

# Annual Report 2021



Adelaide  
Economic  
Development  
Agency

## AEDA Vision

To make Adelaide the most liveable city in the world.

## AEDA Mission

To accelerate economic growth in the city by attracting investment and supporting businesses, growing the visitor economy, supporting residential growth, growing an annual events calendar and marketing the city as a whole including Rundle Mall.

## AEDA Purpose

### **Attract**

Get more people, businesses, visitors, students and residents into the City.

### **Stay**

Ensure that people stay longer, move around the city, return more often.

### **Enjoy**

Provide a positive experience to people while they are here.

### **Spend**

Stimulate economic growth by providing more reasons to spend in the City of Adelaide.



## Annual Report Summary

This Annual Report has been prepared by the Adelaide Economic Development Agency (AEDA) a Section 42 Subsidiary under the *Local Government Act 1999 (SA)*.

An objective of the City of Adelaide's 2020 – 2024 Strategic Plan was to implement a City-Wide Business Model. This led to Council at its meeting on 6 October 2020 resolving to expand the objects and purpose and change of name of the Rundle Mall Management Authority to establish the Adelaide Economic Development Agency (AEDA) as a subsidiary of the City of Adelaide.

AEDA formally commenced operating on 18 January 2021.

AEDA is led by a skills-based Board including expertise across hospitality, property development, place making, business development, investment, events and tourism. The Board consists of a Chairperson, one Elected Member (the Lord Mayor of the day) and up to 7 Directors (including one representative from the Advisory Committee).

This Annual Report details AEDA's achievements since commencement and against the aims and objectives of the former Rundle Mall Management Authority's 2020-21 Business Plan.

## Financial Summary

To support the delivery of activities until 30 June 2021, Council approved transitional funding from a reallocation of funding of operational activities, projects and operating costs (including staff costs) directed to city economic development and associated marketing activities under the 2020/21 Business Plan and Budget. The total of this funding reallocation including events and festivals sponsorship and strategic partnerships funding was \$7,647,000.

Funding of \$3,856,000 received in 2020/21 through the Rundle Mall Separate Rate continued to be used specifically and only to deliver on the 2020/21 Rundle Mall Business Plan and Budget to promote, market and manage the Rundle Mall precinct. This was supplemented by a further \$297,000 in self-generated funds through casual Mall leasing, concession permits and partnerships during 2020/21. The total budget for the Rundle Mall Program for 2020/21 was \$4,085,000.

# AEDA Achievements

## Business Growth

Development of a **Residential Action Plan** that has included economic modelling of the state-wide net economic benefits of increasing the City's population, an assessment of opportunities in the Planning and Design Code to stimulate residential development, review of past initiatives and focused discussions with private sector developers and community housing providers.

Supporting businesses to grow through the **City Business Support** partnership with Business SA and continued support for Renew Adelaide to activate vacant premises. During the 2020/21 financial year, 335 businesses were supported through the Business SA program while Renew Adelaide launched 15 businesses, achieved a graduation rate of 53% and added 52.5 new jobs to the city's economy.

Seven Precinct Groups across the city have continued to be supported through the delivery of the Mainstreet Development Program.

A program to welcome new firms to the city is being piloted with a firm, employing 150 staff, that is relocating into the CBD in December 2021. The initiative aims to connect the executive staff of firms coming into the city with Council programs and executive staff as well as providing benefits for their employees to assist them during the settling in period.

Utilising \$300,000 funding from the Government of South Australia and over \$562,000 from the City of Adelaide, 128 businesses within the city and North Adelaide received **City of Adelaide Outdoor Activation Grants**. Funding through the Grant assisted the successful businesses in activating the outdoor areas adjacent to their business, enhance the presentation of a building or business and complement the character of the surrounding area, and contribute to a more interesting and exciting street experience.

## Visitor Economy

Over \$1.3m in **Events and Festivals Sponsorship** funding from the City of Adelaide was approved to support 20 festivals and events (listed below) during 2020-21.

While some events approved for funding did not proceed due to COVID-19, those events that did proceed brought over 2 million people into the city and generated an estimated economic benefit of over \$51 million to the State. Details of the approved events were:

EVENT	FUNDING
2020 SALA Festival	\$55k
2020 Nature Festival	\$25k
2020 Adelaide Film Festival	\$40k
2020 OzAsia Festival*	\$65k
2020 Feast Queer Arts and Cultural Festival	\$45k
2020 Mitsubishi Motors Australian International 3 Day Event*	\$55k
2020 National Pharmacies Christmas Pageant	\$75k
2020 Carols By Candlelight	\$30k
2020 AVCon*	\$15k
2021 Adelaide International (Tennis)	\$80k
2021 Santos Tour Down Under	\$125k
2021 Adelaide Fringe	\$280k
2021 Adelaide Festival	\$320k
2021 WOMADelaide	\$75k
2021 Superloop Adelaide 500^	\$50k
2021 Metamorphosis*	\$25k
2021 Tasting Australia	\$30k
2021 Adelaide Food Fringe	\$62k
2021 DreamBig Children's Festival	\$60k
2021 Adelaide Cabaret Festival	\$40k

\*Event cancelled due to impacts of COVID-19

^Event cancelled unrelated to COVID

**Quick Response Funding** – responding to the impacts of COVID-19, once-off, discretionary funding was held in contingency for ad hoc requests received during 2020/21. Over \$85,000 in sponsorship funding from the City of Adelaide was approved to support 12 festivals and events during 2020-21 through this fund.

The **Visitor Information Services** program assisted a total of 51,918 visitor enquiries between 1 July 2020 and 30 June 2021, a decrease of 41% on the previous year. This decrease is attributable to services being impacted by COVID-19 and lockdowns in South Australia and other States.

These enquiries could not be serviced without the amazing contribution of the 88 volunteers who generously gave up their time to welcome our visitors.

They collectively volunteered 6,947 hours. The value of this volunteer contribution is \$316,088 (based on a rate of \$45.50\* per hour).

*\*The basis of this calculation is taken from the biannual [Australian Bureau of Statistics \(ABS\) average weekly earnings figures for Australia](#). This methodology follows Associate Professor, Dr Lisel O’Dwyer’s (previously Prof Duncan Ironmonger) approach to calculating a dollar value figure for volunteering, and is one of the calculations that forms the overall [value of volunteering figure](#).*

Visitor Information Services delivered across the following programs resulted in:

SERVICE	VISITORS 2020-21
Adelaide Visitor Information Centre	45,823
Central Market Information Booth	1,966
City Guides	2,172
Adelaide Greeters	41
Cruise Ship Meet & Greet	0
Mobile Visitor Information Service	1,622
Events Visitor Information Service	0
Adelaide Town Hall Tour	294
<b>Total</b>	<b>51,918</b>

**Adelaide Visitor Information Centre** volunteers returned to visitor servicing on 1 June 2020. The Centre was only open between 9 am and 5 pm on weekdays until January 2021 when hours extended to Friday nights and weekends.

The Adelaide Visitor Information Centre closed its operation at the James Place site on 20 February and re-opened in its new location at 25 Pirie Street, within the City of Adelaide’s Customer Centre on 24 February 2021. The Centre is currently open between 9 am and 5 pm each weekday (excluding Public Holidays).

The **Central Market Booth** was not manned by volunteers until 9 February 2021.

During this time, the Visitor Services team regularly stocked brochures in the booth to ensure information was available for locals and visitors.

The volunteers moved to the new Market Info booth on 29 June 2021.

City Guide services resumed on 1 February 2021.

The **Adelaide Greeter** service, which is typically used by international and interstate visitors, resumed on 11 January 2021. The number of visitors using the service was impacted by ongoing border restrictions.

**Cruise Ship Meet & Greet** service was not utilised as there were no cruise ships visiting Adelaide through 2020/21.

**Mobile Visitor Information Services** resumed on 21 February 2021 coinciding with the move of the Adelaide Visitor Information Centre to Pirie Street. Visitor enquiries through this service increased with the Visitor Centre closed on weekends.

The number of casual staff was reduced to 1 per shift with a volunteer assisting.

Volunteers did not assist in any Events during 2020/21 due to the change in how many events were delivered including Tour Down Under and WOMAD.

**Adelaide Town Hall** tours for the general public did not operate from March 2020 until June 2021 due to COVID restrictions. Tours for community groups resumed in March 2021 and were particularly popular during History month in May.

There was no public Town Hall Open Day in 2020/21.

## Marketing

### Corporate Identity

The AEDA corporate logo takes inspiration from the structure of a town square by dividing up

sections to form a letter 'a'.

Developed in-house, it has been rolled out across key corporate and consumer communications.



### Website Development & AEDA Communication Channels

The AEDA website 'experienceadelaide.com.au' was developed to provide tailored content around key areas: Visit & Explore, Business & Investment, Live, Work & Study. Sections of the City of Adelaide website were brought over to align with Experience Adelaide, and new content continues to be created to build consumer engagement.

Experience Adelaide social media channels have been established on Facebook (1045 followers), Instagram (614 followers), and Twitter (40 followers), with AEDA also listed on LinkedIn (364 followers). A 'What's On' email database of approximately 65,855 subscribers was built off the back of various campaigns. (Note numbers are as at 30 June 2021.)

### Marketing Campaigns

**Adelaide's Long Lunch** was implemented to complement and leverage the January 2021 round of the South Australian Tourism Commission's Great State Vouchers, incorporating paid experiences and hospitality offerings. The campaign involved 106 hospitality businesses for lunch bookings and 18 experience businesses within the City of Adelaide.

Public registration to be part of the ballot for the first round of 5,000 vouchers valued at \$30 was overwhelming, with over 15 registrations being made every minute in the first 24 hours of registrations being opened. A total of 45,467 South Australians registered for the ballot. Over 80% of businesses that participated in the post campaign survey believe the campaign had a positive impact on their business with over 90% gained new customers through the promotion.

Running through March and April 2021, the campaign had a 42% redemption of the initial 5,000 vouchers. The campaign was expanded to run until

30 June 2021 with a further 20,000 vouchers offered. The final result was a 30% redemption rate of vouchers across the campaign, with 76% of users spending more than the voucher value.

### Residential Growth / City Living Campaign

The City of Adelaide Residential Growth Action Plan 2018-20 identified the action: *To encourage city living by understanding the demand drivers and developing and a distinctive City Living promotional campaign that builds on the 'Already Home' campaign.* Through workshop discussions with Council Members it was agreed that millennials will continue to be one of three market segments to target in the City Living campaign which includes 'fulfilment seekers', 'downsizers' and 'business migrants'.

The City Living campaign promoted the city lifestyle as a driver to encourage people to live in the city. A targeted approach was taken, using *realestate.com.au* to deliver city lifestyle messages to consumers searching for property geographically located in postcode 5000+ 10km radius. A component was used to target people in NSW or Victoria to capitalize on the desirability of Adelaide's COVID response in comparison with the eastern states. The media activity resulted in more than 6.2 million impressions and more than 5,000 clicks through to *cityofadelaide.com.au/cityliving*.

### Winter Campaign / Hit the Town

Hit the Town was an umbrella campaign, curating city events, activities and retail offers to drive visitation to the city during traditionally quieter winter months. Commencing in June, the campaign targeted city residents, workers and visitors, raising awareness about the 50+ events that happen in the city in Winter.

### Luxury Escapes partnership

This campaign was developed in partnership with the South Australian Tourism Commission and Luxury Escapes, with the objective of leveraging and positioning Adelaide as a must stay destination for a 2 week campaign period in June 2021. Utilising the 3.5 million subscribers of Luxury Escapes, combined with digital advertising on their website and via social media, the campaign achieved \$24,000 of packages sold in the city and North Adelaide, 344 bookings and 869 room nights.

## Rundle Mall

Under the auspices of AEDA, the Rundle Mall team has continued its program of delivering a diverse and exciting range of installations, experiences and promotions aimed at attracting visitors into Rundle Mall and increasing dwell time.

The annual Lunar New Year installation celebrated the Year of the Ox and the start of Festival Season. Our strategic partnership with the Adelaide Festival produced the 2021 Festival's only international element – The Plastic Bag Store by New York artist Robin Frohardt. The re-creation of a supermarket using recycled plastics had only been staged once before and drew thousands of people into Rundle Mall. The installation coincided with the South Australian Government's ban on single use plastics, with Green Industries SA, creating an educational display on Rundle Mall to help inform shoppers about the ban.

We also welcomed the Fringe Box Office, an ever-changing array of festival performers and capitalised on the city-wide festival fever with pop-up food trucks and DJs to create 'Festival Fridays', to entice visitors to stay and browse the Mall.

March also marked the official launch of a new destination in its own right within the Precinct. As part of the City of Adelaide's City of Music project, Lindes Lane, located off Rundle Mall and alongside Rundle Place, was renamed 'No Fixed Address' in honour of Australia's first indigenous reggae rock band of the same name. The group formed in 1979 while studying music at the University of Adelaide and has been immortalised in a spectacular 12m high mural that is drawing music lovers and visitors alike into the Precinct.

Our first opportunity in a year to stage a major event arrived in late autumn with the rescheduled Tasting Australia festival, which had been delayed twice in 2020. Partnering with much-loved South Australian and former MasterChef contestant Callum Hann and dietitian Themis Chryssidis and their Sprout Kitchen team, we hosted the Rundle Mall Urban Kitchen as an affiliated Tasting Australia event.

Over 10 days under the Gawler Place canopy, our Urban Kitchen played host to free cooking demonstrations and tastings showcasing an assortment of South Australian produce in dishes specially created recipes by the Sprout team. The Urban Kitchen Tasting Cart also provided South Australian regional producers with a chance to connect with Rundle Mall visitors and provide tastings and samples and deliver an unexpected experience to visitors and shoppers.

The booked-out demonstrations were attended by 900 people with more than two-thirds then going on to shop in the Mall.

To create further momentum around Urban Kitchen, a second spend and win promotion was held, Taste the Win, attracting thousands of entries based on purchases in hundreds of Rundle Mall stores over a four-week period.

Throughout the year, Rundle Mall has continued to be sought out as a destination for ever-changing activations and to connect with the public, including Adelaide United Football Club selling limited edition Rundle Mall-branded jerseys. A total of 265 activations have been held to provide a variety of experiences and touchpoints for our visitors.

We are grateful for the continued support of the traders, business owners and property owners. Surveys conducted across the year have found both awareness of Rundle Mall's operations and marketing, and satisfaction with our COVID-19 response and management of the Mall as an attractive place to shop, remained consistently positive.

Visitation has continued to build and with plans for further activation, experiences and events in winter and beyond, 2021 looks set to be a strong year for the Precinct.

**Performance against 2020-21 Business Plan Actions**  
(attached)

**Audited Financial Statements**  
(attached)

## Rundle Mall - Performance against 2020-21 Business Plan Actions








Area of Focus: Information			
Objective: Be the hub of Precinct information			
Year 4 action	How	Outcomes	Status
<b>Collect and analyse key performance data to:</b> <ul style="list-style-type: none"> <li>• Inform marketing strategy</li> <li>• Measure success</li> <li>• Inform advocacy; and</li> <li>• Educate stakeholders</li> </ul>	Continue to capture and analyse information including: <ul style="list-style-type: none"> <li>• Precinct foot traffic trends</li> <li>• Spend data</li> <li>• Dwell time</li> <li>• Shopping behaviour</li> <li>• Customer experience</li> <li>• COVID-19 recovery</li> </ul>	Precinct foot traffic captured and analysed each month <ul style="list-style-type: none"> <li>• Jul 20 – Sept 20 +3%</li> <li>• Jul 20 – Dec 20 -5% (impacted by COVID-19 November lockdown, decrease in students &amp; CBD workers)</li> <li>• Jan 21 – Jun 21 +30%</li> </ul> Shopper behaviours and customer research updated and further research undertaken  June 2021 <ul style="list-style-type: none"> <li>• Market Share 5.4% MTA</li> <li>• Average Annual Visits 13.4</li> </ul> <i>Source: Kepler, Quantium</i>	●
	Continue to work with data analyst to review and analyse information and prepare information for sharing	Data Analyst engaged and analysis of information conducted monthly including: <ul style="list-style-type: none"> <li>• Traffic results and analysis</li> <li>• Quantium quarterly analysis on spend (market research)</li> <li>• Tourism trends</li> <li>• ABS data</li> <li>• Australian Retailer Association results</li> </ul>	●
	Create and implement reports based on the data captured	A quarterly report was created – <i>The Rundle Mall Report</i> with key business insights	●
<b>Develop and implement a B2B Comms Plan</b>	Create segmented groups in the Customer Relationship Management (CRM) tool to support communication	Continued to be used	●
	Create communications calendar for all stakeholder engagement	Communications calendar created and content gathered from retailers, CoA and third parties to keep retailers informed	●

## Rundle Mall - Performance against 2020-21 Business Plan Actions






Area of Focus: Information (continued)			
Objective: Be the hub of Precinct information			
Year 4 action	How	Outcomes	Status
<b>Develop and implement a B2B Comms Plan</b>	Send monthly stakeholder communications via electronic direct mail and quarterly printed communications	<p>New 'The Rundle Mall Report' created with quarterly updates on visitor trends, ABS retail sales data, market share and average transactions, spend and visits to the Mall</p> <p>EDMs sent on average three times per month to all subscribed stakeholders</p> <p>Printed communications delivered to all stakeholders for Spring Spend &amp; Win campaign and Christmas</p> <p>Stakeholder feedback survey issued to coordinate support for Black Friday</p>	
	Meet regularly with Arcades/Centres, property owners, and retailers	Met regularly with retailers, property managers, leasing agents and Arcade/ Centre Managers and marketing teams	
	Deliver 3 stakeholder information and education sessions	<p>Annual General Meeting held in October</p> <p>Additional stakeholder information sessions paused due to COVID restrictions and capacity limits</p>	
	Connect businesses to key support packages post COVID-19 including Business SA, State Government and CoA information	Connected businesses with CoA & Business SA support packages to assist stakeholders on recovery	









## Rundle Mall - Performance against 2020-21 Business Plan Actions

Area of Focus: Visitor Experience			
Objective: Support an easy and enjoyable customer experience			
Year 4 action	How	Outcomes	Status
Stage and support engaging activities	Create a 12-month event and activation plan and calendar	<p>Events and activations plan revised from July to November in line with Government advice during the COVID-19 pandemic</p> <p>Activity shifted from events to creating a safe and welcoming environment through place-making, experiences, and installations</p>	
	Drive income from sponsorship in line with FY20/21 Budget	<p>Forecasted income from sponsors and third party pop-ups above target for July to December 2020</p> <ul style="list-style-type: none"> <li>• \$138K vs. \$108K budget (+28%)</li> </ul> <p>Events and activations numbers:</p> <ul style="list-style-type: none"> <li>• 495 events and activations throughout the entire year</li> <li>• July to December -8.7% decrease compared to 2019/20 due to the impact of COVID</li> </ul>	
	Drive brand partnerships aligned with the Rundle Mall brand values and event and marketing plan objectives	Partners through the 6 months include Pepsi, Golden North Ice Cream, CROWmania, Kyttons Bakery, Foodbank NRL	
Advocate for innovative solutions to support visitor experience	Work with CoA to deliver solutions and use Rundle Mall to trial city wide initiatives	<p>Continued to work with CoA on city wide solutions</p> <p>Worked with CoA on trialling hand sanitiser stations</p>	
Support a safe and attractive public space	Update the Operating Agreement with CoA to define service levels to the RMMA and Precinct	Review of Operating Agreement postponed due to COVID-19 response and impacts to budget and resource	
	Deliver new cleaning agreement and uniforms with CoA	Service level review under taken and new CoA and Rundle Mall branded uniforms provided to cleansing staff	
	Work with CoA to implement Emergency & Crisis Management plans	<p>Rundle Mall Risk Management and Incident Response Plans updated</p> <p>Worked with CoA to review and update BCP plans</p>	


## Rundle Mall - Performance against 2020-21 Business Plan Actions

Area of Focus: Visitor Experience (continued)			
Objective: Support an easy and enjoyable customer experience			
Year 4 action	How	Outcomes	Status
<b>Support a safe and attractive public space</b>	Review Rundle Mall Security requirements and contract to define service levels including reporting	Worked with Wilson's Security team to ensure a safe shopping precinct for customers and businesses including increased presence and high visibility during COVID-19 response	
	Work with SAPOL to support a safe precinct	Advocated for and achieved the reintroduction of SAPOL Business Watch meetings with key precinct representatives to help collaborate and achieve more efficient issue identification, increased safety and crime prevention	
	Engage with CoA to define busking standards and permitted locations within the Precinct	New Busking permits and guidelines successfully implemented to enable the return of amplified busking in a COVID-19 safe manner	
	Work with CoA to address vehicle access times for the Mall	New Vehicle Access times Gazetted and implemented successfully	
	Support CoA's strategic plan priorities	Action plans aligned to support the 2020-2024 CoA Strategic Plan	

## Rundle Mall - Performance against 2020-21 Business Plan Actions

Area of Focus: Advocacy			
Objective: Influence projects for Precinct growth and minimise negative impacts			
Year 4 action	How	Outcomes	Status
Advocate for future Council investment in the delivery of upgrade works to ensure high-quality amenity and public realm	Engage with CoA to inform this approach	Continued to work with CoA Planning, Design, Infrastructure and Public Arts teams to advocate for projects and upgrades in Rundle Mall  Final stage of Gawler Place Upgrade completed with installation and reveal of <i>Pigeon</i> in November.	
	Engage with CoA to inform the approach and secure commitment and funding for future years where relevant	No additional funding for next phase	
	Work with CoA to deliver COVID-19 recovery and placemaking strategies	Worked with CoA to connected businesses with CoA & Business SA support packages to assist stakeholders on recovery	
Work with State Government to provide positive outcomes for the Rundle Mall Precinct	Work with State Government on Trading Hours legislation Work with State and Local Government on infrastructure and capital projects that impact the Rundle Mall precinct	Worked with DPC, DPTI and CoA to advocate for trading hours and Planning and Development policy  Secured additional trading hours for key periods including Black Friday and Boxing Day	
Continue to advocate for ongoing capital investment in the Rundle Mall precinct	Work with State and Local Government and private property owners to deliver new retail experiences and support investment and minimise vacancy rates	Met with key property owners and building managers to discuss funding, future projects and enhancements for Precinct presentation	
Support CoA with the delivery of the City-Wide Business Model	Engage with CoA and provide RMMA Board support to the delivery of the proposed City-Wide Business Model	Worked with CoA to deliver the proposed City-Wide Business Model	

## Rundle Mall - Performance against 2020-21 Business Plan Actions

Area of Focus: Brand			
Objective: Position Rundle Mall as the premier retail destination in South Australia			
Year 4 action	How	Outcomes	Status
<p><b>Create, implement and deliver an annual Marketing Plan</b></p>	<p>Create a 'Roadmap to Recovery' and deliver activation and placemaking strategy COVID-19</p>	<p>Rundle Mall at Home campaign ran until September, together with a 30 second TV commercial focused on bringing Rundle Mall into the home and encouraging shoppers to come out of the suburbs and into the city</p> <p>Created a safe and welcoming environment through placemaking, experiences and installations:</p> <ul style="list-style-type: none"> <li>• Added greenery and colour through turf circles and coloured picnic benches</li> <li>• Live art installations with SA artists who painted a series of planter boxes</li> <li>• Reinstated festoon lighting and installed fairy lights in trees to add lighting and warmth</li> <li>• Installed large format screens for COVID safe information and updates, including messages from the Lord Mayor, Sandy Verschoor, and Premier Stephen Marshall to welcome shoppers back to the Mall</li> <li>• Installed hand sanitiser stations throughout the Mall</li> <li>• Surprise and delight moments during spring – flower bombs of Rundle Mall icons including the bronze pigs and fountain</li> </ul> <p><i>Vogue</i> Festival postponed due to COVID restrictions but was replaced with a spring spending promotion aimed at driving economic benefit for businesses in the Precinct:</p> <ul style="list-style-type: none"> <li>• Over 300 businesses had point of sales</li> <li>• Spend seen across over 520 businesses</li> <li>• Average spend per visit \$189</li> <li>• Over 6,600 entries</li> </ul> <p>Executed Christmas campaign and worked closely with SA Health and SAPOL to deliver a COVID-safe Black Friday within a week out of lockdown:</p> <ul style="list-style-type: none"> <li>• COVID marshals</li> <li>• Additional cleaning and security</li> <li>• On-Mall queuing systems and shade</li> <li>• Signage and music DJs</li> <li>• Gave out 80,000 masks</li> <li>• PR with SA Health in the Mall</li> </ul> <p>Black Friday saw similar uplift in traffic, up more than 30% compared to the Fridays and Saturdays before the lockdown</p> <p>The 8am exclusivity for Rundle Mall on Boxing Day helped to create a celebration and fanfare moment for the city</p>	




## Rundle Mall - Performance against 2020-21 Business Plan Actions

### Area of Focus: Brand (continued)

Objective: Position Rundle Mall as the premier retail destination in South Australia

Year 4 action	How	Outcomes	Status
Create, implement and deliver an annual Marketing Plan	Support key retail and public holiday trading periods	All key retail and public holidays supported with media, digital and PR campaigns including: Lunar New Year, Valentines Day, Easter, Mother's Day, Father's Day	●
	Develop year-round campaigns to support all retail categories during the year	Focus on spend and win campaigns to drive economic benefit across the whole precinct and all retail categories and services  Prizing included Rundle Mall vouchers as well as food court vouchers to drive spend back into businesses in the Precinct	●
	Increase social media engagement including Facebook and Instagram	<b>Facebook (December 2020)</b> 54,105 Likes (+0.9%) Engagement Rate: 1.34% (industry average 0.5-0.99%)  <b>Instagram (December 2020)</b> 26,050 Followers +11% Engagement Rate: 4.52% (Industry average is 1-3%)	●
	Update website and grow consumer EDM database	EDM Subscribers (December 2020): 34,099 +14%  Introduced Offers section on website to better display and promote retail and service offers  Cross promoted retailers through gated content at key times of year, driving both awareness for businesses in the Precinct and EDM subscribers	●
	Engage with State Government and CoA to support relevant tourism initiatives	Cruise Ship activity cancelled due to COVID restrictions  Worked with SATC on Great State Vouchers initiatives  Interstate and overseas tourists impacted by COVID  Worked with CoA and the visitor information centre to promote activity in Rundle Mall	●

## Rundle Mall - Performance against 2020-21 Business Plan Actions

Area of Focus: Brand (continued)			
Objective: Position Rundle Mall as the premier retail destination in South Australia			
Year 4 action	How	Outcomes	Status
Develop the Rundle Mall Brand	Continue to develop the Rundle Mall brand Proactively drive positive PR stories based on campaign implementation	July to December 2020: <ul style="list-style-type: none"> <li>• \$13M proactive PR</li> <li>• \$39M total PR coverage for the Rundle Mall brand</li> </ul>	
	Engage all agencies in marketing campaign planning and business operations	Corporate PR agency tender completed, and agency appointed Conducted all agency workshops and planning days for major campaigns	
Position the RMMA as an industry leader	In consultation with the RMMA PR agency, create and implement a proactive public relations strategy in relation to industry positioning	Industry PR plan created and opportunities and articles placed in key publications	
	Identify relevant industry awards and submit application	Submitted National Retail Award entry for Retail Precinct of the Year	