

YARRA RIVER BUSINESS ASSOCIATION

**RESEARCH & INSIGHTS
2021**



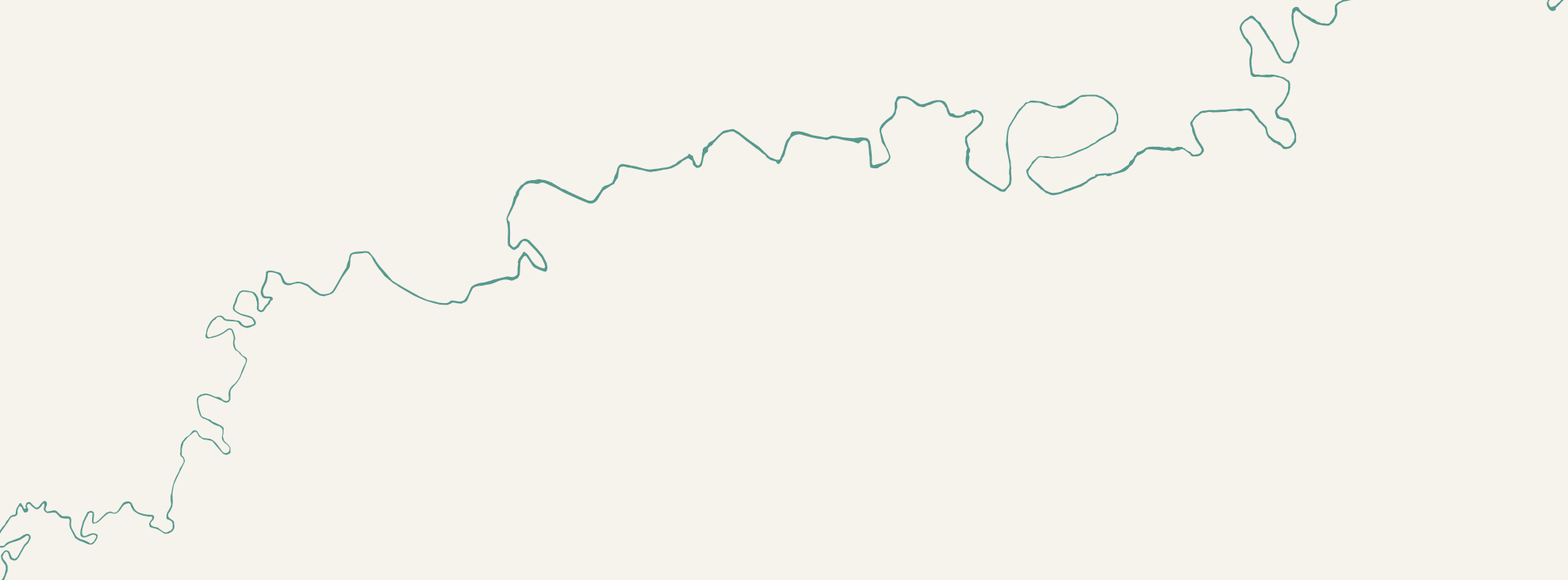
Yarra River Business
Association Inc

**Right Angle
Studio**

ACKNOWLEDGEMENT OF COUNTRY

The Yarra River Business Association respectfully acknowledges the traditional owners of the land, the Boon Wurrung and Woiwurrung (Wurundjeri) people of the Kulin Nation and pays respect to their elders, past, present and emerging.





WURUNDJERI FOREWORD FOR
THE YARRA RIVER COMMUNITY VISION

The Wurundjeri believe that we need to change how all Victorians think about and actively respect the Birrarung.

We believe we need to see it not as a resource to be exploited but rather to recognise the complex, living system that is sensitive to its surrounds and a uniquely Victorian treasure.

The YRBA caters to the current and future needs of a diverse community – providing distinct value by connecting people, facilitating growth and developing potential throughout one of Melbourne’s most iconic precincts.



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EXECUTIVE SUMMARY

BUILDING THE FUTURE OF THE YARRA TOGETHER

The Yarra River Precinct is a key piece of the puzzle that makes Melbourne such an engaging city. Understanding the needs and hopes of the businesses, organisations and people that bring the location to life is paramount.

The 2021 Stakeholder Survey began as an opportunity for Yarra River Business Association (YRBA) members to reflect on what they thought the Association had done well in the past while illuminating ways it might deliver value in the future.

Th work quickly became a chance to better understand member needs and wants for the future of the Yarra River Precinct (YRP).

Summarised here and combined with desktop research, their insights form the basis for better understanding how the YRBA might deliver services that meet and exceed their expectations now and in years to come.

DEFINE DATA

Gained through contextual research and qualitative interviews, member's understanding of how people see the Association and the precinct provide the foundation for what they think is preferable and possible.

DEVELOP INSIGHTS

With a diverse member base, homing in on how people view the YRBA being most effective in the past and what they want from the Association in the future creates a rich tapestry to critically analyse value.

DELIVER CLARITY

Data and insights are only useful when they're used, and the analysis of quantitative and qualitative data points to key moves and opportunities for the YRBA to meet member and precinct needs.



RESEARCH

RESEARCH OVERVIEW

Developing a comprehensive picture of both the YRBA and the Yarra River Precinct requires a foundation based in place, people and purpose – an understanding of the precinct, those who activate it and the commercial and cultural trends that shed light on the future.

PLACE



THE YARRA RIVER PRECINCT

With a wide range of forces, interests and responsibilities actively shaping the future of the precinct, grasping the essential trends is necessary to accurately understand how the area will evolve.

What we achieved...

A clear understanding of the trends that will shape the future of the Yarra River Precinct.

PEOPLE



STAKEHOLDERS & MEMBERS

Waterways have long been melting pots that attract a dynamic mix of people coming together to make a place that transcends each individual's intent and capability – this waterway is no different.

What we achieved...

A snapshot of the people who bring the Association and the Yarra River Precinct to life.

PURPOSE



COMMERCE & CULTURE

Defining an economic and cultural snapshot for the precinct highlights the opportunities that the Association can capitalise on and deliver to, fostering an environment for sustainable growth and change.

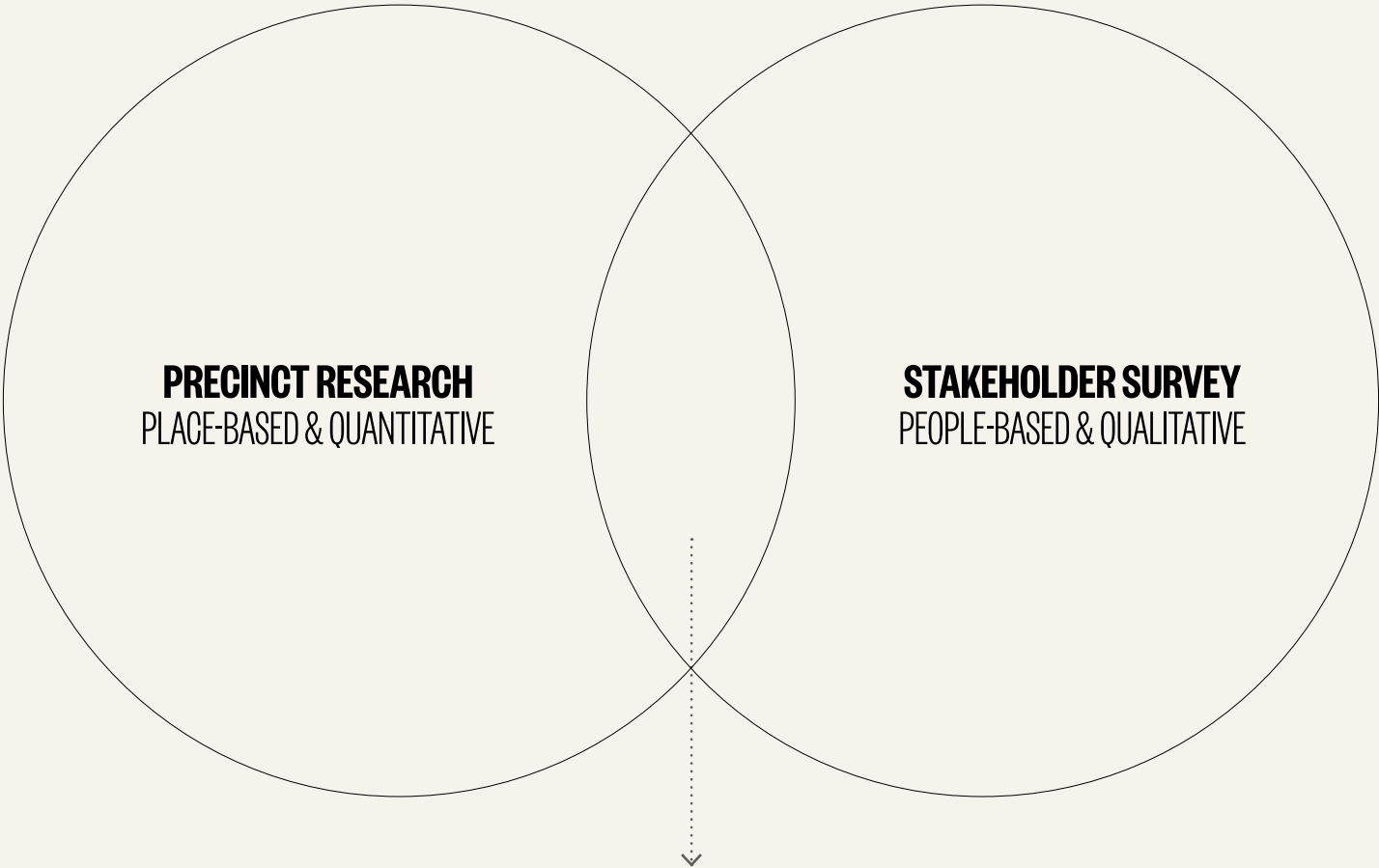
What we achieved...

A useful overview of the ways that the precinct is evolving into a 21st century cultural destination.

RESEARCH
METHODOLOGY

UNDERSTANDING PLACE & PEOPLE

Though primarily a qualitative exercise grounded in interview methods meant to uncover how people see the YRBA and the Yarra River Precinct, the supplemental quantitative information provides a better foundation for how trends within the precinct might affect member experiences and issues.



ACTIONABLE INSIGHT

Incorporating useful data with the nuanced way that people think of and describe issues develops a more robust understanding of the situation – most importantly, it can lead to actionable insight.

PLACE

A BENCHMARK FOR AN URBAN WATERWAY PRECINCT

Far from the industrial past that eschewed a holistic connection to the waterway, the strategy for the Yarra now looks to the long history from traditional owners and the future visions of healthy cities to develop an active destination and global benchmark.

“Many cities around the world embrace their rivers and in Melbourne we have an exciting opportunity to transform our waterfront. The Yarra River is one of our most important assets and we are at a pivotal point for its future.”

– Sally Capp, Lord Mayor Melbourne

YARRA RIVER PRECINCT DRIVERS

01

Return to the River

From physical, cultural, social and economic perspectives, an inclusive and active waterway provides the foundation for a unique and iconic destination.

03

A Meaningful Place

With substantial destination anchors established, returning focus to the Aboriginal and maritime history of the area will further deepen how people see the Yarra.

02

High-density Living

Continually evolving urban living around the river will continue to grow, creating an attractive and active environment for residential city living.

04

A Big Body Clock

Through a rich mix of different activities and programming, the precinct invites people to engage from morning to night and throughout the year.

PLACE

PRECINCT POTENTIAL & PRECEDENTS

Exceptional precedents for restored urban waterways, parks and precincts abound, and many offer useful insights. But what about the future of the Yarra River Precinct can be unique to Melbourne? Birrarung is ready to become a true benchmark for iconic city rivers.

“We want to know what the YRBA thinks the future of the Yarra River Precinct is – how they see it evolving.”

– City of Melbourne

BRYANT PARK NYC



With Bryant Park on the brink of falling into complete disarray, the Bryant Park Corporation formed in the 1980s to restore the historic public space. The primary redevelopment spearheaded by the management and board is the largest effort in the US to apply private management backed by private funding to a public park.



NEWACTON CANBERRA



Balancing curated and uncurated spaces, NewActon is an innovative cultural precinct where people feel comfortable and which champions the everyday over the extraordinary. The blending of both destination and daily life brings NewActon to life, activating the spaces with diverse audiences.



RIVERWALK CHICAGO



The rebirth of the similarly disinvested, over-industrialised and stigmatised Chicago River resulted in an active destination with many of the same traits and trials of the Yarra River Precinct. They've solved many of them and delivered an iconic destination.



HIGH LINE NYC



Almost everyone wants a High Line. But the interesting development of the green spine of NYC might be more around the business growth that sprouted around the park. As a true park for profit, the High Line catalysed growth in the area and reshaped the neighbourhood.

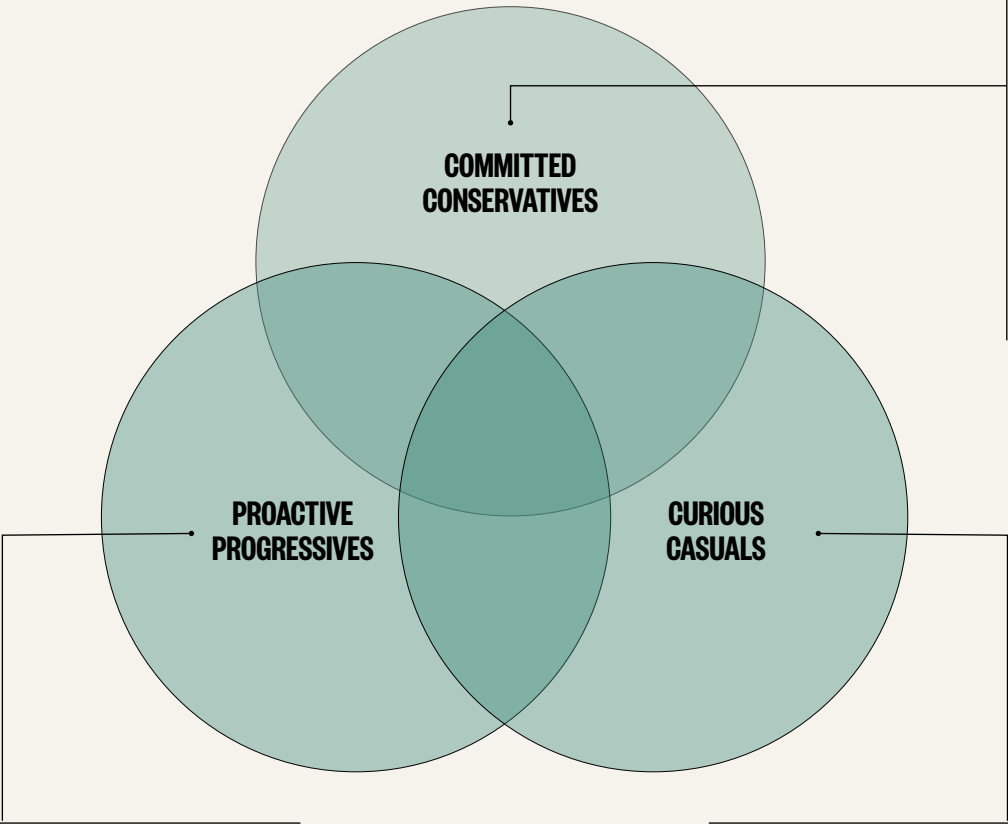


PEOPLE

A DIVERSE COMMUNITY

Though the stakeholders and members come from diverse industries with distinct needs, finding commonalities between them illustrates where current and future needs and wants may align.

Drawing on their level of engagement and literacy around the Yarra River Precinct and the YRBA, these audience typologies are defined by their attitudes towards the true nature and role of the YRBA – providing the foundation for assessing how best to communicate with and provide services to them.



Who We Are

We see the YRBA as an organisation with a strong track record and altering the course may do more harm than good.

What We Want

A sound and feasible approach to how the YRBA evolves.

What We Need

Strong metrics and clear outcomes.

Who We Are

We are motivated and ready to build our businesses and the precinct as a whole towards a bright future.

What We Want

A fresh vision for the precinct and a diverse group of committed people to realise it.

What We Need

Clear ways to achieve big goals.

Who We Are

We have cursory understanding of the YRBA's services and value – we aren't sure how it can benefit us.

What We Want

Short-term benefits that help our businesses with immediate needs.

What We Need

Guidance on how to use services to the fullest.

PEOPLE

PARTICIPANT SNAPSHOT

- ARTS & EDUCATION

01

Photography Studies College

02

University of Melbourne, Southbank Campus

ARTS & ENTERTAINMENT, HOSPITALITY & EVENTS

03

Arts Centre Melbourne

04

Fed Square

06

Sandi Sieger

COMMUNITY

06

The Mission to Seafarers Victoria

07

Southbank Residents Association

08

South Wharf Association

09

St John's Lutheran Church

FOOD & BEVERAGE

10

Arbory Afloat

11

Asado

12

BearBrass

13

Belgian Beer Cafe

14

The Boatbuilders Yard

15

The General Assembly

16

Grazeland Melbourne

17

Hophaus Euro Bar Bistro

18

La Camera Southgate

19

Left Bank Melbourne Restaurant & Cocktail Bar

20

Ludlow Bar & Dining Room

21

Pilgrim Bar

22

PJ O'Brien's Irish Pub

23

Ponyfish Island

24

Red Rock Venues

25

Riverland Bar

GOVERNMENT

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City of Melbourne

27

Parks Victoria

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Victoria Tourism Industry Council

HOSPITALITY, HOTEL & ENTERTAINMENT

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Clarion Suites Gateway

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Quest Southbank

MEDIA & ADVERTISING

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Hyperlocal News

PROPERTY DEVELOPMENT & ASSET MANAGEMENT

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Riverlee

33

ARA Asset Management Ltd – Southgate

RETAIL

34

DFO South Wharf

35

WTC Wharf Melbourne

RIVER OPERATORS - CRUISE/EXPERIENCES, TRANSPORT, ETC

36

Bay & River Cruises

37

Classic Steamboat Cruises

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GoBoat Melbourne

39

The Lady Cutler Melbourne Showboat

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Melbourne River Cruises

41

Melbourne Water Taxis

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Microflite - Melbourne Heliport

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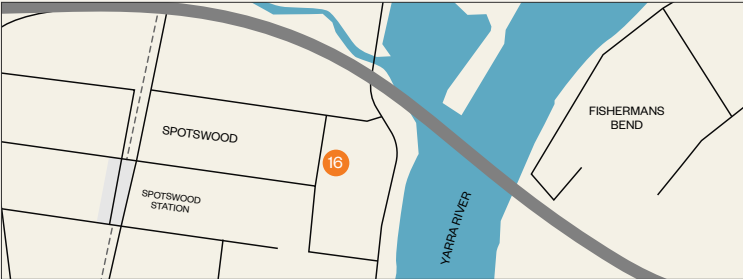
Venice on the Yarra

44

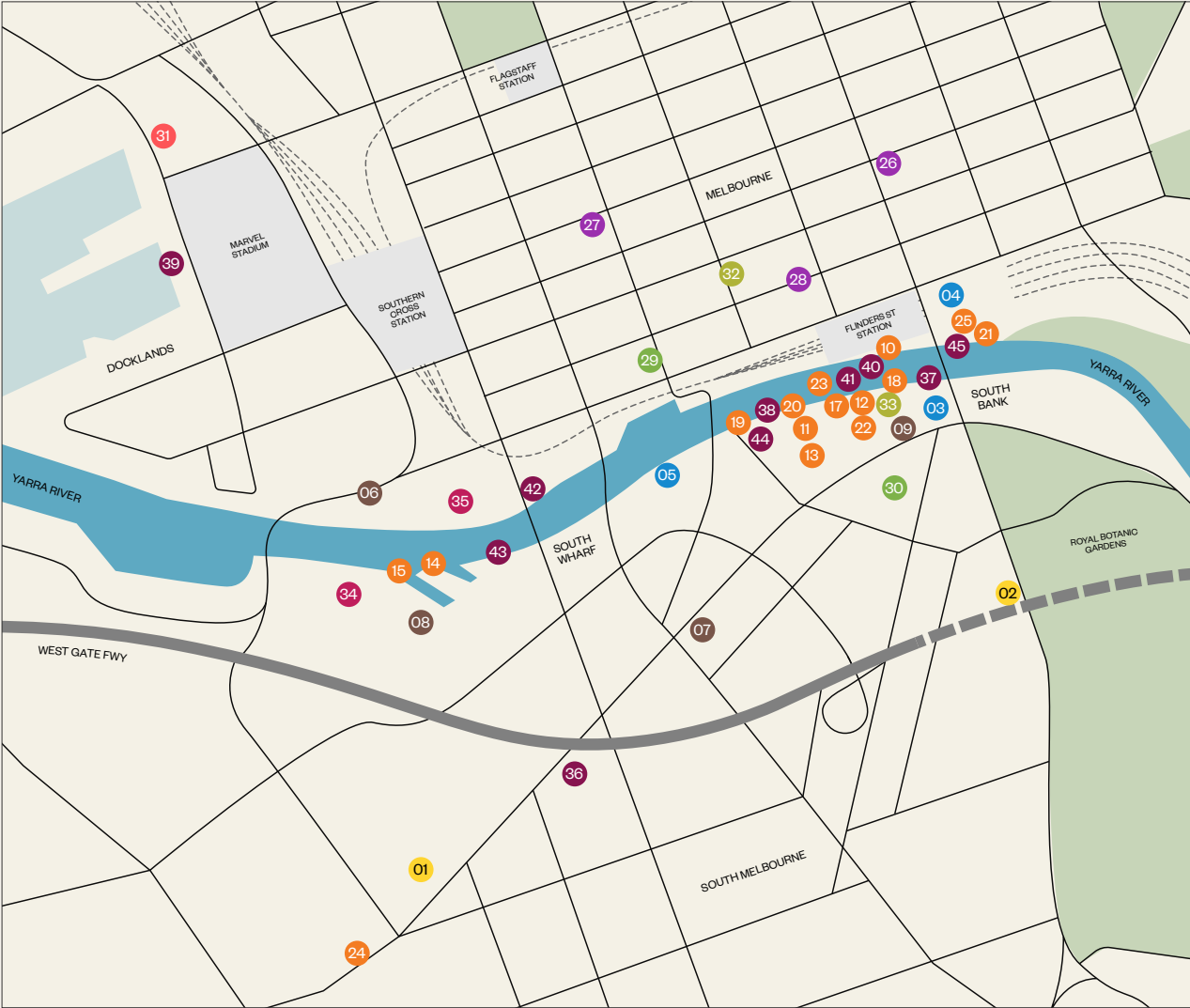
Williamstown Ferries

45

Yarra River Cruises



Geographically aligned and categorically diverse, the participants provide a broad representation of stakeholders committed to the future of the Yarra River Precinct.



PURPOSE

COMMERCE & CULTURE

As the jobs and industry in an area change, so follows a cultural shift. Using the changes in South Bank to highlight indicative shifts in the entire precinct, cultural shifts around the way people work in the precinct can illustrate potential trends of importance.

“South Bank has been transforming into an extension of the Central City.”

– CLUE

SOUTH BANK SNAPSHOT

KEY STATISTICS

29,047

Population 2021

47,051

Number of jobs

972

Number of commercial establishments

13,784

Number of residential apartments

10 YEAR GROWTH - 2009-2019

+27.4%

Jobs in South Bank

+97.98%

Cafe and restaurants seats

+61.0%

Casual jobs

Top Industries by Number of Jobs

Arts & Recreation Services	8.8K
Business Services	8.0K
Food & Beverage Services	4.4K

Notable Increase in Industry

Retail Trade	+58.5%
Food & Beverage Services	+98.5%
Business Services	+58.5%

Notable Decrease in Industry

Arts & Recreation Services	-10.0%
Information Media & Telecommunications	-42.6%
Manufacturing	-5.0%

Notable Increase by Space Type

Accommodation floorspace	+95.3%
Parking floorspace	+51.4%
Office floorspace	+7.0%

2019 YARRA RIVER PRECINCT - CLUE JOBS & ESTABLISHMENTS TOTAL



CLUE BLOCK	JOBS	COMMERCIAL ESTABLISHMENTS
1112	33	10
131	5466	38
1	808	24
2	195	4
4	713	38
6	868	40
655	516	8
659	4304	13
850	40	13
752	798	15
753	6431	109
801	5851	72
802	5825	80
803	8793	67
804	4651	226
TOTAL	45,292	757

Source: Census of Land Use and Employment (CLUE) 2019 & .idcommunity

RESULTS

RESULTS

OVERVIEW

The Stakeholder Survey generated a range of observations about both the YRBA and the Yarra River Precinct. The former portion of the investigation directed focus on how people comprehend and engage with the YRBA, while the latter centred on their hopes and aspirations for both the Association and the precinct.

COMPREHENSION & ENGAGEMENT

Gauging the primary ways that people understand the definition, function and services of the YRBA shows how members comprehend and engage with the Association.

What this means for the YRBA...
How people think of and interact with services points to what the YRBA might keep or improve while highlighting potential opportunities.

BENEFITS

Within that spectrum of understanding, focusing on how people apply value to the YRBA helps illustrate how members place importance on and navigate needs with the Association.

What this means for the YRBA...
Direct and indirect benefits from the Association aren't understood in the same way – this may help guide decisions about future resources.

ASPIRATIONS

Hopes and concerns for the future of the Yarra River Precinct need to be framed within how people define the location – that will help bring a better picture of their aspirations to light.

What this means for the YRBA...
Defining the Yarra River Precinct is more of an evolution than a set task, but that facilitation and spearheading is where the YRBA can really shine.

COMPREHENSION & ENGAGEMENT

WHO WE ARE & WHAT WE DO

WHO THE YRBA IS

Beyond the words 'business' and 'association', virtually no two participants had the same definition of the YRBA. There was an understanding that the Association helps businesses, but clarity on the who, what and why was vague. Occasionally some respondents thought the Association was only for restaurants or a tourism body for City of Melbourne.

WHAT THE YRBA DOES

Similarly, most participants were aware of either the advocacy or marketing arms of the Association, but rarely were they able to articulate the full range of services.

Increased clarity and transparency about the role, organisation and mission of the YRBA will help build a more cohesive and committed member base.

Challenges

- Ensuring members understand what the Association is and how it operates.

Opportunities

- Clarifying the history, evolution, intention and vision for the YRBA.

Challenges

- Communicating the diverse offer to a wide range of audiences.

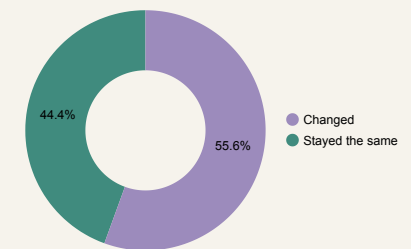
Opportunities

- Providing accessible ways to understand function and value.
- Being clear about how the Association provides value to members and the public.

"It's an industry body that gives an opportunity to communicate with members and great connection to council, wish I knew more and participated more – I've taken more than I've given."

"I think it's a group of people with a vested interest in a part of Melbourne, looking for key areas in cooperation – marketing, insight sharing, etc – to feed each other."

CHANGING PERCEPTIONS



Slightly more people believe the Association has changed over time. The majority of those that noted a shift in perception were positive.

Positive Changes

- Become more professional, matured
- A better digital presence, relevant
- Trying to get more people involved
- More focused on big ideas

Negative Changes

- A bit in the shadows

"My perception completely changed. I reckon they were really awesome. Had a great interview with them the other day – one of the best articles generated that we've ever had."

COMPREHENSION & ENGAGEMENT

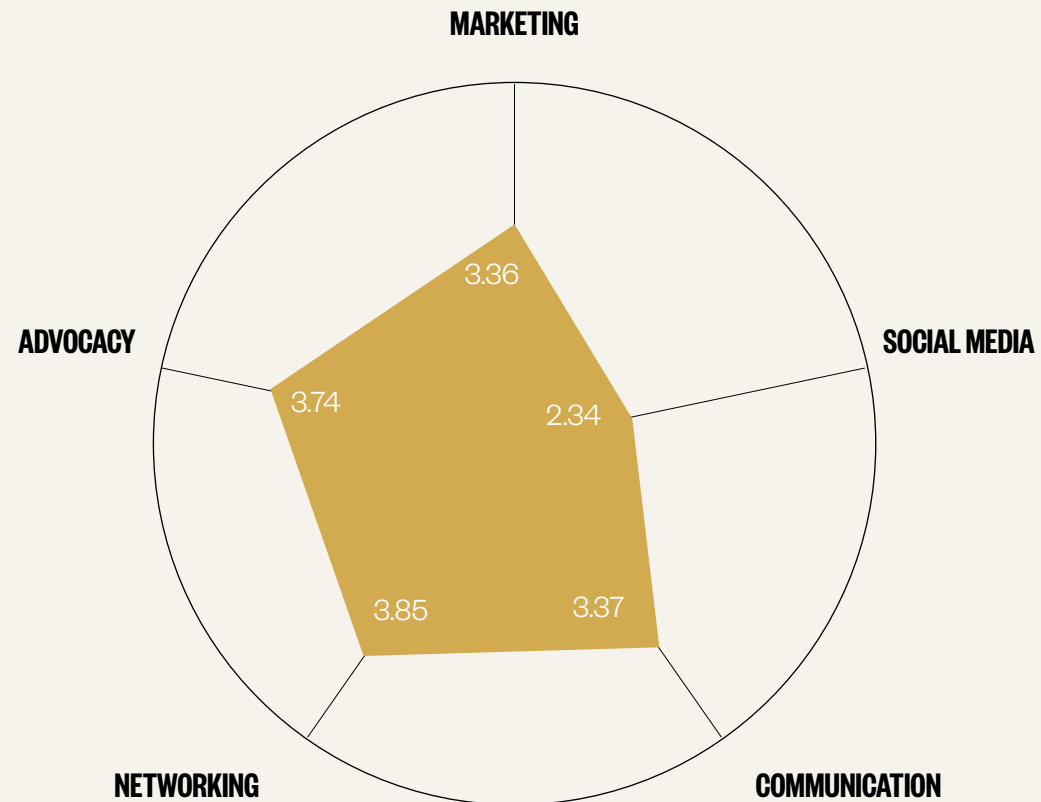
SERVICES SNAPSHOT

The average scores for each of the primary services point to perceived strengths and areas for improvement. Though members may have had a higher score for overall marketing efforts, they were often unsure about specific campaigns or social media efforts.

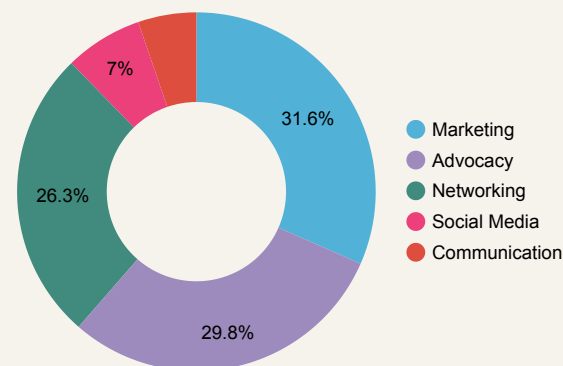
When asked which services were most important to their businesses, participants placed marketing and advocacy slightly above networking. The most common answer when asked about least valuable services was that they were all important – highlighting the varied needs of the diverse member base.

51.4%

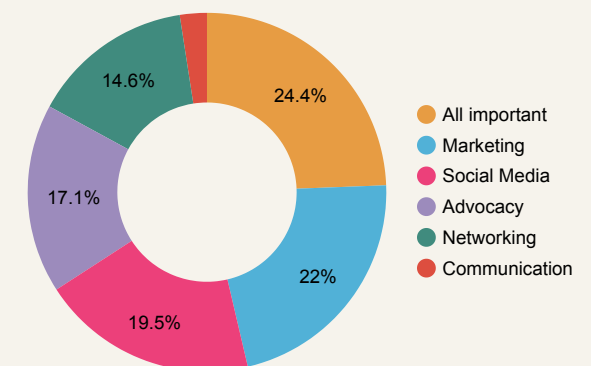
of participants feel they do not fully understand or utilise all of the services on offer.



MOST VALUABLE SERVICES TO MEMBER BUSINESSES



LEAST VALUABLE SERVICES TO MEMBER BUSINESSES



COMPREHENSION &
ENGAGEMENT

ADVOCACY

Advocacy regularly surfaced as one of the best things that the YRBA has done in the past. Though this core service is an important part of the overall offer from the YRBA and many members view the development, management and execution within the entire advocacy ecosystem as good, there are some places where improvement was noted.

IMPORTANCE OF SERVICE

29.8%

of participants rated advocacy as the most important service offered by the YRBA.

“The benefit is from connection – advocacy. One big ticket item makes it all worthwhile. When Tim connected me to council it was a six figure win for me.”

TO KEEP

The contacts and relationships fostered with key players in business and government are seen as a major strength. When members are aware and across the service, there is a perception that the YRBA “punches above their weight” and facilitates diverse stakeholders well.

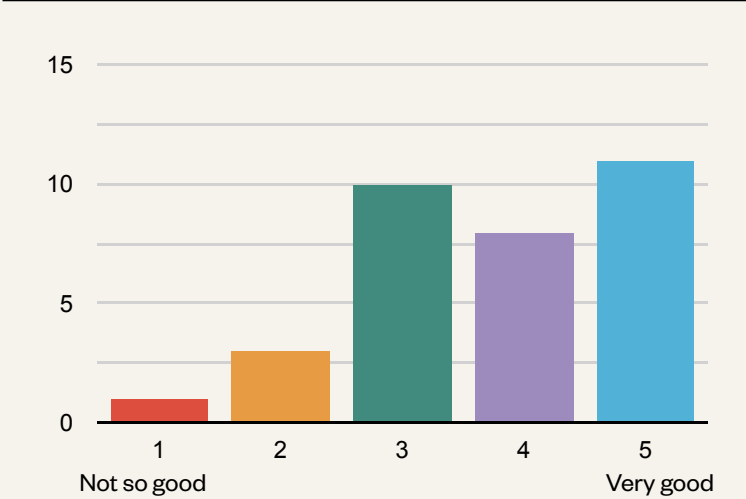
TO IMPROVE

The primary areas noted for improvement revolve around efficacy and transparency. Some members are wary that attention and support is weighted unfairly, particularly if more prominent members are the landlords of smaller businesses. Everyone wants to see more “behind closed doors”.

WHAT WE HEARD

- “The Big Ideas Forum was one of their most successful efforts.”
- “As a small advocacy organisation, they can wave the poster, but I’m not sure if the voice is actually effective.”
- “YRBA may need a dedicated person for advocacy.”
- “I don’t think most people understand advocacy.”

SERVICE RATING



OPPORTUNITIES

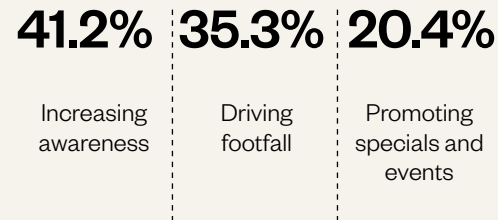
- Providing a more accessible and deeper explanation of the entire advocacy process may help educate members on what to expect from the service.
- Distributing regular communications about the outcomes and efficacy of a variety of advocacy efforts may show members active transparency.

COMPREHENSION & ENGAGEMENT MARKETING

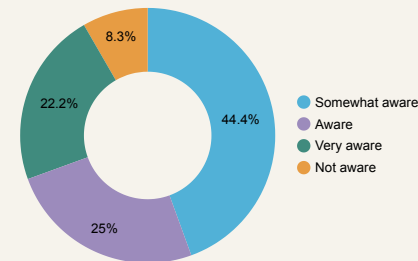
Members have differing views on both the quality and the fundamental role of the marketing service offered by YRBA. Depending on the maturity of some of the organisations, the role of the marketing service may be seen as a way to promote individual businesses. But, the majority of members see the role as promoting the entire precinct.

Note: This is a contentious area where members may view the service as something they directly pay for and therefore should receive a variety of expected benefits from.

MOST IMPORTANT MARKETING OUTCOMES



AWARENESS OF YRBA MARKETING ACTIVITIES



IMPORTANCE OF SERVICE

31.6%
of participants rated marketing as the most important service offered by the YRBA.

TO KEEP

The YRBA is regarded as a strong facilitator for stakeholders, and the marketing strategy is occasionally regarded as equitable.

TO IMPROVE

The main member issues related to value, capability, efficacy and the types of marketing wanted. Some members may want marketing assistance while more mature businesses may not. Clarity around the marketing strategy is needed.

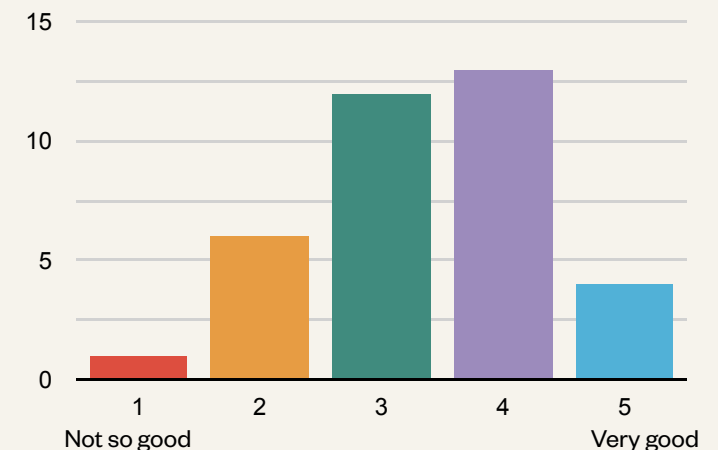
WHAT WE HEARD

“Are there robust resources to do this effectively? Is it possible to work with people that have expertise in this?”

“The role should be more about the precinct as a whole, it’s not reasonable for a business to expect them to do their marketing for them.”

“They do try to hit as many members as they can, but that’s a big flaw. Ensuring that everything is equitable means that the campaigns are too general to have impact.”

SERVICE RATING



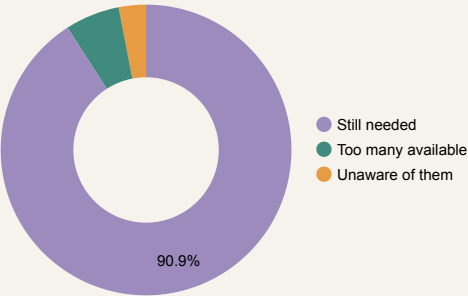
OPPORTUNITIES

- Deciding how this service is most effective for the precinct and members – a fundamentally important decision.
- Focusing more on the precinct than individual businesses may provide a more manageable marketing plan.
- Utilising the City of Melbourne's offer to provide more content and marketing assistance.
- Continuing to explore experiential and events-based marketing solutions that work for the precinct.

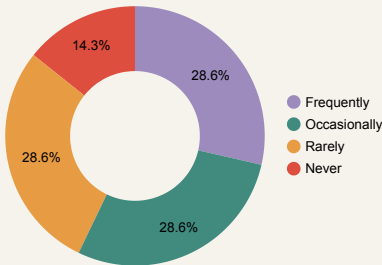
COMPREHENSION & ENGAGEMENT NETWORKING

As one of the most easily understood services, networking ranks high as a valuable asset to the YRBA ecosystem of benefits. Members regularly noted the effective and personal nature of face-to-face interaction. However, some members preferred networking events with topics and speakers that aligned more to their industry and upskilling opportunities.

ARE BUSINESS NETWORKING EVENTS STILL NEEDED?



YRBA MEMBER FUNCTION ATTENDANCE



TO KEEP

This is a core offer for the YRBA and though members lament their inability to be involved more, they regularly noted the value of the service. Aligning the diverse member group is a key value for the Association.

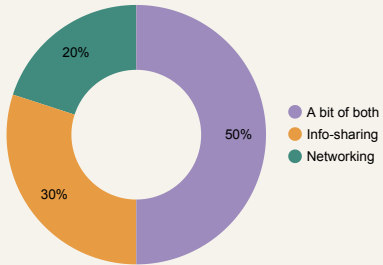
TO IMPROVE

Members noted that opportunities to diversify the networking events would be welcome. A range of speakers from government and industry, upskilling in marketing and social media and reporting on updates from previous advocacy efforts were all wanted by members.

WHAT WE HEARD

- “Networking is only as good as the people that want to network. Some members don’t use the association as much as they could.”
- “Good but needs to be far more adaptable. Focus has always been face to face – could bring new elements in.”
- “One of YRBA’s primary strengths, must continue.”

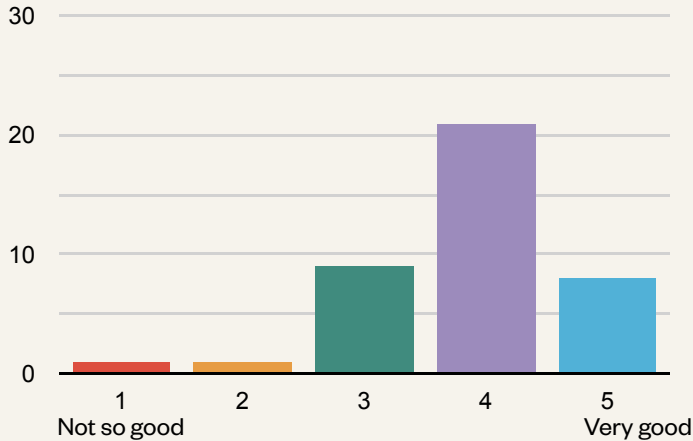
TYPE OF EVENTS WANTED



POSSIBLE FUTURE EVENTS

Industry-specific was the most popular type of event that members wanted to see more of in the future.

SERVICE RATING



OPPORTUNITIES

- Developing a new range of member events that focus on industry-specific or upskilling options may increase member engagement.
- Focusing on big picture strategy could be supplemented with more basic business coaching, recognising that not all members need the same type of assistance and events.

COMPREHENSION & ENGAGEMENT COMMUNICATION

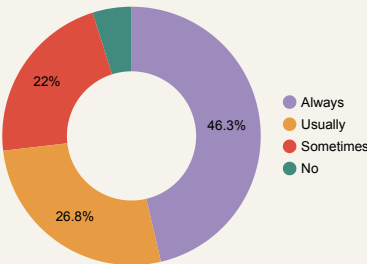
To better understand communications versus marketing, participants were asked to think about the YRBA in terms of both internal and external comms. Internal communications were centred around specific elements like EDMs as well as the ease and efficacy of communicating with the Association.

HOW MEMBERS CONTACT THE YRBA

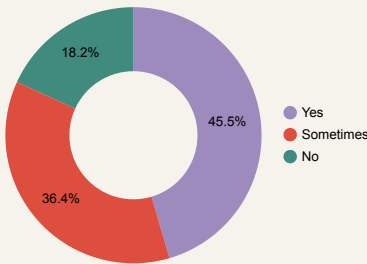
93.1%

of participants “just contact Tim” to get in contact with the YRBA – all find the process very easy.

HOW OFTEN MEMBERS READ THE EDM



HOW OFTEN THEY FIND THE CONTENT USEFUL



MOST POPULAR TYPE OF CONTENT

82.1%

of participants are looking for information about upcoming events and general news.

TO KEEP

Internal communications are highly regarded. Engagement with e-bulletins and the personal nature of contact give members a thorough, consistent and accessible way to communicate with the YRBA.

TO IMPROVE

Some members mentioned a desire to be more involved in decision-making processes across the Association and that includes internal communications.

WHAT WE HEARD

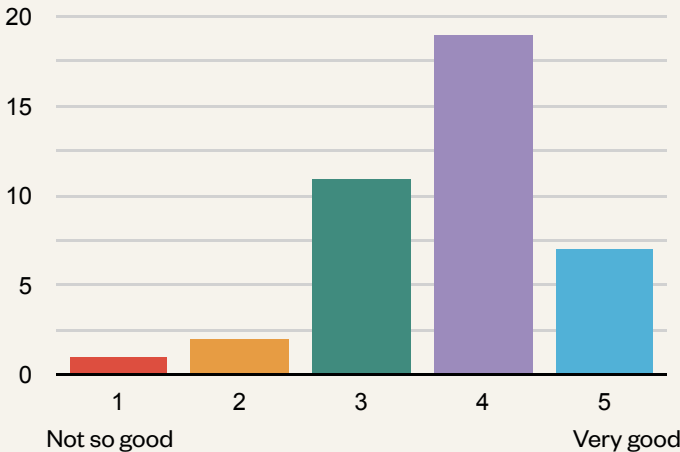
“The newsletter is really good. It’s informative with a good mix of info and tips. The website is fantastic and details all the roles different agencies play – nobody maps that governance stuff.”

“Internal comms are a bit stronger than the external. I don’t know if the YRBA knows what it’s supposed to do.”

“I think it’s very regular, but it’s about the traction. There’s a question about uptake.”

“Keep doing what they’re doing.”

SERVICE RATING



OPPORTUNITIES

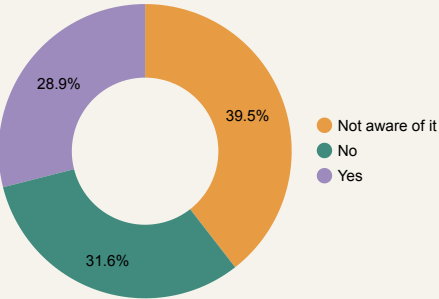
- Determining the primary function of internal versus external comms may help to determine the most important features of the EDM.
- Balancing news and events with content that reports on advocacy may help increase transparency.

COMPREHENSION & ENGAGEMENT

SOCIAL MEDIA

Focusing on a specific element of marketing like social media allowed participants to think in greater depth about how they view the overall digital identity and strategy for the YRBA. However, many were unaware of the service and what might be required of them to engage properly.

USE OF SOCIAL MEDIA SERVICE



TO KEEP

When participants were aware of the service, they were primarily positive about recent growth and changes. The updated approach resonated with members and they were pleased to see more attention on dynamic digital outputs over print.

TO IMPROVE

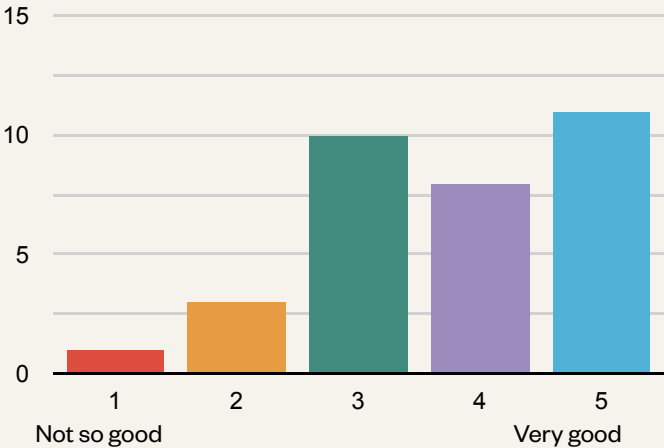
Many members have a comprehensive marketing engine in place while others have limited capabilities. Most participants seemed unclear on an overall social media or marketing strategy. This may lead to them gauging how often their individual business is represented rather than seeing a holistic approach to promoting the precinct.

WHAT WE HEARD

- “Greatly improved, would have scored 1 a year ago.”
- “The YRBA is too Southbank-Centric.”
- “It’s dependent on you producing content. What would be useful is to pick up content already produced on social media and reamplify that.”
- “Very biased to specific operators and businesses, committee members get more attention.”

“Social media and marketing are important for our tenants. They see it and they see the benefit.”

SERVICE RATING



OPPORTUNITIES

- Determining if the social media strategy is intended to promote the precinct and/or individual businesses may help alleviate member concerns and promote internal alignment.
- Communicating with members how the social media strategy is developed, managed and delivered may increase engagement.

COMPREHENSION & ENGAGEMENT

YARRARIVER. MELBOURNE

Like many aspects of the YRBA and the precinct, the brand and the website proves to be a divisive point of contention. Participants are roughly equally split between keep it, update it and no opinion. That said, those who wanted to keep it had less formed and resolved reasons for doing so than those who wanted to update the brand and website.

TO KEEP

The precinct approach to the website is something that resonated with most members – it was one of the less confusing elements of the site.

TO IMPROVE

Many members didn't know yarrariver.melbourne is run by the YRBA. Further, there are a number of choices that need to be worked through so the site aligns to the overall future strategy.

WHAT WE HEARD

“This feels like walking into a house party. I’m not sure if it’s starting or ending.”

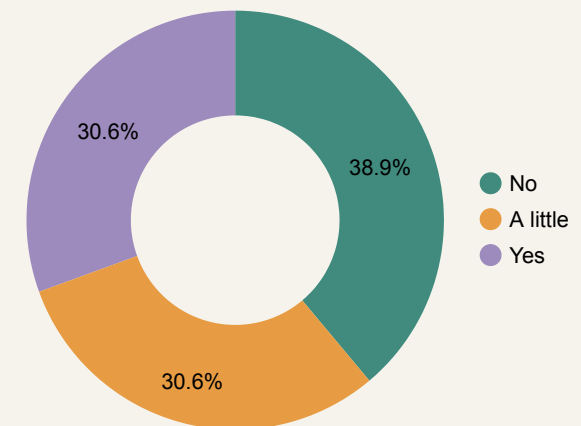
“I’m not confident that a visitor or local would go to that site? Why would they go there? Is it for members only? If they’re coming to the area for tourism there are plenty of other sites to look at.”

“The destination itself is undersold. This needs to be a destination for all of Melbourne and a major tourist attraction.”

“It’s fun and bright, less corporate, could lean more to doing that brand only – don’t need the YRBA corporate branding.”

Unclear brand strategy and digital objectives may be leading to a lack of alignment among members.

DOES THE YARRARIVER.MELBOURNE BRAND ALIGN WITH YOUR BUSINESS OR THE PUBLIC?



OPPORTUNITIES

- Determining if this brand truly represents the future Yarra River Precinct.
- Focusing on low-maintenance, easy wins.
- Determining who the site is for and what it's supposed to do will help define the optimal features and design elements.
- Ensuring elements that mimic city listing approaches (calendars, directories, etc) are actually worth the work.

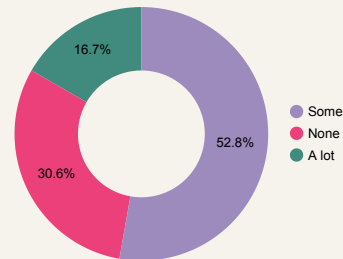
BENEFITS

UNDERSTANDING DIRECT & INDIRECT BENEFIT

Determining value can be tricky. Participants responded to questions ranging from the monetary worth of their membership to their emotional reaction to the Association. Through a varied set of lenses including potential engagement on the board, it's clear that the YRBA is a fundamentally valued organisation.

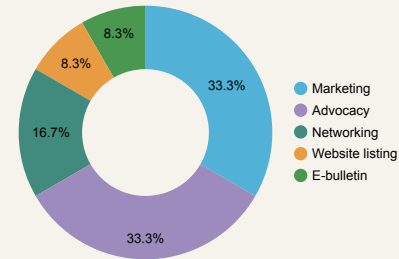
Direct and indirect benefit weren't always understood in the same way among participants. Some of it may depend on the maturity of the business and operator. Are they interested in or able to work towards long-term goals? Can they see the uplift of the precinct as a benefit to their business? If they are a young business or in a precarious situation, then direct benefit also mean immediate benefit, i.e. increased sales.

YRBA'S DIRECT BENEFIT TO BUSINESSES



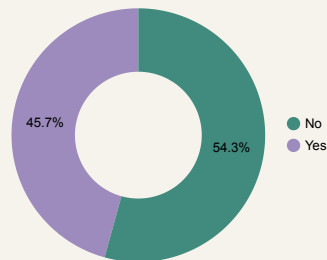
"We get direct benefit through connection with other businesses in the area when Tim makes introductions."

MOST BENEFICIAL ASPECTS



"I don't think we get a direct benefit, but the indirect is enough. There's no way they can give direct benefit – don't have scope or resources."

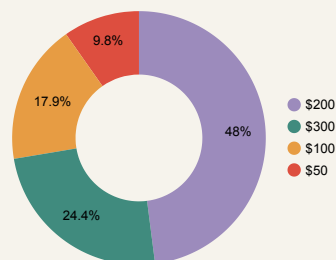
INTEREST IN PARTICIPATING ON THE BOARD



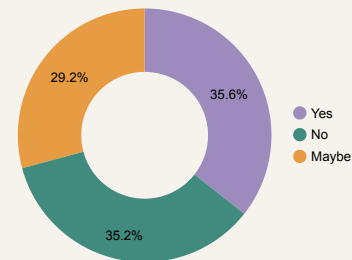
This is fairly high uptake and hopefully the numbers will convert to a substantial increase in interest.

"I'm not sure if the board is very diverse. I think this exercise is a step in the right direction, but what are they going to do with this information? What's the outcome?"

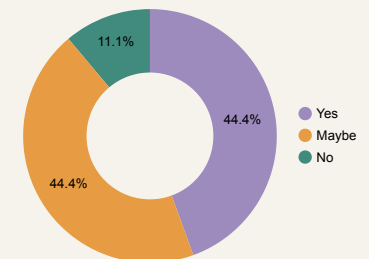
MEMBERSHIP FEE = GOOD VALUE



WOULD YOU PAY MORE FOR NEW SERVICES?



WOULD THE AREA SUFFER WITHOUT YRBA?



EMOTIONAL REACTION TO LOSS OF YRBA

58.1% 38.7% 03.2%

Disappointment
& devastation

No reaction

Wouldn't be
surprised

Though a number of people showed ambivalence towards the YRBA, a greater number were significantly emotionally invested.

WHAT TYPES OF SERVICES?

"More events."

"Business coaching."

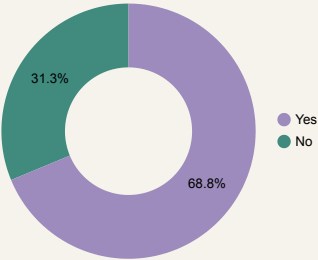
"Expanded networking to include direct introduction and facilitation to build festivals."

ASPIRATIONS

YARRA RIVER BUSINESS ASSOCIATION

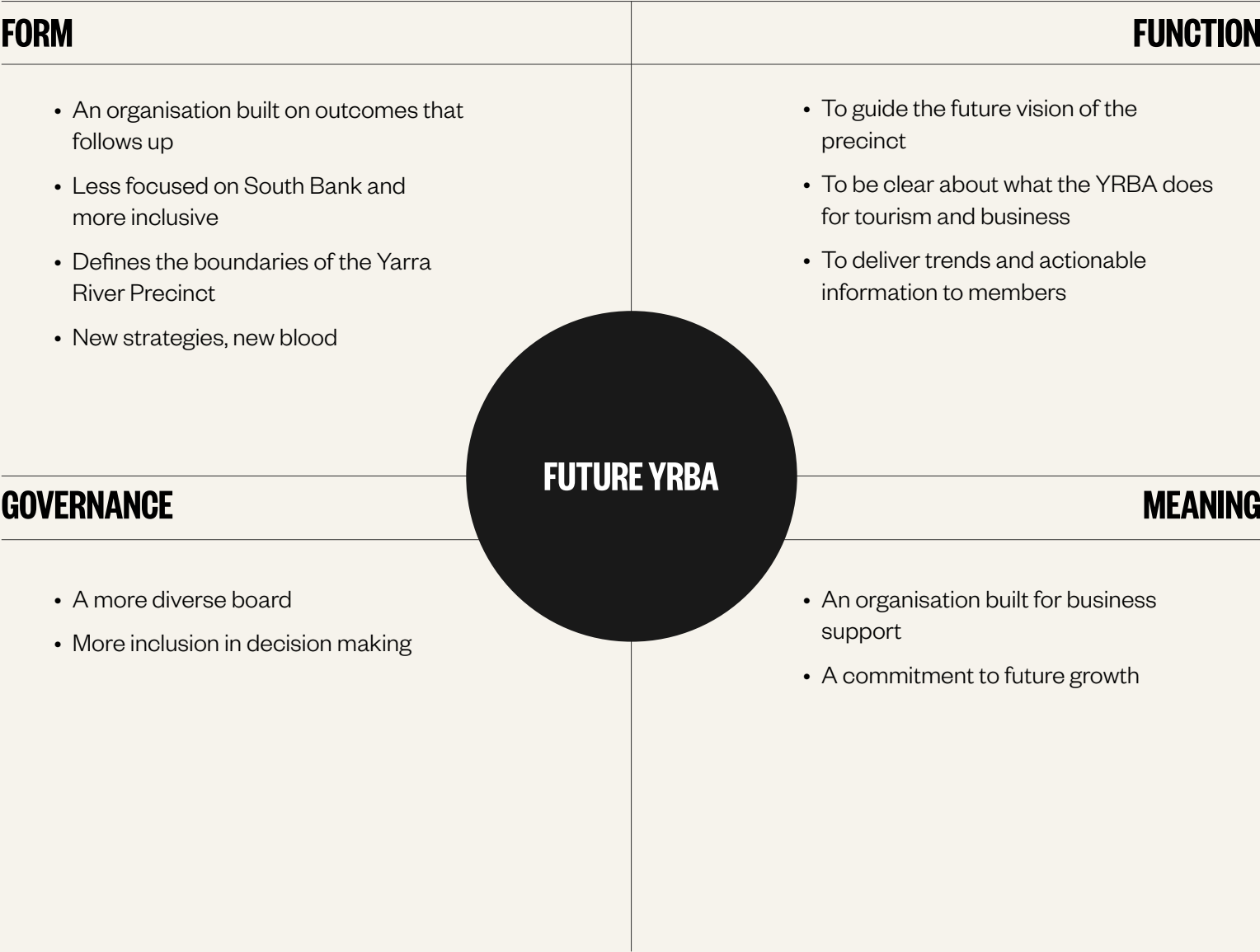
Participants view the future of the YRBA as an opportunity to deliver on some key elements they find important. What the Association is and does, how it's structured and what it values are lenses through which to better see what members think and want.

AWARE OF BIG IDEAS FORUM & VISION WORK



“I would expect that from the YRBA. It’s their job to work on the future of the precinct.”

“It provides members an opportunity to engage with decision makers. They’re on point, they’re always discussing things that impact their members. What transpires from that? Is their role to facilitate the discussion rather than affect the outcome? The Big Ideas Forum has a report, but then nothing happened. This is an opportunity.”



“Here is the deep dilemma of planning for place identity – how to create or protect urban place identity in a manner that does not kill the very dynamism that produces it in the first place.”

– Kim Dovey, Architecture and Urban Critic



ASPIRATIONS

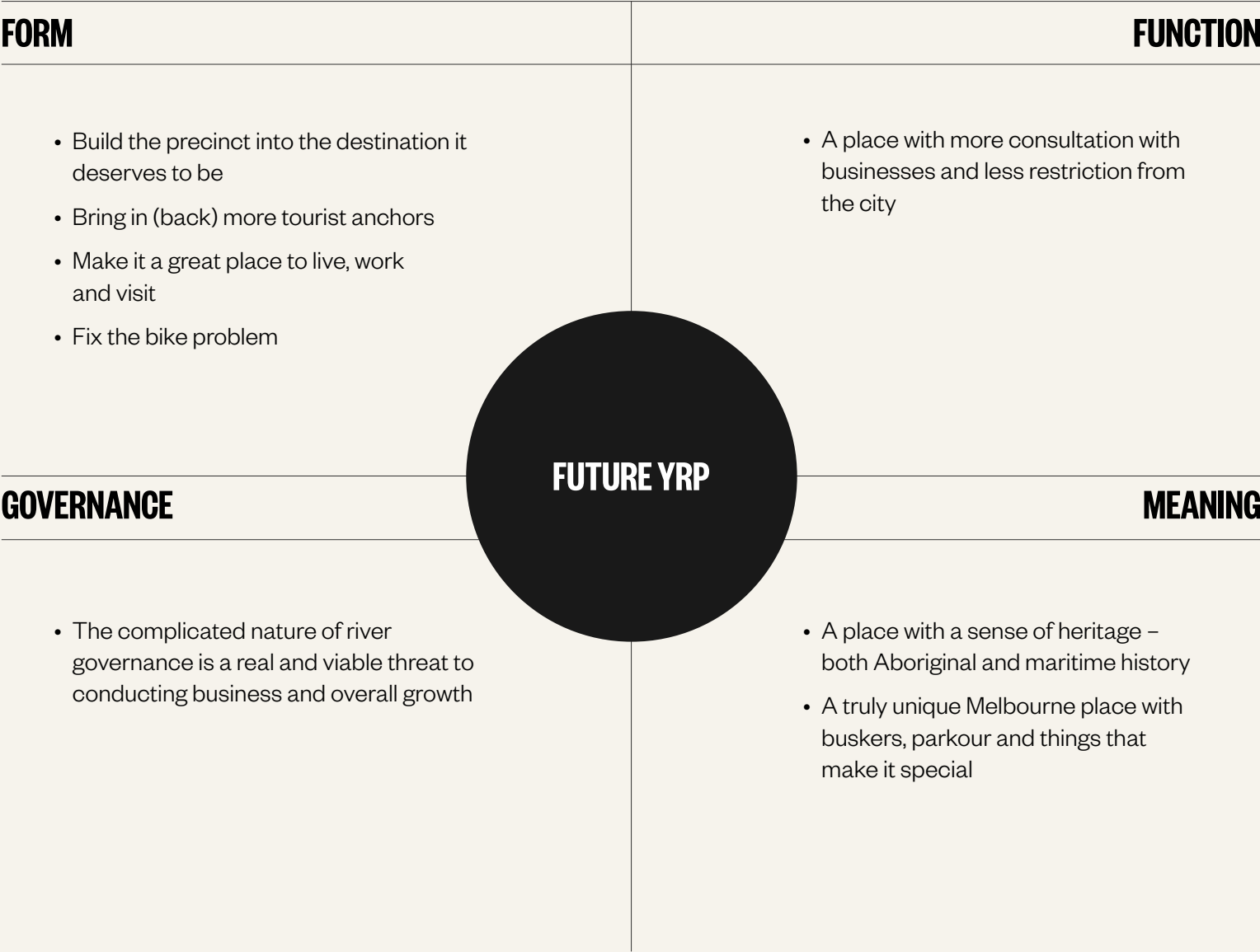
YARRA RIVER PRECINCT

The future of the Yarra River Precinct is obviously tied to each member. When members look forward to what they want the precinct to be, it's possible to extrapolate their values and help solve issues in ways that align with what's most important for the future..

WHAT WE HEARD

“It’s a great opportunity to develop a neglected area like Darling Harbour. We need promotion, investment and innovation. It’s underfunded. It’s a unique location. (It’s not Sydney Harbour, but it’s what we have.) It has a historical value that hasn’t been recognised and capitalised on, this place has been here for such a long time. It was dead across the street when I arrived, there was nothing here. This is still a fantastic opportunity.”

“I think it has to capture the beauty and essence of what Melbourne is, from an experience point and from a product point. There’s been these Peroni pop up bars with cheesy shit music making noise pollution, it could turn into a shit party zone. Have to maintain sophistication and style, Not becoming the new Chapel Street.”



RECOMMENDATIONS

RECOMMENDATIONS

CONTROL, INFLUENCE,
CONCERN

You don't want to sell yourself short, but it also helps to be reasonable. While these recommendations are based on an understanding of current resources, it's imperative not to minimise the future impact of the Association.

Additionally, these recommendations don't cover the extensive list of things that the Association should continue doing as those efforts are illustrated in the previous chapter.

“We can’t try to be everything for everyone.
We end up not doing anything particularly well.”

CIRCLE OF CONTROL

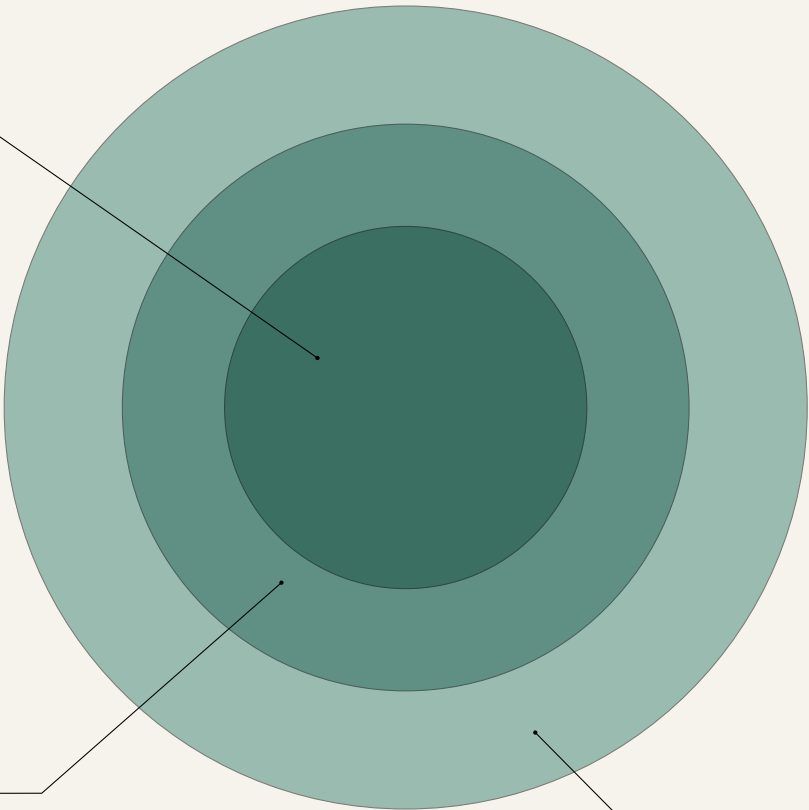
Focusing on what can be achieved and controlled will lead to more effective immediate and long-term gains.

CIRCLE OF INFLUENCE

Defined by our network of relationships, understanding what we can influence creates realistic expectations for outcomes.

CIRCLE OF CONCERN

All of the things that affect us. Being aware of them doesn't put them in our control but allows space to react appropriately.



RECOMMENDATIONS

WHERE TO FROM HERE

“I think the YRBA needs to have a really high profile in the future direction of Melbourne. When you think about the greenline, it should happen. The YRBA needs to be front and centre in all that strategic planning going on.”

Future changes and iterations to the YRBA can be more easily assessed and implemented when grouped into key aspects that function as an action plan.

OFFER

A clear and aligned internal understanding of the primary objectives, outcomes and services will translate to a stronger public-facing identity and value proposition.

What this means for the YRBA...

- Know your audiences
- Define your offer
- Communicate your services

IDENTITY

‘Achievable’ and ‘low-maintenance’ aren’t the most aspirational words but they’ll serve the Association in the exhaustive task of stewarding the place brand and identity for the precinct.

What this means for the YRBA...

- Define the precinct
- Build a place brand
- Design the right website

VALUE

People like what they can understand. If the value provided by YRBA is easy to talk about, people will do just that. Give them things they need and the words to express their worth.

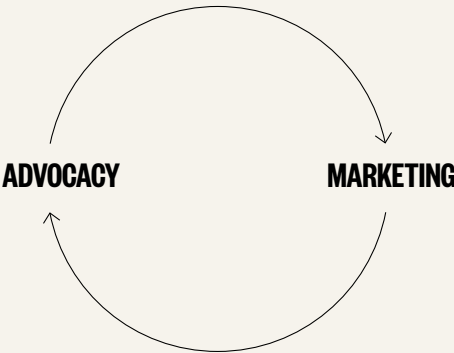
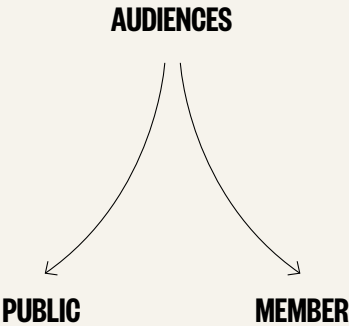
What this means for the YRBA...

- Educate your audiences
- Provide useful guidance
- Foster sustainable growth

OFFER

DEFINING WHO YOU ARE
& WHAT YOU DO

Underpinning future strategies with a clear picture of audiences, strong definitions of what the Association is and isn't, and generous communications about services will go a long way to engaging members.



Clarity and brand
will tell people what
to expect.

RECOMMENDATIONS

KNOW YOUR AUDIENCES

With public- and member-facing audiences, drilling down to develop a clear picture of who messaging and efforts are for always pays dividends.

Opportunity
Further developing any audience work can be seen as an added value for members.

DEFINE YOUR OFFER

Many members defined the YRBA as a marketing/tourism body or an advocacy. We like both, and see each feeding the other.

Opportunity
Finding the solution to this will make each stronger and potentially easier to execute.

COMMUNICATE YOUR SERVICES

Very few members could completely explain each service offered. Nearly everyone had difficulty aligning on how to describe what the YRBA does.

Opportunity
Clearly communicating a service is like giving people a script they can make their own.

IDENTITY

BRANDING A PRECINCT

Approach brand and website as low maintenance. As something you can control, what can you best achieve? Directories, listings and a what's-on city guide approach are labour-intensive endeavours that are already done well by others. What branding and marketing does the Yarra River Precinct need and how can the YRBA deliver that?



RECOMMENDATIONS

DEFINE THE PRECINCT

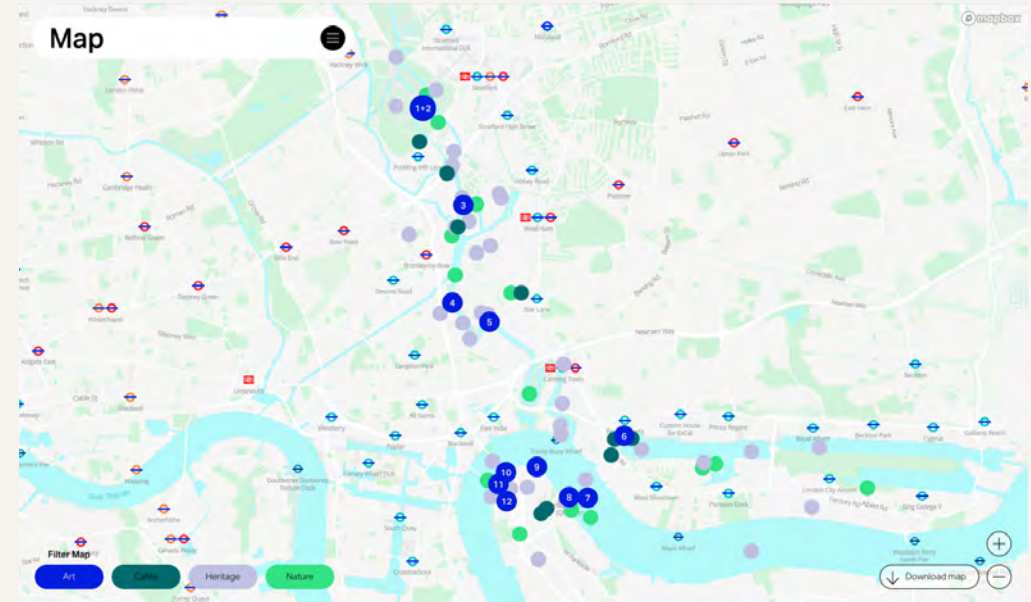
There is little consensus on where the precinct begins, ends and what's in between.

Opportunity

Utilising the public-facing website for the precinct, the YRBA can begin to define how people think of the YRP.

"If your place needs a slogan, it has a problem."

– Peter Saville, Creative Director Manchester City



Effective and Easy to Maintain Place Branding
The Line Artwalk, London

BUILD A PLACE BRAND

Current misconceptions about the precinct need to be addressed before current business can grow and new life can be attracted.

Opportunity

Branding the precinct first and the Association second will put the right foot forward and control the narrative.

DESIGN THE RIGHT WEBSITE

Engaging and easy to maintain don't have to be mutually exclusive – the right design solution will align to and elevate the overall strategy.

Opportunity

Developing a public- and member-facing anchor will define the identity of the precinct.



Melbourne
Aquarium

Batman Park

WTC Wharf

Melbourne Convention
and Exhibition Centre

South Wharf



Crown Entertainment
Complex



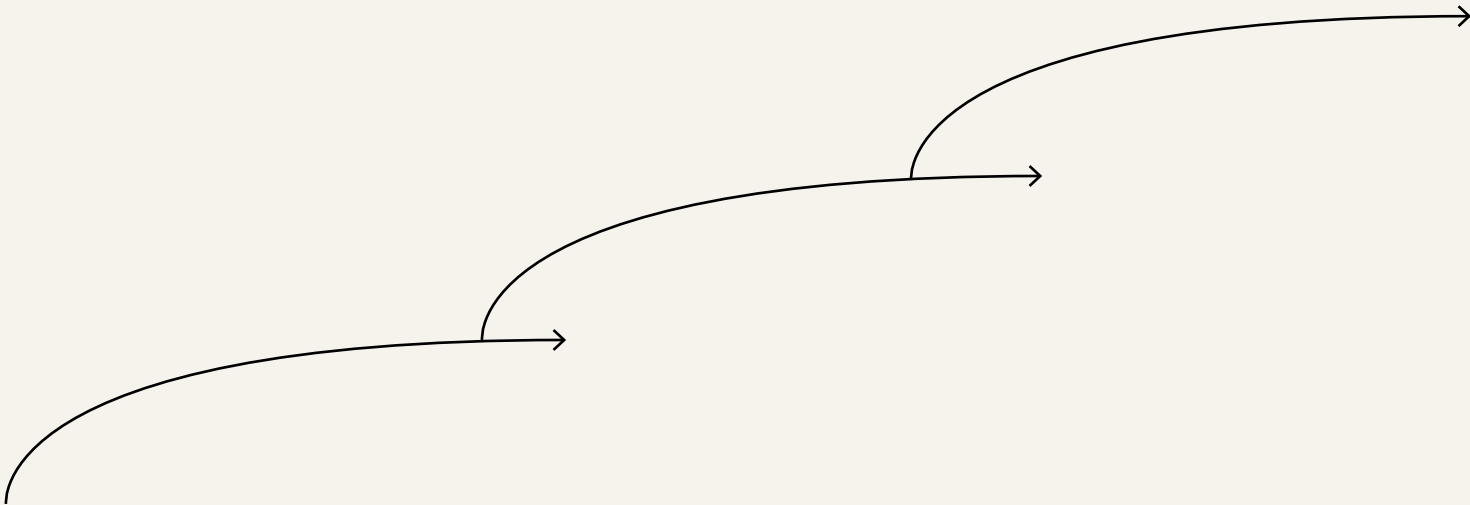
Immigration
Museum

Taxi

VALUE DEVELOPING & ATTRACTING POTENTIAL

People like what they
can understand.

Creating more value for members may require educational moments where people can better see how things work in the YRBA. Likewise, the public and future members will be more attracted by better engagement. Creating value is also about developing and attracting potential.



RECOMMENDATIONS

EDUCATE YOUR AUDIENCES

The public doesn't understand the precinct and the members don't fully understand the Association. What don't they understand?

Opportunity

Providing members with ways to better understand how services work will increase engagement and efficacy.

PROVIDE USEFUL GUIDANCE

Nearly every member responded positively to wanting to know more about their future customers. How can the YRBA help with that?

Opportunity


Shifting quickly from tourists to residents, a people report might help businesses capitalise quickly.

FOSTER SUSTAINABLE GROWTH

Current members want to know they're supported and new prospects want to know what's attractive about doing business in the precinct.

Opportunity

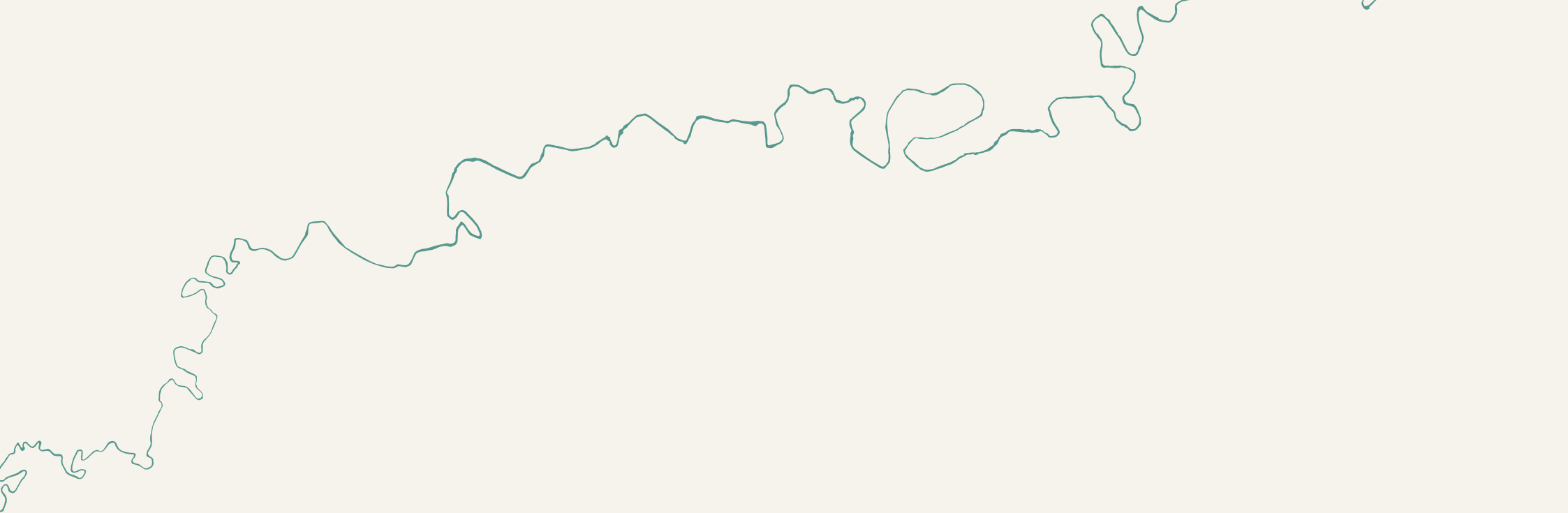
Defining the YRBA's role as a long-term custodian of the precinct will help focus the future on growth and potential.

An aerial view of two rowers in a white scull on a body of water during sunset. The water is dark with golden ripples from the low sun. The rowers are wearing black tank tops with red accents. Their oars are visible, dipping into the water. The scull is long and narrow, pointing towards the top of the frame.

**“Start where you are.
Use what you have.
Do what you can.”**

– Arthur Ashe







Yarra River Business
Association Inc

**Right Angle
Studio**