the opportunities available. Both the club and Agilysys put ideas and suggestions on the table about how we could move things forward, and Agilysys is very proactive. We're constantly working together to trial new approaches to make things even better. All areas of catering and foodservice use the system, and there's a great deal of enthusiasm and excitement around it."





Best Use of Technology in a Hospitality and Leisure Environment Award

Earlier this year, Manchester United and Agilysys were rewarded for their partnership with the top award at the prestigious European Retail Solutions Award ceremony. The award, for "Best Use of Technology Within a Hospitality Environment", recognised the commercial, operational and customer satisfaction gains achieved by both organisations over the past 12 months.

Agilysys..

Who We Are and What We Do

Agilysys, Inc. is a leading provider of innovative information technology (IT) solutions serving corporate and public-sector customers, with special expertise in select markets, including retail and hospitality. We provide technology solutions – including hardware, software and services – to help customers resolve their most complicated IT needs. Our expertise includes enterprise architecture and high availability, infrastructure optimization, storage and resource management, identity management, and business continuity; along with software and services designed specifically for the retail and hospitality markets. We operate from locations throughout North America, and in the United Kingdom and China, with headquarters in Cleveland, Ohio.

For more information about Agilysys hospitality solutions, please call + 44 (0)870 874 2645; or visit www.Agilysys.com/hospitality