



IT'S SHOWTIME

Beyond Traditional
Marketing – an integrated,
multi-channel campaign
announcing to the world,
ICC Sydney is open for
business.



01

EXECUTIVE SUMMARY

ICC Sydney's launch marketing campaign, IT'S SHOWTIME, announced to the world that Australia's new A\$1.5 billion convention, exhibition and live entertainment venue was now open (on time and on budget), with a solid pipeline of over 500 events secured. Delivered via multiple communication platforms, the campaign helped supercharge brand awareness, build the venue's reputation and attract critical event bookings across market segments and geographic areas. Underpinning the campaign's success was the creation of a powerful network of esteemed local and global advocates – from ministers and heads of business to senior community members – which enabled ICC Sydney to quickly build trust and demonstrate its positive impact on both the industry and its stakeholders.

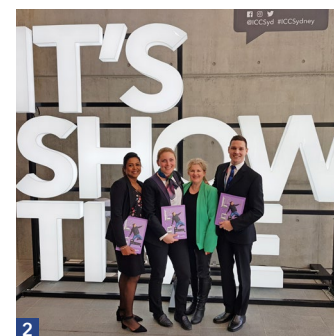
CHALLENGE

Successfully launch an untried, untested new format venue, leadership team and proposition for Sydney.



SOLUTION

A campaign and strategy that builds and activates a powerful network of advocates, dialling up their sense of pride and ownership of the city's success, to shine a spotlight on ICC Sydney.



- 1 Executives at IBTM
- 2 Event Management students
- 3 Meetings International
- 4 Mash Media
- 5 Dr Joanna McMillan, Nutritionist

02

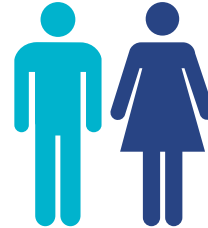
FROM CHALLENGE COMES OPPORTUNITY

From day one, ICC Sydney set out to stand out from the crowd, developing initiatives to challenge traditional perceptions of what a convention centre could offer. Following in-depth research on unique propositions and our competitor landscape, we sought to position the new venue as one of the world's most desirable business events destinations, and needed a campaign to communicate just that. But without any events and a complex stakeholder environment, the task of launching a new venue presented both major challenges and unparalleled opportunities.

KEY CHALLENGES



Overcoming nostalgia and the love of the former venue, SCEC, open for 25 years, 1988-2013.



Develop a campaign that would attract and activate a strong base of advocates to help build awareness and trust.



In a competitive environment with expanding venues and rising destinations, effectively promote a new venue with no case studies, testimonials or event assets yet in play.



Secure client commitment to a venue they haven't experienced and overcome reluctance to activate events at ICC Sydney during its first year - traditionally a time of bedding down operations.



Ensure ICC Sydney's visual language stands out, working across a range of media and messaging contexts.

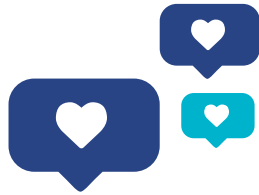


Create a framework and proposition with stretch - to be translated easily across key global markets and segments, and with the ability to engage prospective clients, stakeholders and ICC Sydney's local community.

02

FROM CHALLENGE COMES OPPORTUNITY

THE OPPORTUNITY



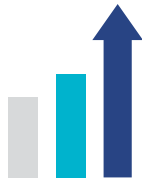
Build a sense of pride across local stakeholders and community by promoting the unique benefits of the re-build including rejuvenating the precinct resulting in positive impacts for Sydney.



Build advocacy to drive trust and confidence - have clients and stakeholders take ownership of the campaign.



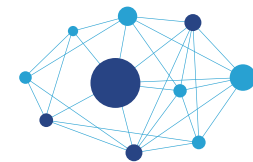
Differentiate ourselves from competitors by highlighting Sydney's unique proposition from location and vibrancy to a hub of innovation and global connections.



Showcase our innovative delivery of unique initiatives, world class facilities and unbeatable location.



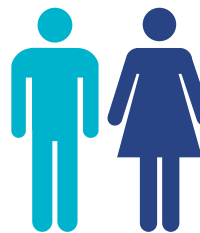
Extend the campaign across the business to drive internal motivation and maximum efficiency of assets and budget.



Create an integrated, multi-channel campaign that announces to the world that "ICC Sydney is open for business".



Harness owned, earned and paid media to drive awareness and excitement amongst our current, prospective and targeted clients.



Build event pipeline and support the business and our internal department targets.



Bring the ICC Sydney personality and values to life - integrity, connected, creative and successful.

03

THE IDEA



THE IDEA

After three years of marketing a venue under construction, we were prepared and on track to open our doors to Australian and global visitors on 20 December 2016. The creative opening campaign placed every market segment (convention, exhibition, incentive and association) and venue capability in the spotlight. 'IT'S SHOWTIME' - the launch idea, platform, tagline and hashtag - developed from market research, created immediacy and excitement, and allowed us to pivot off all the preparation work finally opening to the world. With personality, energy, theatricality and readiness at its heart, IT'S SHOWTIME allowed us to connect across markets, adding to our professional and stylish look.



BRAND RATIONALE

IT'S SHOWTIME gave us a powerful tool to celebrate and showcase the many different aspects of the venue's experience. Whether talking about event delivery services, presentation technology support or our amazing cuisine...when we open the doors for an event, it really is 'showtime'. Beyond that, it's standing out from the rest... IT'S SHOWTIME for Sydney as a key destination on the international conference circuit.



CREATIVE

With a global audience, prime position on the stunning stage of Sydney, state of the art technology, and world class people and services, IT'S SHOWTIME captures the excitement of the first moments of an event. *It's doors open, It's take your seats, It's curtains up, IT'S SHOWTIME*, harnesses the anticipation of both the team members behind the venue and the event organisers kicking off their ICC Sydney event as they welcome their guests into an exciting new environment for the very first time.



AUDIENCE RATIONALE

Most importantly, the idea gives us the opportunity to connect with our clients. We appreciate that not only is each event 'showtime' for us, it's also 'showtime' for our clients and guests. Whether it's Keith Urban taking the stage, or the opening plenary of Sibos, IT'S SHOWTIME resonates with the mindset of our clients. IT'S SHOWTIME captures the passion and commitment clients have for their events, through to their visitors alongside that of our team.

04

THE STRATEGY

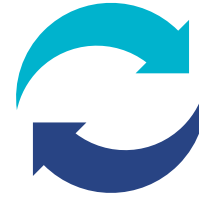
This section outlines the strategic direction and campaign devices developed to ensure local and global success.



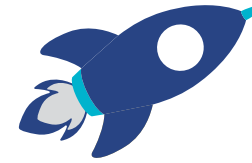
Develop a suite of strategic messaging and assets to connect with our international and national clients.



Build advocacy to drive trust and confidence.



Have clients and stakeholders take ownership of the campaign.



Launch the campaign on the global stage at a key industry event.



Drive momentum through ongoing industry events, presentations and client engagement.

MESSAGING THAT CONNECTS

IT'S SHOWTIME engages all of ICC Sydney's market segments, appealing to both decision makers, those at the coalface and the people planning and delivering events, as well as their guests. The tagline builds on the visuals and language of our brand and provides a strategic position that will develop with the venue as it moves through its opening phase.

BUILD ADVOCACY

The campaign connects with the venue's stakeholders – clients, patrons, partners and local community. It announces that Sydney's major inner city events venue is open for business, living to our promise and ready to wow you.

HIT THE LAUNCH BUTTON

The campaign launch requires a global business events platform to extend reach, but also to be backed by a multi-channel media buy, public relations program and digital communications strategy to secure local coverage at home.

The IT'S SHOWTIME idea was built on a set of key marketing devices, each part of the launch campaign. Which devices will appear at which moments and in which contexts were based on the strategic objectives of each piece of communication and medium.

The tagline - 'IT'S SHOWTIME'.

Use of theatrical language, metaphor and allusions in headlines and body copy integrated into campaign outputs.

Photographic framing using the visual semiotics of theatre and performance.

Showcasing stakeholders, employees and clients as 'performers'.

TAKING OWNERSHIP

Connecting with our audience through language and visuals, like the hashtag and 3D shareable sign, across owned channels is key to ensuring the launch message is delivered successfully and ensuring our stakeholders take ownership.

04

THE STRATEGY

With a budget of A\$400k, we developed rich content for the multi-channel campaign launch, backed by key messaging for each, market segment to drive awareness, advocacy and event pipeline.

Campaign costs	Cost \$AUD
Design agency creative concept	\$30k
Radio	\$30k
Sydney metro print newspapers	\$75k
Sydney metro digital newspapers	\$30k
International trade publications, print and digital	\$100k
PR services	\$30k
It's Showtime video	\$70k
It's Showtime 3D sign	\$10k
Precinct animation (<i>displayed on ICC Sydney precinct digital signage</i>)	\$6k
Total	\$381k

Each piece of communication was strategically constructed to suit the media context and audience:

Asset creation

IT'S SHOWTIME promotional video {8}, social media {10} imagery and external digital screen animations {6, 11}, across 19 digital blades and 190sqm entry screen to ICC Sydney Theatre, were developed to create broader reach through digital mediums.

Custom campaign activation {13}

Crafted a strategically phased communications programme across owned, earned and paid media:

- Major Sydney metro newspapers: Good Weekend, Sydney Morning Herald, The Daily Telegraph.
- Major metro radio stations: KISS FM, Smooth FM, 2GB, NOVA FM. Commercial radio advertising campaign ran from October to December 2016.
- Geo-targeted display and Outbrain ads: Skyscrapers, MREC, Leaderboards for prospecting, retargeting on selected mastheads.
- Global (US, UK/EU, Asia, National) trade publications and directories: AMI, ICCA Directory and website, PCMA Convene, CEI Asia, CMW, Micenet, etc.
- Sydney Views, ICC Sydney custom 16 page publication - across print and digital. Edition 4, IT'S SHOWTIME: NEW ERA OF INNOVATION

Search and social {12, 13}

Providing the ability to communicate to micro segmentations, provide broader reach, complement display and grow audiences:

- ICC Sydney's social media accounts: Facebook, Instagram, Twitter and LinkedIn
- ICC Sydney website
- SEO, Google.

Launch event {15}

- **IBTM Barcelona, November 2016** press conference - official launch to engage trade media and international clients.
- **Formal opening to the public, December 2016** - Mike Baird, Premier of New South Wales, formally opened ICC Sydney to the public to give Sydneysiders a taste of the vibrant new city hub and revitalised precinct.
- **ICC Sydney Theatre launches with Keith Urban, December 2016** - ICC Sydney launched the city's new entertainment precinct with Keith Urban and a private function with key advocates and stakeholders.

Indirect and direct industry events

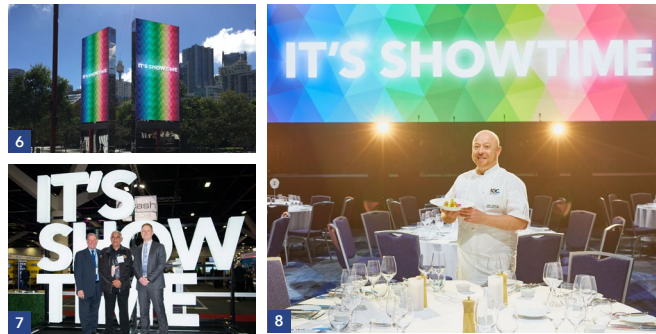
Reinforcing campaign platform including:

- **AIME 2017** press conference releasing our world class benchmark.
- **IMEX Frankfurt 2017 (and policy forum)** press conference releasing our culinary performance and legacy.
- **ICCA Congress presentation** - Power of Connections.
- **AIPC Sales & Marketing Summit presentation** - Beyond Traditional Marketing.
- **Venue Management Association presentation** - First Year of Operation.

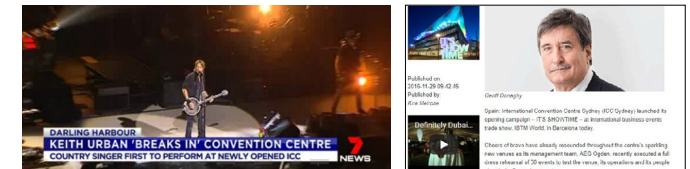
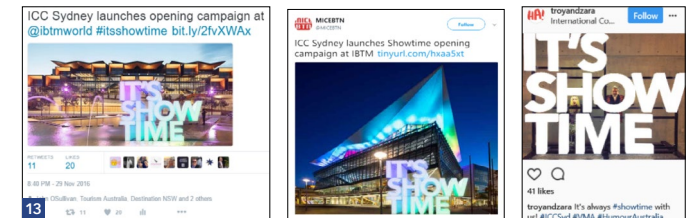
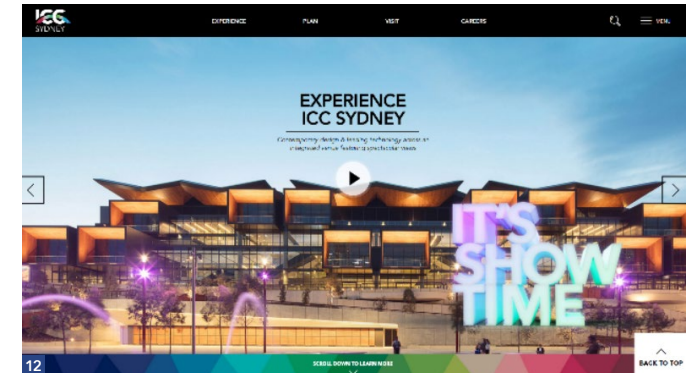
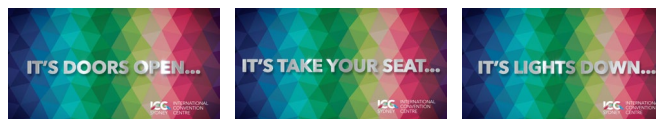
Trade media engagement

One on one site tours and invitations to first events held at ICC Sydney to engage local and international media including Micenet, Spice, Biz Events Asia, CIM, CMW, Headquarters.

04

THE
STRATEGY

Placement details	Served Impressions	Users Reaches	Clicks	CTR, %
Trading desk, Prospecting, 160x600	9,374	6,403	16	0.17
Trading desk, Prospecting, 300x250	2,064,773	690,123	498	0.02
Trading desk, Prospecting, 300x600	3,076	2,307	7	0.23
Trading desk, Prospecting, 728x90	2,629,367	880,997	374	0.01
Trading desk, Retargeting, 160x600	68,068	10,644	47	0.07
Trading desk, Retargeting, 300x600	149	81	7	4.70
Trading desk, Retargeting, 728x90	115,886	15,226	60	0.05
Trading desk, Retargeting, 300x250	114,768	13,938	75	0.07
9 Total	5,005,461	1,619,719	1,084	0.02



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EVALUATION

The results from launch through to completion of the IT'S SHOWTIME campaign reflect that of success, high return and exceeding targets.

"THE FIGURES SPEAK FOR THEMSELVES - ICC SYDNEY IS A BIG WIN FOR SYDNEY, PROVIDING VISITORS WITH WORLD CLASS EVENTS, AND BOOSTING THE ECONOMY AND CREATING JOBS. THE VENUE HAS ALSO ENRICHED DARLING HARBOUR AND PUT SYDNEY ON THE MAP AS AUSTRALIA'S NUMBER ONE DESTINATION FOR EVENTS AND EXHIBITIONS."

Former NSW Minister for Finance, Services and Property, Victor Dominello.

Campaign objective

1. BUILD EVENT PIPELINE & SUPPORT BUSINESS IMPACT TARGETS

1.1 Target

Secure 500 events within our first year of operation and support broader business goal of generating a minimum A\$200 million in economic impact for NSW per year.

1.2 Results

ICC Sydney opened its doors with more than 500 events confirmed. In one month from launching the campaign, ICC Sydney converted an additional 97 pieces of business (events booked). By the end of the campaign in December 2018, the venue had delivered more than 1,455 events, welcomed over 2.6 million visitors through its doors and generated A\$1.605 billion in economic benefits for New South Wales.



2.6M
VISITORS



1,455
EVENTS



A\$1.6B
ECONOMIC IMPACT

Campaign objective

2. DRIVE AWARENESS AND ENGAGEMENT ON OWNED AND PAID MEDIA

2.1 Target

Ensure IT'S SHOWTIME is visible across print, radio, display, social media and web to achieve strong reach and penetration of messaging.

2.2 Results - Digital display

Sponsored digital display adverts {10}, allowed for a sense of scale, geo-targeted audience segmentation, cost efficient reach and frequency. Our core target opportunity measured 1.4 million impressions, with a secondary target of 483K users reached.

- Exceeded target with 5 million impressions across digital display {9}.

- Exceeded target with 1.6 million individual users reached, with an average click through rate of 2%.

2.3 Results - Social media

Digital display was complemented with search and social media content {13}, allowing communication to micro segmentations, broader reach and geo targeting.

+11.3% ENGAGEMENT **+65.5%** REACH From pre-opening period

+21.2% AUDIENCE **100.1M** IMPRESSIONS Increased by 7,526% since 2015-2016

127 POSTS Public user generated social media posts for ICC Sydney and IT'S SHOWTIME **58.3K** INDIVIDUALS

435K IMPRESSIONS **16.2K** ENGAGEMENTS **+2,245%** AUDIENCE

+81.8% FOLLOWERS **591K** PAGE IMPRESSIONS **80.8%** ENGAGEMENT

2.4 Results - Traditional media

Commercial radio advertising campaign of 10 and 30 second messages ran from October - December 2016, creating a sense of urgency and anticipation for ICC Sydney's opening.

- Advertised across Sydney major metro radio stations including KISS FM, Smooth FM, 2GB, NOVA FM with reach of over 6.5 million listeners.
- Radio provided elevated frequency of communication that we couldn't achieve through print, and a sense of scale we could not recreate in digital.

Newspaper advertising was identified as one of our top two mediums most useful for reaching a local audience and driving attendance to events.

- Major Sydney metro newspapers: Good Weekend (916,000 reach), Sydney Morning Herald (7,786,124 reach), The Daily Telegraph (2,653,298 reach).
- Newspaper and digital - a combined influence of over 70% of our target audience.

*Numbers in {} refer to images on page 8.

05

EVALUATION

2.5 Results - Website

Campaign content was promoted across all major mastheads and linked through to the ICC Sydney website, featuring an IT'S SHOWTIME homepage takeover {12}. In line with research on target segments, a conscious effort was made to optimise content toward placements with high visibility in premium environments. Placements were split across two focus areas: awareness and driving traffic to the website, and taking an action (engagement).

In the first three months of the campaign, we achieved:



2,659
VIDEO PLAYS

IT'S SHOWTIME owned articles on the campaign



3,263
VISITS



5,787
YOUTUBE VIEWS

By campaign end we reached 11,000 YouTube video views - equivalent of almost 22,000 minutes watched.

22,000
WATCHED

Website traffic also increased by 284.5% in the first six months of the campaign - a phenomenal result.

284.5%
WEBSITE TRAFFIC

3. Campaign objective

**DEMONSTRATE TO THE WORLD
ICC SYDNEY HAS OPENED & HAS
SUPPORT FROM STAKEHOLDERS**

3.1 Target

Reach all market segments of conventions, exhibitions, incentives and associations internationally with the key message, it's officially showtime for ICC Sydney, our clients and Sydney.

3.2 Results

A dedicated public relations program, designed to amplify campaign messaging and drive visibility of our advocacy network proved effective.

- Built a bank of quotes from advocates to support messaging, 88 quotes from stakeholders were developed across 78 media releases.
- Overall AVE for IT'S SHOWTIME is over A\$24 million reaching over 122 million people globally.
- Earned PR coverage was received across 9 countries, including Australia, North America, Europe, the United Kingdom and Asia from both metro and trade publications, Sydney Morning Herald, The Daily Telegraph, Australian Financial Review, Micenet, Biz Events Asia, CEI, CMW, Exhibition World, Headquarters and PCMA Convene.

4. Campaign objective

**CONFIRM ADVOCACY ACROSS
STAKEHOLDERS TO BUILD TRUST AND
CONFIDENCE**

4.1 Target build

Generate a strong base of advocates to build confidence and trust. Connect and engage these advocates so that they take ownership of the campaign.

4.2 Results

Built a group of over 100 advocates including clients, First Nation members, business leaders, universities and regional producers.

Key advocates include: John O'Sullivan, CEO - Tourism Australia, Lyn Lewis Smith, CEO - Business Events Sydney, Margy Osmond, CEO - Tourism and Transport Forum Australia, Dr Joanna McMillian - Australian Nutritionist, Patricia Forsythe, CEO - Sydney Business Chamber, Stuart Ayres, previous Minister for Trade, Tourism and Major Events, Robyn Johnson, CEO - Meetings & Events Australia.

More than 76% (1,104) of clients embraced the campaign by integrating the illuminated, 3D IT'S SHOWTIME sign and digital animations into their marketing, and key event moments. Their delegates also featured the campaign mechanism across social media channels which added to our awareness objective.

2017 Australasian Gaming Expo event {7} incorporating the sign into official event photography and VIP photo opportunities, which was shared with both national and international publications.

**Numbers in {} refer to images on page 8.*

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LESSONS LEARNT

Opening a venue with an ambitious plan to stand out and build a pipeline quickly is certainly no easy task, and as a team, we took a test and learn approach, aiming to be nimble and flexible to optimise where we were winning, and try new things when we needed to. The following outlines critical lessons we learnt throughout the IT'S SHOWTIME launch campaign.



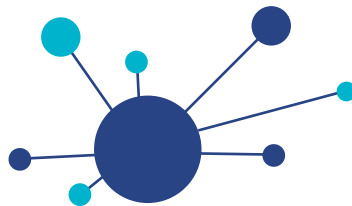
FINITE BUDGET

Content is king, it was critical to meticulously cost out our finite budget to ensure every asset worked hard to upweight our investment and to ensure maximum stretch on channels. Hence, using the campaign across our live entertainment and recruitment strategies was key.



ADVOCATES

Engaging stakeholders early and often, taking them on our journey to launch, proved critical in effectively building a broad and impressive network of advocates who we could activate the campaign.



GET YOUR CLIENTS INVOLVED

If we weren't able to have our clients embrace the campaign, the message could have fell flat. Embedding the campaign across your core audience is critical to the success of any campaign.



AN OWNED, SHAREABLE DEVICE WAS CRITICAL

Having an interactive, tangible component IT'S SHOWTIME 3D glow sign played a key role in the success of the campaign. Not only did it support our client's events, it played backdrop to their attendees photos helping to drive engagement.



SELECTING A TAGLINE AND CAMPAIGN WHICH HAS STRETCH

Although IT'S SHOWTIME lasted the duration of two years, we did notice in its second year we were losing relevance amongst our repeat business. Although still relevant to new second year clients

07

CONCLUSION

Our strong, above target results clearly demonstrate that the innovative and creative campaign successfully achieved our core objectives - driving awareness and excitement, connecting with stakeholders and inspiring advocacy, building the event pipeline and supporting the business targets.

From our high impact advertising to strong community of advocates, our core audience, clients have been engaged from day one.

WE ARE PROUD to say, Sydney is back on the global stage of business events and our advocates joined us in letting the world know that IT'S SHOWTIME at ICC Sydney.



ECONOMIC IMPACT



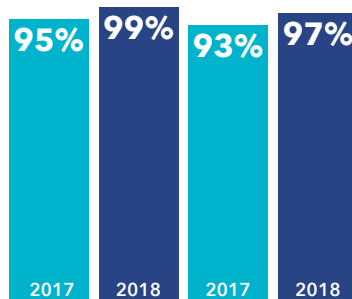
TOTAL AWARDS



EVENTS



VISITORS



DELEGATE AND CLIENT SATISFACTION

"WE SET OUT TO OPEN A WORLD CLASS VENUE, IN A WORLD CLASS LOCATION WITH A WORLD CLASS TEAM AND I'M CONFIDENT TO SAY WE HAVE ACHIEVED THIS. OUR PRESENCE HAS BEEN FELT ON A GLOBAL SCALE.

"WE'RE PRIVILEGED TO HAVE SUCH A WONDERFUL NETWORK OF INDIVIDUALS AND ORGANISATIONS WHO HAVE BACKED US FROM THE VERY BEGINNING OF OUR JOURNEY, FROM HELPING US THROUGH THE HARD YARDS OF OPENING A NEW VENUE, TO SECURING BUSINESS AND ACTIVATING OUR LEGACY PROGRAM.

"ITS THEIR SUPPORT THAT HAS ENABLED US TO BUILD A TRUSTED REPUTATION AND MAKE A POSITIVE IMPACT ON OUR SURROUNDING COMMUNITY."

Geoff Donaghy - CEO of ICC Sydney