

MACQUARIE PARK

Marketing Plan

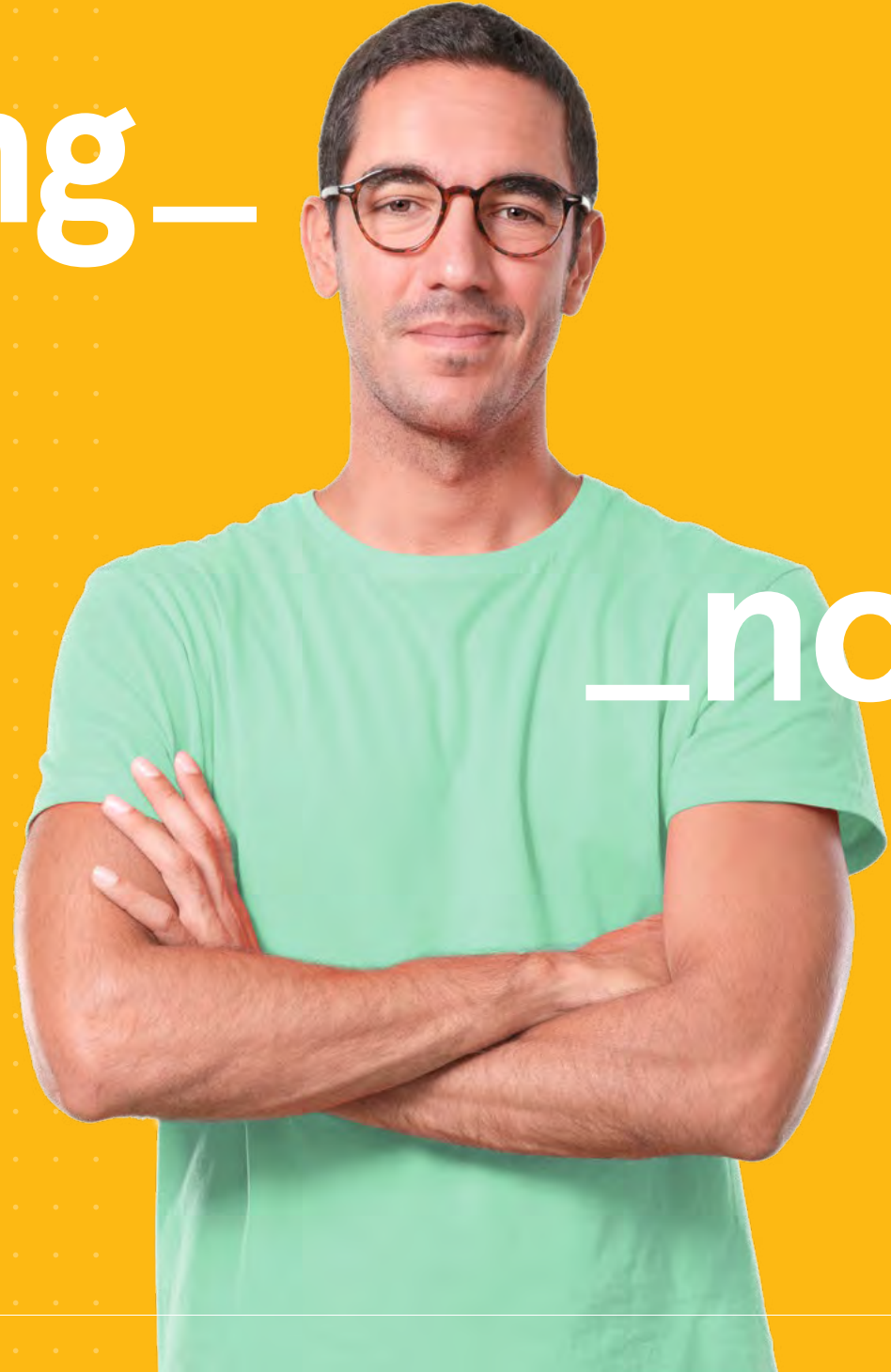
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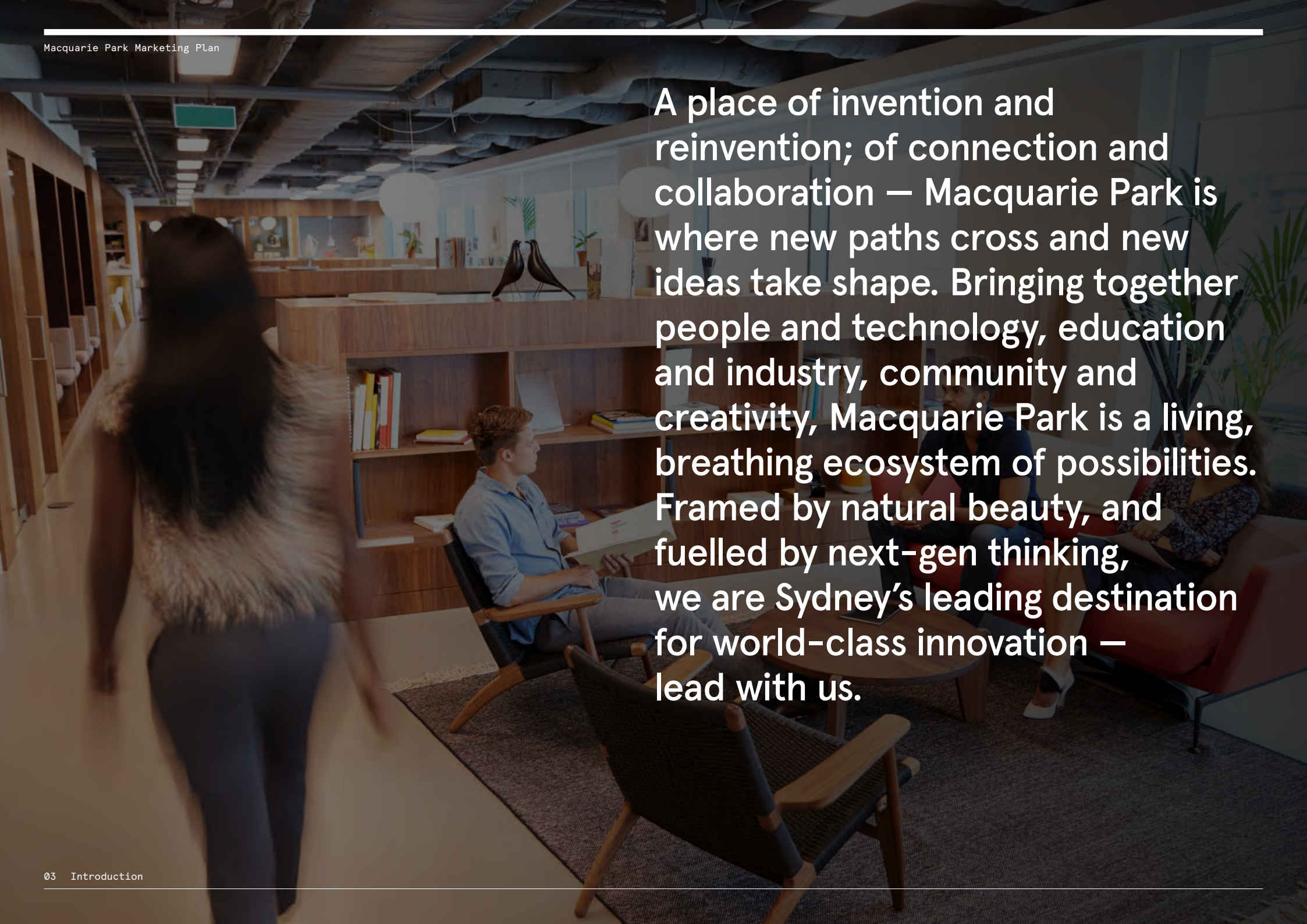
Connecting_

Amplifying the legacy and
future of Macquarie Park.

_to next



_now



A place of invention and reinvention; of connection and collaboration — Macquarie Park is where new paths cross and new ideas take shape. Bringing together people and technology, education and industry, community and creativity, Macquarie Park is a living, breathing ecosystem of possibilities. Framed by natural beauty, and fuelled by next-gen thinking, we are Sydney's leading destination for world-class innovation — lead with us.

Executive summary

Macquarie Park is Sydney's premier innovation precinct and employment centre and is home to market leaders in a diverse range of industries including technology, communications, pharmaceuticals, health, education, and various retail sectors. It's location adjacent to the Lane Cove National Park offers a uniquely green setting.

Hoyne, an Australian place branding and marketing agency, has been employed by the City of Ryde to update the Macquarie Park Precinct 2012 Marketing Plan in the context of the continuing evolution of Macquarie Park in a changing competitive landscape, and with the following objectives:

- Attracting new investment into Macquarie Park.
- Encouraging start-up and microbusinesses to locate to Macquarie Park.
- Positioning and promoting Macquarie Park as an Innovation District.
- Ensuring a positive place experience for stakeholders (business owners, tenants, workers) which supports the attraction and retention of employees.
- Making sure the place story for Macquarie Park is relevant and will motivate its future growth expectations.

In the period August to November 2018 under the direction of Ryde Council, we undertook extensive consultation with local and Sydney-wide stakeholders to help identify the best way forward for Macquarie Park. We appreciate the high level of engagement and inputs we received from the consultees who are listed in Appendix 4.

Hoyne would also like to thank our clients, Jan Bouhali and John Brown at Ryde Council, who were very much involved in the development of this Marketing Plan.

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Key facts



16,000

Residents to double to more than 32,000 by 2036



Top 10

Top 10 contributor to the Australian economy



\$14bn

Forecast to be a \$14bn economy employing 75,000 workers by 2036



Top 1%

Macquarie University ranked in the top 1% of world universities

(QS World University Rankings, 2019)



\$9.5bn

9.5bn in economic output



10

Australian Head Quarters for 10 of the world's top 100 companies



1,950

Home to 1,950 businesses; 62,400 employees



4

Ranked 4 in Australia for Scientific Research Service jobs



40,000

Macquarie Park is home to 40,000 students



Largest

Largest shopping centre in New South Wales



1m

1m sqm current office floor space with potential to double to 2m sqm

“Macquarie Park’s leading employers are open, engaged and collaborative. We work closely with them to solve transport challenges and build area-wide solutions, and have found there is a special connection between the academic, corporate and government communities here. It’s those relationships which give our area the competitive edge.”

Mark Ames, General Manager
Connect Macquarie Park & North Ryde

Challenges & opportunities

CHALLENGES

A lack of general awareness of what is happening at Macquarie Park.

Lack of clarity on the purpose/role of Macquarie Park.

Perception that the site is geographically isolated and difficult to reach from Sydney CBD.

Lack of a long-term strategy and vision for Macquarie Park.

Establishing the right mix and form of development to deliver a high amenity and range of services for its employees, residents and visitors.

Under-supply of public transport, parking, cycle infrastructure and pedestrian connectivity.

No central contact or point of information reference for internal and external stakeholders and site users.

Competing in the Metropolitan Frame of a metropolis of three cities.

The recommendations for the Marketing Plan are based on an analysis of strengths, weaknesses, opportunities and threats highlighted from extensive research and consultation with various Macquarie Park stakeholders and people engaged in attracting investment to Sydney and growing the city's tech ecosystem.

A summary SWOT in Appendix 5 sets out the main Macquarie Park strengths and weaknesses, as well as its opportunities and threats. Appendix 6 provides feedback from a survey of Macquarie Park employees.

From this analysis, it is evident that Macquarie Park faces both perceptual and physical challenges and offers opportunities to grow through connecting and cultivating technology opportunities.

OPPORTUNITIES

An opportunity to increase market recognition and strengthen the reputation of Macquarie Park as a vital economic development asset for Greater Sydney's future growth.

Position Macquarie Park for inward investment opportunities in addition to being a valued contributor to Sydney's fast-growing tech ecosystem.

Leverage partner channels and resources.

Become the source of truth for activity and news in Macquarie Park.

Connect market demand requirements with Macquarie Park assets and business growth opportunities.

Help to support an inclusive and vibrant mixed community at Macquarie Park.

As it continues on a path of further economic, employment and population growth, Macquarie Park has the potential to become a Suburban Central Business District – Sydney's 3rd CBD by 2036.

Vision

SHARED VISION

Macquarie Park Precinct is a globally recognised destination of innovation and leadership in business and lifestyle – a vibrant place that is creating a better tomorrow for all.

Mission

MISSION STATEMENT

Council aims to respond to the challenges and capitalise on the opportunities to support, grow and position Macquarie Park as the place to be for innovation, business growth and opportunity.

Values

CORE VALUES

Connections: A Community of Change

Creating connections through people is at the heart of all programs, initiatives and events. City of Ryde will create new connections with the Sydney/NSW investment and technology communities and deepen existing partnerships throughout the networks across Macquarie Park to deliver its marketing objectives, including Venture Café, MPID, Riverside Business Chamber to name a few.

Collaboration: Working Together

Building partnerships to deliver projects in Macquarie Park that provide positive economic, social, and environmental outcomes.

Communication: The Best Stories

Gathering and sharing knowledge and success stories, promoting Macquarie Park assets and deepening stakeholder engagement.





Marketing objectives

01

Attract and secure inward investments (local/global) into Macquarie Park.

02

Generate awareness and promote the economic, social, cultural and environmental assets of Macquarie Park.

03

Enhance the Macquarie Park experience of living, working, studying or visiting the area for people.

WHAT DOES SUCCESS LOOK LIKE?

When Macquarie Park is:

- A popular inward investment location.
- A recognised contributor to Sydney's tech ecosystem.
- A favoured business location for both employers and employees.
- A great place to live, work, invest, visit and study.
- A day and night-time destination of choice.

Approach & process

The method for developing the Marketing Plan took a three-stage approach, and it is to be executed over a four-year period.



“As an attendee and also a presenter at the Get Connected event at the Optus campus at Macquarie Park, I am impressed at how supportive and encouraging the City of Ryde is for small and medium businesses. These types of events provide valuable insights and importantly valuable connections as SMEs navigate their business journey.”

[Geoff Anderson, Sonic Sight](#)

Target audiences

Macquarie Park has four distinct audience segments that the Marketing Plan needs to consider and engage with.

Employers at Macquarie Park



FOCUS

To build connections and collaboration to deliver initiatives, programs and/or events that benefit the large, medium and small business community.

ACTIONS

- Implement, promote and deliver business events and workshops.
- Develop, maintain and nurture strategic relationships to obtain newsworthy content for website and other promotional channels; deepen connections to foster working partnerships to drive innovation and employment generation.
- In partnership with members of the Macquarie Park Forum seek to foster innovative partnerships, gather business sentiment information, and drive actions for the benefit of the Macquarie Park Precinct.

Employees at Macquarie Park



FOCUS

To enhance experiences for employees working at Macquarie Park.

ACTIONS

- Up-date/re-format the “Meet Macquarie Park” guide.
- Run business events yearly in Macquarie Park.
- Supporting/promoting programs for Venture Café.
- Supporting/promoting programs for EQ Program @ MP Incubator
- Develop a list of social assets (amenities) in Macquarie Park to promote to employees.

Target audiences

Investment Stakeholders



Government Agencies,
Land and Property Owners/
Developers, Property Agents,
Potential Tenants

FOCUS

To generate awareness, attract and position Macquarie Park as a high-profile inward investment location in NSW and Australia.

ACTIONS

- Develop, maintain and nurture strategic relationships within Austrade and NSW Investment as well as with Sydney property agents active in commercial and industrial property.
- Generate value proposition promotional materials for Macquarie Park technology opportunity areas such as 5G, Cyber Security, Data Centres, Living Lab etc – see Appendix 7.
- Produce one-page promotional fact sheets for Austrade and NSW Trade and Investment partners – see Appendix 8.
- Create and maintain content for Macquarie Park landing pages on City of Ryde Council website.
- Produce digital promotional content (videos) for Council YouTube Channel (Investing in Macquarie Park) and other social media.
- Organise in partnership with key stakeholders an Innovation Summit in Macquarie Park to showcase the clusters of industry sectors, collaborations, connections and leading innovations across the Precinct.

Macquarie Park has four distinct audience segments that the Marketing Plan needs to consider and engage with.

Start-Ups & Sydney Tech Ecosystem



FOCUS

To encourage and stimulate visits and engagement with Macquarie Park e.g. Venture Café, Macquarie Park University/ Incubator (and other innovation spaces at Macquarie Park).

ACTIONS

- Partner with Venture Café to attract start-ups/ entrepreneurs to Macquarie Park.
- Partner with co-working space organisations to encourage their set up in Macquarie Park.
- Establish relationships with the key organisations and media active in Sydney's tech ecosystem.

“City of Ryde Council is a valued partner in our activities to attract inward investment to New South Wales. In particular, we appreciate the visit program support provided for overseas companies wanting to learn more about Macquarie Park and its business advantages.”

Matthew Williams, Director, Investment Attraction,
NSW Department of Industry,
Skills & Economic Development Division

Marketing strategy

To achieve its objectives, the Marketing Plan will focus on three core activities over the next four years. Each activity is broken down in detail on the following pages.



CONNECTIONS

Making new connections and deepening existing relationships with people who can contribute to the further economic development of Macquarie Park.



COLLABORATION

Working with these stakeholders on projects (such as events, visits, promotional campaigns, investments, property provision) addressing market demand and producing positive social, economic, and environmental outcomes for Macquarie Park.



COMMUNICATION

Building up the knowledge base on Macquarie Park and ensuring a consistent delivery of promotional stories and connections to key audiences through a mix of media.

Connections

ACTIVITY

Making new connections and deepening existing relationships with people who can contribute to the further economic development of Macquarie Park.

This addresses the need to enhance both internal and external alliances, with a broad community of people able to contribute to positive change for Macquarie Park.

WHO?

Key internal stakeholders:

Businesses – the prime drivers of economic & employment growth at Macquarie Park.

Employees – contributing to the successes of the companies and organisations on site.

Land Owners and Developers who build and manage the property stock of Macquarie Park.

Other major economic contributors – **Macquarie University, Macquarie Centre, Hotels and F&B Businesses, CSIRO, NSW Government (incl. Department of Transport), Sydney Metro.**

Local Residents who contribute to the vibrancy of the area.

Local networks and initiatives including: **Macquarie Park Forum, MPID and Venture Café, Connect, Ryde Riverside Business Chamber.**

Investment stakeholders:

Austrade – promoting Australia to attract investment in:

- Agribusiness and Food
- Major Infrastructure
- Tourism Infrastructure
- Resources and Energy
- Advanced Manufacturing, Services and Technology

NSW Department of Industry, Investment Attraction Team – promoting New South Wales to attract investment in:

- Financial & Professional Services
- Technology (ICT)
- Advanced Manufacturing
- Infrastructure
- Cleantech
- Renewable Energy
- Agri/Food Manufacture
- Health

Sydney **Property Agents** and **Developers** are involved in supporting the attraction of businesses and investment to Sydney.

Innovation ecosystem stakeholders:

StartUpAus and **TechSydney** – peak industry organisations encouraging technology entrepreneurship.

Tech facilitators in Sydney include: **Sydney Startup Hub, BlueChilli (accelerator working with Stockland), City of Sydney Tech Startups Program, Jobs for NSW Health Precincts Cluster.**

Tech media outlets include: **Startup Daily, InnovationAus.com, Startup Smart** and **Anthill.**

Collaboration

ACTIVITY

Working with these stakeholders on projects (such as events, visits, promotional campaigns, investments, property provision) addressing market demand and producing positive social, economic, and environmental outcomes for Macquarie Park.

Economic development is a collaborative process and the Marketing Plan seeks to maximise partnership opportunities to deliver inward investment benefits.

WHAT?

Collaboration with the stakeholders will take a wide variety of forms. Examples could include:

With Macquarie Park businesses – producing case studies and testimonials to promote the Precinct.

Sharing good news stories and promoting achievements of Macquarie Park businesses.

Working with members of the Macquarie Park Forum to organise an Innovation Summit in Macquarie Park.

Collaboration with land owners and developers to shape and promote new space for tech businesses and entrepreneurs.

Helping to organise and promote events with Venture Café.

PACE students at Macquarie University assisting with information gathering and analysis.

Partner marketing with Sydney Metro once the Metro stations are open and running. Promoting the improved travel times to/from Macquarie Park.

Working with Austrade and NSW Investment Attraction Team to handle investor enquires and site visits, as well as supporting pro-active inward investment marketing based on particular Macquarie Park strengths (key sectors and technologies).

Providing Austrade and NSW Investment Attraction Team with useful information on:

- Property availability and costs
- Key contacts e.g. local property agents, Macquarie University etc
- Skills availability and costs
- The local tech ecosystem and introductions to MPID, MP incubator etc
- Local incentives/business start-up advantages

Hosting familiarisation visits for NSW Investment overseas teams.

Becoming involved in the City of Sydney Tech Startups Program and using Macquarie Park as a venue for its Visiting Entrepreneurs.

Organising an event with the Sydney Startup Hub around a particular technology/market opportunity e.g. 5G wireless; cyber security; health informatics; robotics and healthcare delivery.

Working with various Sydney-based incubators and accelerators to encourage their founders to use Macquarie Park as a Living Lab to trial their new technologies and services.

Promoting positive Macquarie Park tech and innovation stories and news through the TechSydney eNewsletter and on the Sydney Startup Network platform.

Communication

ACTIVITY

Building up the knowledge base on Macquarie Park and ensuring a consistent delivery of promotional stories and connections to key audiences through a mix of media.

Improved intelligence on Macquarie Park facilities, activities, achievements and business benefits is necessary to provide a key marketing resource for promoting the Macquarie Park story. This content will be delivered in a programmed manner through appropriate channels.

HOW?

Better Information - Key to success is the collection and management of better information on Macquarie Park, its community and its business and innovation benefits.

This information can be collected by surveys and online research. Information needs include:

- More details on businesses, their employment profiles and activities at Macquarie Park.
- Case studies and testimonials from Macquarie Park businesses and organisations.
- Data on all the social amenities (existing and planned) at Macquarie Park.

The information collected can be processed to produce useful marketing content for use in various media channels.

City of Ryde Media Channels:

- City of Ryde Council website - Macquarie Park pages
- Macquarie Park Facebook page
- Macquarie Park LinkedIn page
- Council YouTube Channel
- eDM (email marketing)
- Public Relations (PR)

Partner Media Channels:

- Websites & Blogs
- eDM (including Newsletters)
- PR
- Social - Twitter, Instagram, Facebook, LinkedIn

Events - a key objective is to get potential investors, businesses and tech entrepreneurs to visit Macquarie Park to see it for themselves.

Therefore, events held at Macquarie Park are an effective way to engage with them on site.

Include specific investor focused events and workshops as well as supporting events being delivered by partner stakeholders such as the Venture Café, MPID, MP Incubator etc.

Content Pillars - the main content pillars and associated themes for the communications activities are as follows:

Innovation & Collaboration:

- New technologies and smart ways of doing things
- Smart ways of working together
- Key tech trends and research

Business Success & Growth:

- Business origin and growth stories
- News affecting business growth
- The business benefits of Macquarie Park

People & Community:

- Testimonials for Macquarie Park
- People of Macquarie Park - achievements & successes
- What's On - events for the diary

“Macquarie University has a long history in establishing partnerships with businesses in the Macquarie Park district. As an example, Cochlear was one of our first flagship partnerships. This allowed Cochlear to access onsite research academics, and Macquarie University in return was able to increase its research funding income due to the ongoing partnership. Additionally, Cochlear has been able to continuously develop and improve its hearing implants.

Another successful partnership that was launched in 2016 is the Optus Macquarie University Cyber Security Hub. The joint partnership allowed Optus to conduct cross-cutting research with our academics across multiple disciplines including; computing, engineering, business, criminology, law and psychology, to tackle cyber security issues.

Our business partnerships within Macquarie Park plays a vital role in what we do.”

Professor David Wilkinson, Deputy Vice-Chancellor
(Engagement), Macquarie University

Action plan

The Marketing Plan will be delivered by the City of Ryde's Economic Development Coordinator (EDC) who will be working in close collaboration with a range of internal and external partners, including City Activation, Communications Team, Macquarie Park Forum, Venture Café, MPID, Connect, and Ryde Riverside Business Chamber.

The delivery of the Marketing Plan requires an Agile Approach to teamwork and project management with a focus on planning, executing and learning in short iterative sprint cycles – teamworking that prioritises, executes and improves (through feedback) over defined work cycles. This will be the most effective way for the EDC to maintain the necessary level of delivery momentum and secure close collaborative support from stakeholders. This Agile Approach will also help the Marketing Plan activities sit efficiently within the current varied workload of the EDC.

Timeline

Economic development is a progressive process and the four-year program of the Marketing Plan provides opportunity for an evolving program to secure positive outcomes.

2019-20	2020-21	2021-22	2022-23
BUILD & EARLY WINS	TEST & LEARN: BUILD ON YEAR 1	SHOWCASE: BUILD ON YEAR 1 & 2	REVIEW & RENEW: BUILD ON YEAR 1, 2, & 3
Build up information resources and marketing materials; set up media channels; nurture existing relationships; make new contacts; support inward investment enquiries.	Support inward investment enquiries; pro-active inward investment marketing based on technology opportunities; new contacts; maintain & nurture strategic relationships.	Support inward investment enquiries; pro-active inward investment marketing based on technology opportunities; new contacts; maintain & nurture strategic relationships.	Support inward investment enquiries; pro-active inward investment marketing based on technology opportunities; new contacts; maintain & nurture strategic relationships.
Annual "Get Connected" event.	Annual "Get Connected" event.	Innovation Summit at Macquarie Park.	Annual "Get Connected" event.
Support partner events.	Support partner events.	Annual "Get Connected" event.	Support partner events.
		Support partner events.	Review of Marketing Plan performance and renew as appropriate.

Action plan

ACTIVITY	STRATEGY	DELIVERY	TIMELINE	OUTCOMES
<p>Relationship Building & Maintaining</p> <ul style="list-style-type: none"> – Meetings – Establishing Shared Interests – Undertaking Projects Together – Joint Marketing <p>Wide range of stakeholders including Austrade, NSW Investment, TechSydney, MP Forum, Venture Café, MP Incubator, Land Owners & Developers, Sydney Property Agents etc.</p>	<p>Connections Collaboration Communication</p> <p>Employers Investment Start-Ups/Tech</p>	EDC	Continuous – review activity & outputs every quarter	<p>Improve Connections Develop Shared Vision Raise Visibility Improve Awareness Improve Perceptions Improve Amenities EDC “Go-To-Person” Status</p>
<p>Events – Get Connected</p> <p>SME business event for local networking, education and inspiration.</p>	<p>Collaboration Communication</p> <p>Employees Employers Start-Ups/Tech</p>	EDC & Optus	Annual	<p>Raise Visibility Improve Awareness Improve Perceptions Improve Connections</p>
<p>Events – Innovation Summit</p> <p>Business event to showcase inward investment and business innovation at Macquarie Park.</p>	<p>Collaboration Communication</p> <p>Employees Employers Investment Start-Ups/Tech</p>	EDC & Partners	2021 (review outputs in 2022)	<p>Raise Visibility Improve Awareness Improve Perceptions Improve Connections Develop Shared Vision</p>
<p>Events – Supporting Stakeholders’ Events and Workshops</p> <p>Supporting events delivered by Stakeholders. Providing funding, marketing, premises and content assistance as appropriate.</p>	<p>Collaboration Communication</p> <p>Employees Employers Start-Ups/Tech</p>	Partners (with EDC support)	Ad hoc – dependent on appropriate opportunities arising	<p>Raise Visibility Improve Awareness Improve Perceptions Improve Connections</p>
<p>Hosting Visits</p> <p>Providing a welcome service to business and investment visitors to Macquarie Park.</p> <ul style="list-style-type: none"> – Hosting Visitors – Guided Tours – Introductions to MP Businesses & Organisations – Presentations on the business benefits of Macquarie Park. 	<p>Collaboration Communication</p> <p>Investment Start-Ups/Tech</p>	EDC & Partners	Continuous – review activity & outputs every quarter	<p>Improve Awareness Improve Perceptions Improve Connections EDC “Go-To-Person” Status</p>

Action plan (cont.)

<p>Materials – Data Collection & Processing Gathering information on Macquarie Park, its business community and its business and innovation benefits. This information then needs to be processed to produce useful marketing content.</p>	<p>Communication Employees Employers</p>	EDC - Outsource	2019	<p>Improve Awareness Improve Perceptions</p>
ACTIVITY	STRATEGY	DELIVERY	TIMELINE	OUTCOMES
<p>Materials – Web Site Create and maintain promotional content for Macquarie Park landing pages on the City of Ryde Council website.</p>	<p>Communication Employees Employers Investment Start-Ups/Tech</p>	EDC & Comms Team	2019; update quarterly	<p>Raise Visibility Improve Awareness Improve Perceptions EDC "Go-To-Person" Status</p>
<p>Materials – Macquarie Park Social Media Presence Development and management of Macquarie Park's social media profile.</p>	<p>Communication Employees Employers</p>	EDC & Comms Team	2019; update continually	<p>Raise Visibility Improve Awareness Improve Perceptions Improve Connections</p>
<p>Materials – Meet Macquarie Park Production of a foldable Macquarie Park Map to provide a guide on key features and services available to employees, employers, residents, visitors. Able to include useful information, statistics and contacts on the other side of the map.</p>	<p>Communication Employees Employers</p>	EDC & Comms Team	2019; update annually	<p>Improve Awareness Improve Perceptions Improve Connections</p>
<p>Materials – News, Case Studies & Testimonials Collection of latest positive news from Employers and Organisations at Macquarie Park. Production of success case studies and support testimonials for Macquarie Park as a place to do business/be innovative.</p>	<p>Collaboration Communication Employees Employers Investment Start-Ups/Tech</p>	EDC & Employers	Continuous; review and update annually	<p>Raise Visibility Improve Awareness Improve Perceptions Improve Connections</p>

Action plan (cont.)

<p>Materials – Video Content Production of video content to support promotional messaging and feed key media sources.</p> <p>Focus on Content Pillars:</p> <ul style="list-style-type: none"> – Innovation & Collaboration – Business Success & Growth – People & Community 	<p>Communication</p> <p>Employees Employers Investment Start-Ups/Tech</p>	<p>EDC & Comms Team</p>	<p>Continuous; review and update annually</p>	<p>Raise Visibility Improve Awareness Improve Perceptions Improve Connections</p>
ACTIVITY	STRATEGY	DELIVERY	TIMELINE	OUTCOMES
<p>Materials – Investment Fact Sheets Production of A4 word docs detailing the key selling points of Macquarie Park. One- or two-pages comprising text, statistics and info graphics that can be used by marketing partners in their presentation documents.</p>	<p>Communication</p> <p>Investment Start-Ups/Tech</p>	<p>EDC – Outsource</p>	<p>2019; update annually</p>	<p>Raise Visibility Improve Awareness Improve Perceptions</p>
<p>Materials – Value Propositions Preparing promotional materials for pro-active marketing of particular strengths/opportunities available at Macquarie Park.</p> <p>Most likely to be based on particular technology strengths and assets that are attractive to the market. To be produced in partnership with marketing partners Austrade and NSW Investment.</p>	<p>Collaboration Communication</p> <p>Employers Investment Start-Ups/Tech</p>	<p>EDC & Partners</p>	<p>Ad hoc – dependent on appropriate opportunities arising; update annually</p>	<p>Raise Visibility Improve Awareness Improve Perceptions Improve Connections</p>
<p>Media – Story Distribution Programmed distribution of appropriate marketing materials and stories on Macquarie Park to a variety of own and partner media, including:</p> <ul style="list-style-type: none"> – Facebook – Web Site – LinkedIn – YouTube – Twitter – Instagram – eDM – Events <p>Organised by Content Pillars:</p> <ul style="list-style-type: none"> – Innovation & Collaboration – Business Success & Growth – People & Community 	<p>Collaboration Communication</p> <p>Employees Employers Investment Start-Ups/Tech</p>	<p>EDC & Comms Team</p>	<p>Continuous</p>	<p>Raise Visibility Improve Awareness Improve Perceptions More Clarity on Role of MP EDC “Go-To-Person” Status</p>

“Venture Café Sydney is a tech community growth initiative – hosted by Macquarie University, its partner organisations and all tiers of government – designed to accelerate Macquarie Park’s transformation into a successful innovation district attracting entrepreneurs from far and wide.

This Macquarie Park venue provides a connection for our students, startups, entrepreneurs, corporates, investors, and other organisations through face-to-face informal weekly gatherings, sharing tech ideas and building business relationships.”

Zara Crichton, Executive Director,
Venture Café Sydney

Connecting_

Macquarie Park is an ecosystem
of progress and possibilities.

_ideas

_& industry



Contact

For enquiries regarding the
Macquarie Park Marketing Plan
and activation opportunities,
please contact:

Jan Bouhali
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Appendices

Budget

The development of the Marketing Plan has taken into consideration the budget resource available to the EDC on an annual basis. The Marketing Implementation Plan is funded through the Macquarie Park Special Levy with \$75-\$80k allocated in the Four-Year Delivery Plan 2019-23. Additional funds for specific projects may also be available.

ITEM	INDICATIVE BUDGET (\$)	YEAR(S) OF SPEND
Website Copy & Maintenance	\$10,000	Annually
Video Production	\$20,000	Annually
Marketing Materials Copy, Design, Print	\$30,000	Annually
Own Events	\$10,000	Annually
Supporting Partner Events	\$10,000	Annually
Research & Data Processing	\$10,000	2019 only
Innovation Summit	\$50,000	2021 only

Performance Indicators

Performance measures are the means by which we can monitor what is happening at Macquarie Park and track the progress of the Marketing Plan activities. As the precinct operates within a highly complex and volatile economic and property ecosystem, we are not pursuing targets year-to-year with these measures,

but rather ensuring that the precinct's performance is positive in the context of the prevailing conditions and priorities. The measures are reported to the Macquarie Park Forum on an annual basis.

AUDIENCE / ACTIVITY	MEASURE
Employer Collaboration	Delivery of the annual flagship SME business event "Get Connected". Measure: number of businesses attending. Baseline: 200-300 registrations; 100 attendees.
Employer Connections	Creating new connections and enhancing existing connections. Measure: target of one formal one-to-one conversation with a new or existing contact per quarter.
Employer Collaboration	Collecting published stories for promotion. Measure: target of theming one particular Content Pillar per quarter for stakeholders (e.g. Macquarie Park Forum) to collect their appropriate stories content for publication.
Employee Communication	Employee participation at Macquarie Park Events. Measure: numbers of employees attending all Macquarie Park events (e.g. Venture Café events). Baseline: 100 attendees for major events.
Employee Communication	Employee use of Macquarie Park marketing collateral. Measure: the take-up of marketing collateral by employers at Macquarie Park.
Employee Communication	Use of Facebook as a communication channel. Measure: number of followers on Macquarie Park Facebook page.
Investment Collaboration	Project collaboration with investment stakeholders. Monitored via a projects spreadsheet managed by the EDC. Measures: number of investment enquiries received; number of visits to Macquarie Park handled; number of investment project wins.
Investment Communication	Production and distribution of investment marketing materials and messaging to investment stakeholders. Measure: number of fact sheets, value propositions, other promotional materials produced for stakeholder collaboration.

Performance Indicators (cont.)

AUDIENCE/ACTIVITY	MEASURE
Investment Collaboration	Delivery of Innovation Summit. Measures: numbers of attendees; number of enquiries received post-event.
Start-Ups Connections	Engaging with the Start-Up ecosystem. Creating new connections and enhancing existing connections. Measure: number of appointments/discussions with tech organisations.
Start-Ups Communication	Engagement with the Start-Up ecosystem. Monitored via a projects spreadsheet managed by the EDC. Measures: number of Start-Up enquiries received; number of visits to Macquarie Park; number of investment projects won.
Start-Ups Communication	Raising the profile of Macquarie Park to the tech ecosystem. Measure: coverage of Macquarie Park in tech media.

Revealing the Future

Over the lifetime of this Marketing Plan new features and benefits will be provided at Macquarie Park through a range of forthcoming developments:

More residents – more local employees; more local services.

The State Government's Urban Activation Precincts adjacent to the commercial core have the capacity to deliver over 14,000 new dwellings. This will bring more residents to the Macquarie Park community and offer an opportunity for people to live closer to work, reducing commuting. The increased local resident population will also attract a better supply of local services such as convenience stores and food and beverage outlets. There will be more local demand for a night-time economy.

More open space and amenities – a better environment for all.

Macquarie Park's setting adjacent to the Lane Cove National Park brings unique green amenity benefits to the area and this amenity provision is being further enhanced. One example is the public realm improvements along Waterloo Road to improve its appeal and facilities for civic uses. Another project is Shrimptons Creek Precinct Activation to connect parkland and open space along the Shrimptons Creek Corridor.

A further place making project will deliver a Linear Park and network of public spaces through Macquarie Park; encouraging active uses and opportunities for retail and leisure.

Better public transport connectivity – easier to get to and around.

The introduction of the Sydney Metro Northwest services to Macquarie Park during 2019 will be a step change in terms of improving public transport connectivity. It will provide much more services – operating at every 4 minutes peak and 10 minutes off-peak. This brings a "just-turn-up-and-go" experience for travellers.

Other public transport improvements include the planned construction of a new bus interchange connecting Macquarie University and the Macquarie Centre. The interchange will result in faster and smoother transitions between buses, trains and taxis. Also, a Bus Priority Infrastructure Program focused on Lane Cove Road, Herring Road, Epping Road and Waterloo Road will help increase the reliability and efficiency of bus services, while easing congestion for all road users.

Continued evolution and development of Macquarie Park as a recognised entertainment and leisure destination.

Macquarie Centre is currently undergoing a \$1billion redevelopment which will provide more retail, leisure and entertainment space, and 5,000 square metres of dedicated community space, including a library and public creative hub.

Other commercial developments in the pipeline that will also change the way Macquarie Park is perceived, includes:

Technology Park (Stockland) development – will provide a state-of-the-art technology hub, conference facility and co-working areas overlooking a central green space.

43-61 Waterloo Road (John Holland) development – with Transport for NSW becoming an anchor tenant; will include a new park, providing additional open space to gather, connect or relax.

Macquarie Exchange (Frasers Property Australia and Winten Property Group) development – will deliver a vibrant Community Business District located at the entrance to the new Metro Station on the corner of Waterloo and Lane Cove Roads.

Consultees

Hoynes and the City of Ryde Council would like to thank all those who contributed to the Macquarie Park Marketing Plan, including the following:

NAME	ORGANISATION
Cameron Jackson	Frasers Property
Nathan Moulds	Macquarie University
Liz Berger	City of Ryde
Jan Bouhali	City of Ryde
John Brown	City of Ryde
Councillor Penny Pedersen	City of Ryde
Denys Bizinger	JLL
Tony Abboud	Ryde Riverside Business Chamber
John Asquith	Oracle
Zara Crichton	Venture Café
Nathan Plummer	MPID
Margaret Hudson	MPID
Joe So	City of Ryde
Andrew Parker	Optus
Penny Dillon	Optus
Cameron Kline	Macquarie University
Theresa Collignon	Macquarie Community College

NAME	ORGANISATION
Scott Nargar	Hyundai
Martin Keetels	Konica Minolta
Geoff Anderson	Sonic Sight
Waminda Parker	Metro Trains Sydney Research
Kath McLachlan	Macquarie University
Bede Moore	TechSydney
Matthew Williams	NSW Department of Industry
Corrie Germin	NSW Department of Industry
Sid Rallapalli	NSW Department of Industry
Anthony Yarrow	NSW Department of Industry
Michael Watson	Microsoft Reactor
Victoria Moxey	City of Sydney
Wendy Carroll	Jobs for NSW
Josh Flannery	Sydney Startup Hub
Bob Dunnet	Pirasta
Craig Lenarduzzi	Stockland
Rania Zahab	Transport for NSW

SWOT Analysis



STRENGTHS

- Large concentration of businesses on site
- Major presence of multinational tech
- Several clusters of growth sectors
- Concentrations of corporates from particular geographies e.g. Japan
- Different uses on site – HQ, sales, R&D, manufacturing, retail
- One of Sydney's leading business parks with available space
- Mix of user types – businesses, employees, students, residents, retailers, healthcare, government
- Huge concentration of highly skilled knowledge workers
- Multicultural workforce
- Central location in Sydney's Global Economic Arc
- Well connected re: road e.g. M2 connection
- Data & communications infrastructure on site e.g. cluster of data centres
- Presence of Macquarie University and Macquarie University Hospital
- Presence of Macquarie Park Shopping Centre
- Protected commercial core via current planning status
- Current availability of various sized commercial properties
- Expansion potential and plans for more commercial space e.g. Stockland Tech Campus
- Good value of property – large floorplates at lower costs
- Natural amenity of the site and surrounds e.g. Lane Cove National Park
- Development of the Metro services – 2019 for Northwest; 2024 – City and Southwest
- Active community organisations including Macquarie Park Forum, MPID/Venture Café, Connect, Ryde Riverside Business Chamber



WEAKNESSES

- No long term vision for Macquarie Park
- Lack of clarity on the purpose/role of Macquarie Park
- Perception that the site is difficult to get to/from Sydney CBD, particularly by public transport
- Dominance of car transport to work and traffic congestion on site
- Car parking costs and availability of spaces on site
- Current under-supply of public transport infrastructure (including current closure of all 3 rail stations serving the site)
- Huge scale of the site – not human scale with large walking distances and lack of pedestrian infrastructure
- Limited public realm
- Limited supply of food & beverage and other social amenities/services
- Most of the buildings are insular closed environments – don't connect with each other
- Lack of evening/night time activity on site
- Lack of awareness of what is happening at Macquarie Park
- Limited visibility of Macquarie Park amongst external audiences

The Marketing Plan strategy is based on an analysis of challenges and opportunities highlighted through consultation with various Macquarie Park stakeholders

and people engaged in attracting investment to Sydney and growing the city's tech ecosystem.



OPPORTUNITIES

- Development of a long term vision for Macquarie Park
- Development of a stronger identity for Macquarie Park clearly defining its purpose and value add
- More human-scale development (micro spaces) on site
- Provision of accessible street level services including more F&B
- More night time activities at Macquarie Park
- Better pedestrian and cycling infrastructure on site
- Better public transport services to and within the site
- Join up various parts of the site to get a more cohesive CBD environment
- City of Ryde planning controls to influence provision of facilities
- Development of clean and green infrastructure on site, including renewable energy
- Roll out of 5G in 2019/20
- Become a Living Lab for Sydney's tech companies
 - a place to trial tech and services amongst diverse audiences in a controlled environment
- Build on data centres cluster
- Build on sectoral strengths e.g. cyber security, hearing healthcare
- Use of under-used space and facilities at Macquarie Park for tech start-ups
- Mentoring support for tech start-ups from major tech corporates at Macquarie Park
- Partnership marketing with Austrade and NSW Investment Team
- Partnerships with other Sydney growth hubs such as Westmead Precinct, Sydney CBD, Olympic Park
- Promote Macquarie Park people – "stars" of their industry
- Host more events from Sydney's many festivals e.g. Vivid, Sydney Visiting Entrepreneur Program
- With current availability of property, Macquarie Park offers a "now product" for inward investors



THREATS

- Too much residential development destroying critical mass of the commercial centre of the site
- Many of the major corporates relocate elsewhere e.g. to Sydney CBD
- Development and rental costs become prohibitively expensive
- Development of other Innovation Districts and Business Parks in Greater Sydney

Employee Survey

ENGAGEMENT PURPOSE

The purpose of the community engagement for the City of Ryde Marketing Plan was to set a benchmark for success for the roll out of the updated Marketing Plan.

ONLINE SURVEY

The online survey was hosted on SurveyMonkey and was completed by 161 people. Of those that identified their gender, 76 were male and 49 were female. The age range with the most respondents was 35-44.

Over 90% of the respondents have worked at the Macquarie Park Precinct for over a year, with a quarter of the respondents having worked at Macquarie Park for over 10 years.

FINDINGS

Modes of transport

The main modes of transport to travel to work were Private Car (55.28%) and Bus (36.65%). 3 respondents stated that they traveled to MPP using Keoride and 8 used a ride share service. 13% of respondents either walked or biked to the Precinct, well above the Sydney average.

Amenities and facilities

Of the options offered, Infrastructure and access to and from the precinct was rated 'Very Important' by the most respondents followed by Infrastructure and access within the precinct. Streetscape was rated 'Very Important' by the least amount.

The weighted average for all options was evenly spread from 4.78 (Infrastructure and access) to 3.41 (Man-made elements).

Respondents were most satisfied with 'Safety and Security During the Day', closely followed by 'Safety and Security During the Night'. They were least satisfied with 'Infrastructure and Access to and from the Precinct' (the option they rated as the most important in the previous question).

Satisfaction with working at Macquarie Park Precinct

The majority (65.58%) of the respondents were either 'Satisfied' or 'Somewhat Satisfied' with working at Macquarie Park.

Of those that were 'Dissatisfied' the majority of reasons behind this response were down to traffic congestion and accessibility.

Despite the majority of the respondents being 'Satisfied' or 'Somewhat Satisfied' with working at Macquarie Park, 27% of respondents would not recommend working at Macquarie Park Precinct to a friend. Just under 50% would be Likely or Somewhat Likely.

The majority of suggestions on how to improve the MPP were centered around easing traffic congestion, improving walkability, amenities, facilities and parking to support the growing residential and commercial population; and reducing development.

NB – Given the small number of respondents compared to the number of actual workers in the MPP, the results aren't statistically relevant enough to draw any conclusions or provide a valid benchmark.

55.28%
TRAVEL TO WORK BY PRIVATE CAR

36.65%
TRAVEL TO WORK BY BUS

13%
EITHER WALKED OR BIKED TO WORK

Technology Opportunities for Macquarie Park

From a technology perspective, healthcare and information and communication technologies are two of the most dynamic growth industries. Macquarie Park has an exciting technology-led future where capturing market demand and commercialising new technologies and services can bring significant economic development benefit.

Due to the diversity and particular mix of productive assets at Macquarie Park there are several areas of potential opportunity that could be promoted through the Marketing Plan. These are opportunities that require further investigation by the EDC and partner stakeholders.

5G

Currently a hot topic of discussion in the tech and business media and expected to be made available by 2020. 5G is a combination of several new and emerging technologies applied together to provide mobile telecom services offering significant bandwidths and transmission speeds, 10-100 times faster than current services.

Improved bandwidth, speeds and latency has benefits for a variety of use cases, including:

- Autonomous driving
- Immersive media (such as Virtual Reality and Augmented Reality)
- Remote operation, for example robotic surgery and other forms of remote health service delivery
- The Internet of Things, including Connected Energy
- Cloud-based processing from Data Centres
- Government-to-Consumer (G-2-C) services

There is an opportunity to trial use cases with telecom operators and tech partners to build an ecosystem for businesses to prepare for scale-up when 5G is launched. These new services will need multiple parties to work together to test deployment and will likely take a few iterations before they can be scaled up for full commercialisation.

Data Centres

Macquarie Park is an established location for Data Centres which are a critical component of infrastructure for the information economy. There are at least 6 data centres at Macquarie Park (c.10% of Sydney's total Data Centres stock) including Macquarie Telecom Group's Intellicentre 2 which is the most certified data centre in Australia. There are plans for an Intellicentre 3 to be built to extend the Macquarie Park capabilities.

Data Centres are the factories of the 21st Century and their presence brings connectivity, bandwidth and latency benefits to businesses at Macquarie Park. However, Data Centres have a low employment yield and provide limited on-street activation. As such, supply should be monitored to ensure they do not preclude other valuable land uses and remain a supporting feature of the precinct within the wider mix of land uses.

Cyber Security

The Optus Macquarie University Cyber Security Hub at Macquarie Park is a \$10 million joint investment that promotes an interdisciplinary approach to tackle real-world challenges in cyber security. It conducts cross-cutting research across several disciplines: computing, engineering, business, criminology, law and psychology. It is training the next generation of cybersecurity specialists as well as developing the skills of the existing workforce. Data 61 and CSIRO are strategic partners of this centre of excellence.



Technology Opportunities for Macquarie Park (cont.)

Healthcare

Various areas of medicine and health sciences including hearing, health informatics, health systems and safety, oncology, neurosurgery, robotics.

MQ Health at Macquarie Park, is the first university-led integrated health campus in Australia. It integrates Macquarie University Hospital and a variety of specialist clinics, Macquarie University's Faculty of Medicine and Health Sciences, Macquarie University Clinical Associates and clinical components of the Faculty of Human Sciences. It brings together clinical care, teaching and research to provide an integrated approach to holistic patient treatment, discovery and continuous learning.

The Australian Institute of Health Innovation (AIHI) at Macquarie Park conducts multidisciplinary research into health sector practices, organisation and management.

Sydney's Living Lab

Macquarie Park offers a place to trial new tech and services amongst diverse audience groups (businesses, residents, students, retailers and shoppers, healthcare providers and hospital patients, government departments) in a fairly compact controlled environment. There are few places in Sydney where this opportunity is available. For example, testing 5G use cases is one such opportunity, utilising the location's urban density, data centres, telecom companies, roads and street infrastructure, university expertise (e.g. cybersecurity, natural language understanding, robotics) and varied user groups.

Inward Investment Materials

The main inward investment materials that need to be produced are:

A4 One Page Facts & Figures

The City of Ryde is operating within an inward investment promotion hierarchy, with Austrade promoting the national offer; NSW Investment promoting the regional offer, with Sydney as the lead brand; and the City of Ryde is putting forward a locational option – Macquarie Park.

In order to win investment projects for Macquarie Park, City of Ryde should provide the latest and most positive statistics and stories for Macquarie Park for use by these marketing partners. Both Austrade and NSW Investment are handling a continuous pipeline of investor enquiries and need to put forward the best offers possible to win the investment projects. City of Ryde can assist them with this.

Rather than produce a general Invest in Macquarie Park brochure which will be too generic and will date quickly, it is much more useful if the focus is on producing flexible information sheets covering a variety of key locational considerations

which can be used by the marketing partners in their responses to their clients. These should be one- or two-page word documents comprising text, statistics and info graphics that can be used by the partners in their presentation documents.

Information sheets should cover topics such as:

- Labour supply catchment and availability
- Labour costs
- Labour recruitment and retention
- Labour skills and productivity
- Presence of companies and key industries in the area
- Site location, market reach, strategic accessibility (incl. strategic map)
- Properties available & costs
- Site infrastructure – public transport services, digital connectivity; energy supply sources and resilience; energy costs
- Ease of doing business features
- Innovation ecosystem and supports
- Business growth support from City of Ryde and partners
- Case studies of successes at Macquarie Park

Case Studies and Testimonials

Inward investors always want to know what businesses are already in an area and how they are performing, and so positive case studies and testimonials from Macquarie Park businesses and organisations will provide a powerful communication tool for this.

The EDC and City of Ryde Communications Team should seek to produce a portfolio of case studies/testimonials to cover all the key issues considered by businesses and investors, such as market accessibility, labour skills, productivity, recruitment and retention, accessibility and connectivity, ease of doing business, innovation support etc. These promotional assets can be used on the web site and in presentation materials for clients and for use by partners. Short videos in particular, are an effective way of telling these powerful supportive stories, and can be used across a variety of different social media.

Value Propositions

Investment projects can be won proactively by offering compelling value propositions to potential inward investors. An investment prospectus provides a promise of value to be delivered – detailing how a location and its particular blend of assets and capabilities can address a company's particular business needs. A value proposition outlines what specific benefits the location will deliver and demonstrates why it is better than any other location.

For Macquarie Park there are a variety of technology opportunities currently available and/or emerging (as discussed in the previous Appendix) that could provide sufficient substance and investment potential to justify the production of value proposition documents by the EDC and investment stakeholders. To take this option forward, these technology opportunities need to be reviewed in more detail by the investment stakeholders and assessed in the context of current and emerging investor demand.

Contact

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Macquarie Park Marketing Plan
and activation opportunities,
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