



MELBOURNE CONVENTION BUREAU

ICCA Best Marketing
Award Entry 2013





WHERE GREAT MINDS MEET

MELBOURNE

iQ

THE
INTELLIGENT
CHOICE
FOR
CONFERENCES

MELBOURNE IQ:
THE INTELLIGENT
CHOICE FOR
CONFERENCES

Positioning Campaign
Launched February 2012

BUSINESS CHALLENGE

Global conditions alter the business of meeting

History has shown there is always change. What has become evident in recent times is that the rapid pace of continual change has become the new business paradigm.

Through the impact of the global financial crisis, new technologies, global connectivity and increasingly competitive markets the business events landscape has changed.

Whilst there is a new climate of tempered confidence, the effects of recent periods of volatile and low economic growth has had a direct influence on how people meet for business.

- > Reduced budgets
- > Travel cutbacks
- > Stronger financial negotiating
- > Changing perceptions of value
- > Time poor and pressured delegates
- > Demand for quality networking, content and education
- > Changing regulative practices
- > Increased regional competition



MARKETING CHALLENGE

Defining Melbourne's competitive edge

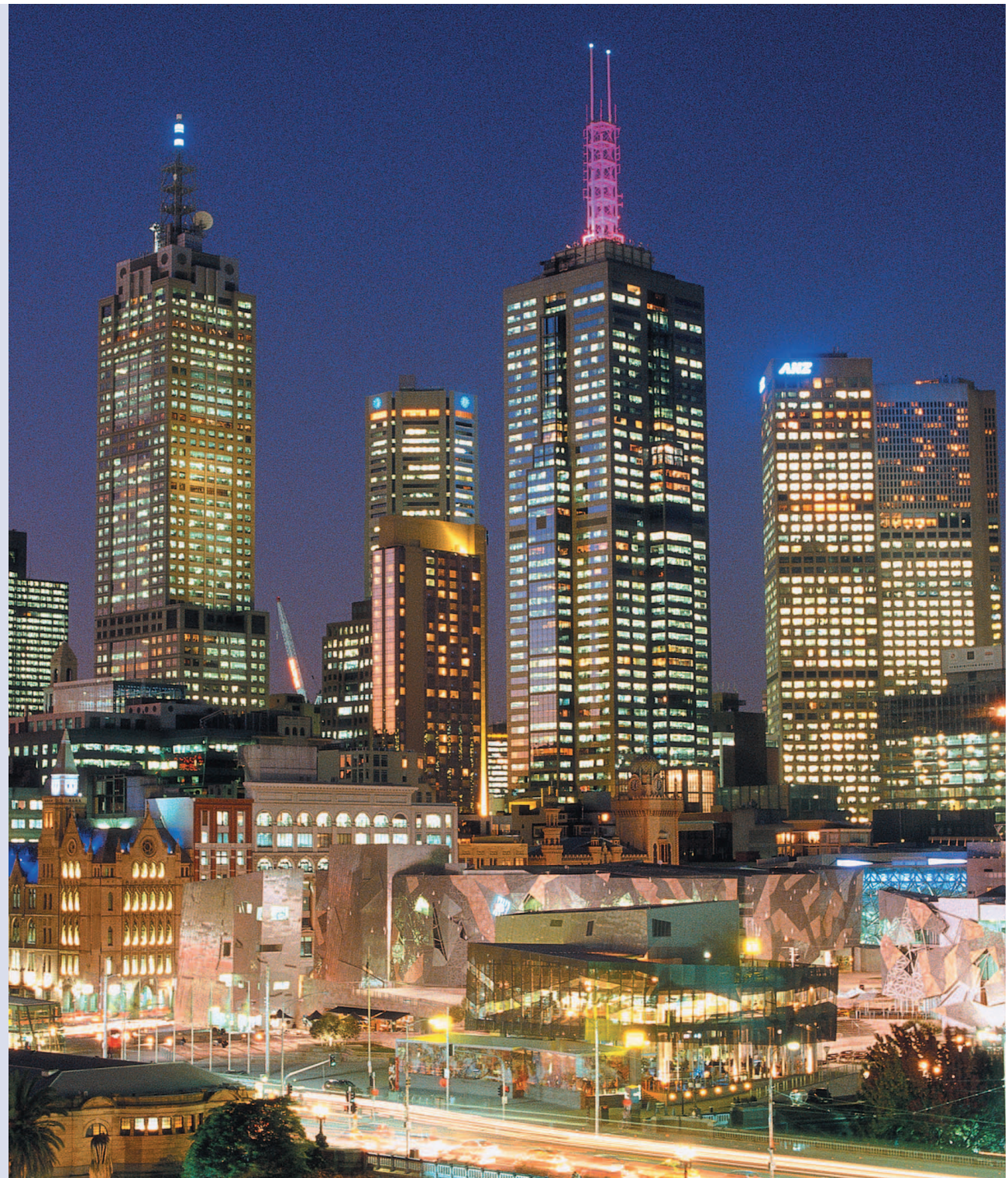
With the end of 'business as usual' as effective business practice, Melbourne Convention Bureau (MCB) identified that to be a successful organisation in bringing in business for the state of Victoria, it had to position itself and Melbourne through a truly unique value proposition.

A competitive advantage based on a compelling differentiator that could not easily be replicated, developed or built by another convention bureau or destination was critical.

Traditional 'USPs' such as accessibility, safety and infrastructure no longer created a reason to stand out in the competitive playing field.

The messaging had to concisely demonstrate why associations should choose Melbourne as the destination for their international conference.

It had to clearly communicate the benefit and be exclusively owned by Melbourne and MCB. The competitive advantage was a brand positioning for future growth and a foundation for success.

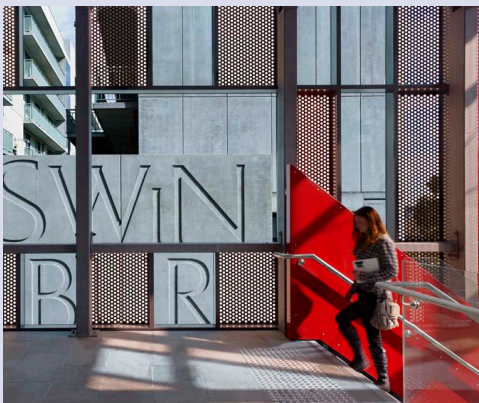




The knowledge-based insight

If it was global and economic influences affecting the need for MCB to re-engineer their business, the Bureau realised it needed to focus on what was driving these changes for the answer to their positioning challenge. And what emerged as a key insight was the rising power of the knowledge-based economy.

Economies are more strongly dependent on the production, distribution and use of knowledge than ever before. Countries continue to evidence a shift from industrial, production-based to new post-industrial knowledge economies. The race to be the 'clever country' has replaced the affable 'lucky country'.



Yet it is not just the capacity of knowledge held that determines the success of the new knowledge-based economy. Rather it is increasingly seen as the creation and distribution of that knowledge – innovation is driven only by the successful sharing of intellectual thinking. Of key importance to this are the networks which can efficiently distribute knowledge and information.

Australia's intellectual capital

Melbourne has earned an enviable position as a leader in knowledge and innovation. It is Australia's intellectual capital and home to some of the world's most innovative scientists, engineers and educators. The state continues to excel in the fields of medicine, science, technology, engineering and education and is widely recognised as a centre of excellence for research and development in these industries.

Research into why international associations had chosen Melbourne to host their conference indicated that it was the size and breadth of interest by members of locally-based associations; the strength of the wider academic community; and local engagement in research areas covered by the conference program, that had been major factors in their decision.



Here lay the positioning for Melbourne as a leading conference destination, and the idea generation of the intellectual hub was born.

Intellectual capacity and the community owning this cannot easily or quickly be replicated. It is not an icon that can be built, an event that can be stolen by another city, nor a tagline that promises the hallmark 'memorable' and 'unforgettable' visitor experiences promoted by any number of destinations across the world.

To ensure that MCB's positioning was genuinely unique, the Bureau recognised that whilst knowledge and information can be abundant what is scarce is the capacity to use them in meaningful ways; networks, relationships, knowledge collaborations and the ability to bring this knowledge together.

THE MARKETING CAMPAIGN

Melbourne IQ

Through collaboration with its partners such as Invest Victoria and the City of Melbourne, MCB substantiated the evidence to its new positioning. That is, taking the knowledge-based economy insights and aligning them to the intellectual capabilities of key industry sectors and the flourishing communities that create this knowledge bank.

Key to this was building the networks and being the conduit to leveraging the great intellectual capabilities and industry strengths as a driver to winning conferences for Melbourne.

Campaign evolution – taking the idea to market

1 Know your audience

There were two target segments for the campaign; international associations and local or bid partners.

International associations are predominantly societies or federations, mainly not-for-profit and the conference is the main revenue generating activity. These bodies represent their specific sectors and industry groups, and hold major international conventions on a regular basis. 48% of MCB's target associations are based in Europe and 31% in North America.

Local hosts or local bid partners are the key representative or committee based in Australia to lead the bid and who, if the bid is successful, will work with the international association to deliver the conference. Local bid partners are usually academics or leaders in their field of endeavour.

2 Wrap the positioning in a catchy name

The name *Melbourne IQ* perfectly encapsulates the idea of intelligence quota, is a reference to intelligence capacity and most importantly, the term 'IQ' is a part of everyday social vernacular. Therefore it has instant recognition and immediate resonance and its meaning - intelligence, knowledge, intellectual smarts, is explicit.

3 Create a stand out design identity

The brand identity had to marry the professionalism and esteem of the international associations and local bid partner audience with a design that was modern, striking and demonstrated leadership gravitas. Dark blue was chosen as the primary colour to symbolise knowledge, power and integrity whilst the red accent added associations of energy, vibrancy and leadership and acknowledged the master MCB brand.

4 Stamp your identity with a logo

The key visual device that represents *Melbourne IQ* was developed based on the 'IQ' acronym being instantly recognisable by everyone, including people outside of business events in the wider economic and social community. The destination information (Melbourne) and the link to the business (The intelligent choice for conferences) were built around this as secondary messaging.

5 Launch

Phase 1 – Go global, February 2012

The first stage of the marketing communications campaign for *Melbourne IQ: The Intelligent Choice for Conferences* was targeted at the international associations market, promoting Melbourne's expertise and track record in a diverse range of academic scientific and professional endeavors.

The campaign launch was strategically executed through the following prestigious events:

Australia - The Asia-Pacific Incentives & Meetings Expo (AIME) 2012 – February 2012

Exclusive press conference conducted by MCB's Chief Executive Officer, Karen Bolinger. AIME is the region's largest, most prestigious business events expo, attracting more than 750 exhibitors and 3200 visitors.

Germany - IMEX Frankfurt – May 2012

Exclusive press conference conducted by MCB's Chief Executive Officer, Karen Bolinger. IMEX Frankfurt is the world's largest meetings and incentives trade show attracting 3500 exhibitors and 8800 visitors.

United States of America - July 2012

Australian Embassy, Washington DC. Invitation media and client launch attended by the Hon David Davis, Victorian Minister for Health, the Hon Tanya Plibersek, MP Federal Minister for Sydney and former Minister for Health and Ambassador to United States, the Hon Kim Beasley

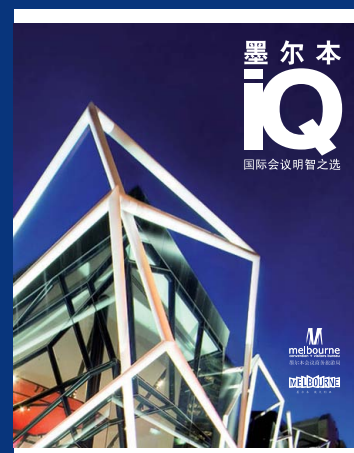
Supporting the launch was a multi-channel, integrated campaign that consistently drove the brand, positioning and key messaging through to its target audiences:

Phase 2– Think local, February 2013

One year after the global launch, MCB evolved the campaign through to its second target audience of local bidding partners. This component of the campaign was designed to connect with the IQ capacity holders, who would benefit professionally and personally from being part of the international bid for a conference to be held in Melbourne.

6 Execute the campaign

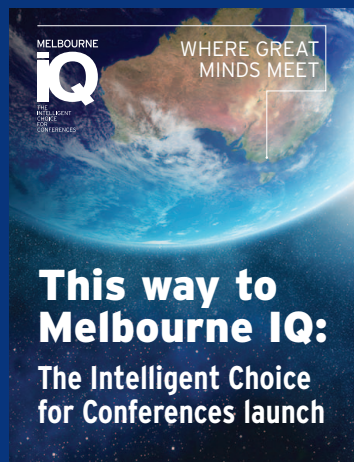
- > Alerts and press releases to international and domestic MICE media, associations and industry
- > 25 page **printed brochure**, English and Simplified Chinese versions
- > **Print advertising** across major MICE and association publications, full page placements with a monthly frequency.
- > Double-sided **promotional flyer**, English and Simplified Chinese versions
- > **Online advertising** on International Meetings Review global website homepage
- > www.melbourneiq.com.au promotional microsite
- > Social media posts to **LinkedIn, Facebook, Twitter (#melbIQ)** and partner blogs
- > Event **display banners**
- > **DVD** showcasing why local bidding partners should partner with MCB
- > The *Melbourne IQ* marketing campaign was also heavily driven through the Local Hosts event strategy; a series of networking functions connecting MCB with the priority industry sectors and potential local bid partners.



Brochure



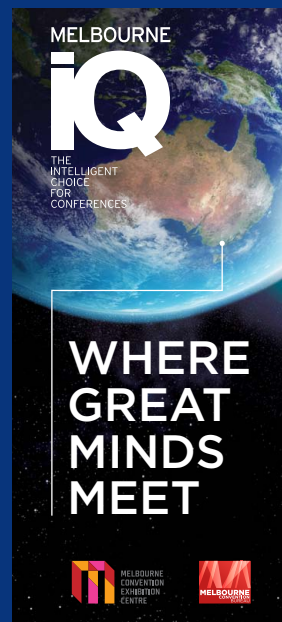
Print advertising



Event banners



DVD



Event display banners



6 Investing in the idea

Total investment to date

AUD236,842

Advertising	AUD90,757
Presentations	AUD27,585
Collateral	AUD13,500
Events	AUD105,000

www.melbourneiq.com.au

BENCHMARKING THE CAMPAIGN

Indicators of success

Position Melbourne as the smart choice destination for business events

- > Strong media outreach including global press conferences, releases, interviews and editorial
- > 17 articles published in travel trade media including in *CIM magazine*, *Convene magazine*, *MICE BTN*, *Destination Melbourne* and *Headquarters* magazines
- > Requests for interviews and expert comment from MCB CEO, Karen Bolinger

Leverage Melbourne's IQ positioning as a driver for international bid wins

- > From the campaign launch to date, MCB has secured 74 business events with an estimated 58,895 delegates and an estimated AUD256 million economic impact to the state economy
- > Key Melbourne stakeholders engaged to advocate and support bid opportunities with the *Melbourne IQ* positioning
- > Local bid partners utilise *Melbourne IQ* as a key sales platform to promote their conference bid and Melbourne as a business events destination

Drive value creation through the engagement of the innovation community members;

- > 570 people attended 15 *Melbourne IQ* events in Melbourne, Sydney and Canberra
- > Provided a wider platform for knowledge share through government, community and business engagement
- > Created opportunity for academia, research and education to showcase their knowledge

DISCOVERY AND LEARNINGS

Key take-outs

Step outside the business to see a bigger picture.

Your organisation is influenced by many external conditions and forces and it is essential that you innovate for change.

Insights drive effective change and build impactful campaigns.

Innovative marketing is based on identifying a trend, behaviour or need that is of value to your target audience.

Ensure you can deliver on your unique value positioning.

Don't create a hollow promise or tagline that isn't substantiated and supported.

Collaboration networks mean collective thinking.

The power of one is great, but the power of many working together is greater.

Marketing must be agile and responsive.

Marketers need to get serious about marketing processes, as things are happening faster and traditional approaches to marketing just can't keep up. Speed, priority, relevancy and engagement are key.



Testimonials



It's great to see that the Melbourne Convention Bureau has launched its *Melbourne IQ* campaign to highlight the city's wealth of research institutions and high achieving innovation community.

The strength of our research community, industry and knowledge base cannot be understated and *Melbourne IQ* works well in advertising these attributes on a global scale.

More conferences coming to our city means we have greater opportunities for international research and industry collaboration. It also enables the significant contributions that Australians make to our field to be further recognised around our country and the world.



Glenn Cross
Chief Operating Officer
AusBiotech



The Australian Synchrotron is pleased to work with MCB to bid for national and international conferences so that Melbourne's scientific community can continue to benefit from the collaboration opportunities that these events present.

These commercial and scientific collaborations are integral to strengthening the capabilities of Melbourne's leading researchers in their quest for innovation.

The Australian Synchrotron is the largest scientific user facility in the Southern Hemisphere – MCB's *Melbourne IQ* campaign is helping to raise its profile nationally and internationally.



Dr Dean Morris
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