

# Marylebone Cricket Club



future  
thinking  
technology

## Case study

CCL was engaged by MCC to develop an IT strategy to better support the Club's multiple sales and revenue streams. CCL recommended a 'best-of-breed' replacement strategy, and went on to support the selection of a suitable supplier and manage the implementation on MCC's behalf.

### The challenge

MCC needed to streamline business processes and drive revenue growth. However, the existing IT landscape was disjointed, with various departments such as ticketing, membership, match-day hospitality and meetings and events operating in isolation, and on different, often incompatible, systems. This made it difficult to identify and maximise sales opportunities.

Steve Jones, Head of IT at MCC, called on CCL for an objective assessment of the options available to the Club, and for an IT strategy which would support the Club's ambitions for revenue growth and excellent customer service.

### CCL's solution

#### *IT strategy – ensuring IT supports the business strategy*

CCL's first task was to conduct a comprehensive analysis of the business and the IT infrastructure – in order to get a holistic view of the IT landscape at MCC. CCL's consultant interviewed 70 MCC employees to establish what systems were being used across the business and where those systems were not fully addressing the current and future requirements of the Club.

Opportunities for improved processes were identified, particularly in relation to the ticketing, CRM and marketing systems. These included an online ticket sales capability and a centralised CRM database to improve membership satisfaction and enable more targeted marketing.

**Industry:** Leisure

**Founded:** 1787

**Size:** 18,000 Full Members, 5,000 Associate Members, 190 employees

**Profile:** MCC is the owner of Lord's - the Home of Cricket - a busy ground, which hosts Test matches, One Day Internationals, Middlesex CCC matches and showpiece finals like the National Village Cup. MCC works hard to ensure that Lord's remains world class, as well as world famous, and continues to attract top players and increase cricket's international appeal.

#### **CCL services:**

- IT Transformation
- IT Business Case
- Requirements Definition
- Process Transformation
- Project Management
- Project Assurance
- Business Analytics
- Cyber Security
- Virtual IT Director

“ From From the initial IT strategy through to vendor selection and system implementation – CCL's objective approach and ability to deliver projects on time and on budget has been invaluable.

**Steve Jones, Head of IT, Marylebone Cricket Club**



### Specification and selection – finding the right solution

CCL developed a comprehensive statement of requirements for MCC's business solution, to support key processes including membership, sponsorship, ticket sales, hospitality, meetings and events, catering, CRM and marketing and online customer interactions.

An invitation to tender (ITT) was then produced and issued to a selection of leading suppliers. The ITT produced by CCL ensured that all suppliers were judged objectively against the same criteria. Vendor responses were scored in order to provide a ranking as to the estimated degree of fit with MCC's requirements, to ensure the most appropriate solution was selected.

This led to a shortlist of suppliers best suited to MCC's requirements, from which the preferred supplier was selected. The preferred system was able to provide a 360° view of the customer, allowing MCC to sell tickets, hospitality, membership and other services all from one system.

### Project management – reducing the risk of implementation

CCL's highly experienced consultant brought a structure and methodology to MCC's system implementation. CCL's consultant, in conjunction with MCC, recognised that trying to implement the system across all departments in one go was not a viable option – it was too risky. So a phased implementation was planned, starting with those areas which were the biggest limitation on growth and so where the most potential benefit could be found: ticketing, membership and CRM.

CCL's consultant managed the project plan throughout the implementation, applying tight control to budgets and timescales as well as managing the supply chain relationships, taking the pressure off MCC staff. This took the risk out of the process for MCC and ensured a smooth implementation that was completed on time, within budget and aligned to the business' needs.

“ CCL's consultant ensured the implementation went according to schedule and with minimal impact on the day-to-day activities of the Club. Our new ticketing, membership and CRM system enables a more slick membership experience, online ticket sales, and smarter, more targeted marketing activity - all key to supporting the Club's aims to boost sales and drive revenue growth.

**Steve Jones, Head of IT,  
Marylebone Cricket  
Club**

#### Outcomes:

- Effective, long-term IT strategy fully aligned with business priorities
- Comprehensive supplier specification and selection process ensured identification of the right IT system for MCC's business requirements
- Effective contractual negotiation
- Seamless integration
- Phased implementation, reducing risk and focusing initially on those areas that were the biggest limitation on growth
- Consolidation of all customer/member records in a single, central database

#### Benefits:

- Reduction in the number of non-Member paper ticket ballot applications from 20,000 to 200, doing away with 4 weeks of manual data entry
- Improved customer satisfaction resulting from increased speed of ballot processing and more swift dispatch of tickets
- Processing and dispatch of 23,000 annual Membership passes reduced from 6 weeks to 4 weeks
- Streamlined, quicker and more cost-effective business processes, which are less reliant on manual effort and time
- Reduced operational costs
- Lower long-term IT costs Better quality information for supporting management decisions
- Improved accuracy of data

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