

***“BUILD IT, AND THEY WILL COME!”***



## **The Pickle District Marketing Plan**

March 2022

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## Executive Summary

The Pickle District is a burgeoning arts precinct situated at the nexus between Leederville, Northbridge, West Perth and West Leederville. It was formed in partnership with a handful of motivated venue operators and the area's sole resident, with the aspiration of becoming a hub of artistic activity and events. The vibrancy created by these activities would benefit the venue operators in providing much needed foot traffic and exposure.

This proposed hub would be a melting pot of artistic disciplines, creative industry and commercial opportunity. The hope is synergies would be created, and innovation would happen for the benefit of the broader community. In the same way Silicon Valley is the technology hub of the world, the Pickle District aims to be the creative hub of Perth. By bringing together practitioners from various disciplines from across the creative spectrum, an acceleration of overall creative output would occur, which could not happen in isolation. Although cultural precincts, designated or otherwise, already exist in Perth, The Pickle District offers some compelling advantages. Its proximity to surrounding facilities, nearby student populations, access to transport and the CBD, along with its open spaces and multi-functional buildings, the precinct is a prime candidate to become Perth's preferred creative hub destination.



The Pickle District Collective is keen to implement a marketing strategy to ensure all future promotional activities work towards a coherent vision. Significant progress has been made to raise the profile of the district; however, a unifying vision and purpose has been lacking to inform the right mix of activities. After consultation with the key stakeholders, some common aspirational themes were expressed, as well as some of the key limitations. The purpose of this document is to outline a blueprint on how these limitations can be overcome and attempt to distil the essence of the aspirational themes into a unifying purpose.

### ***Vision: To be the Epicentre of Perth's creative economy.***

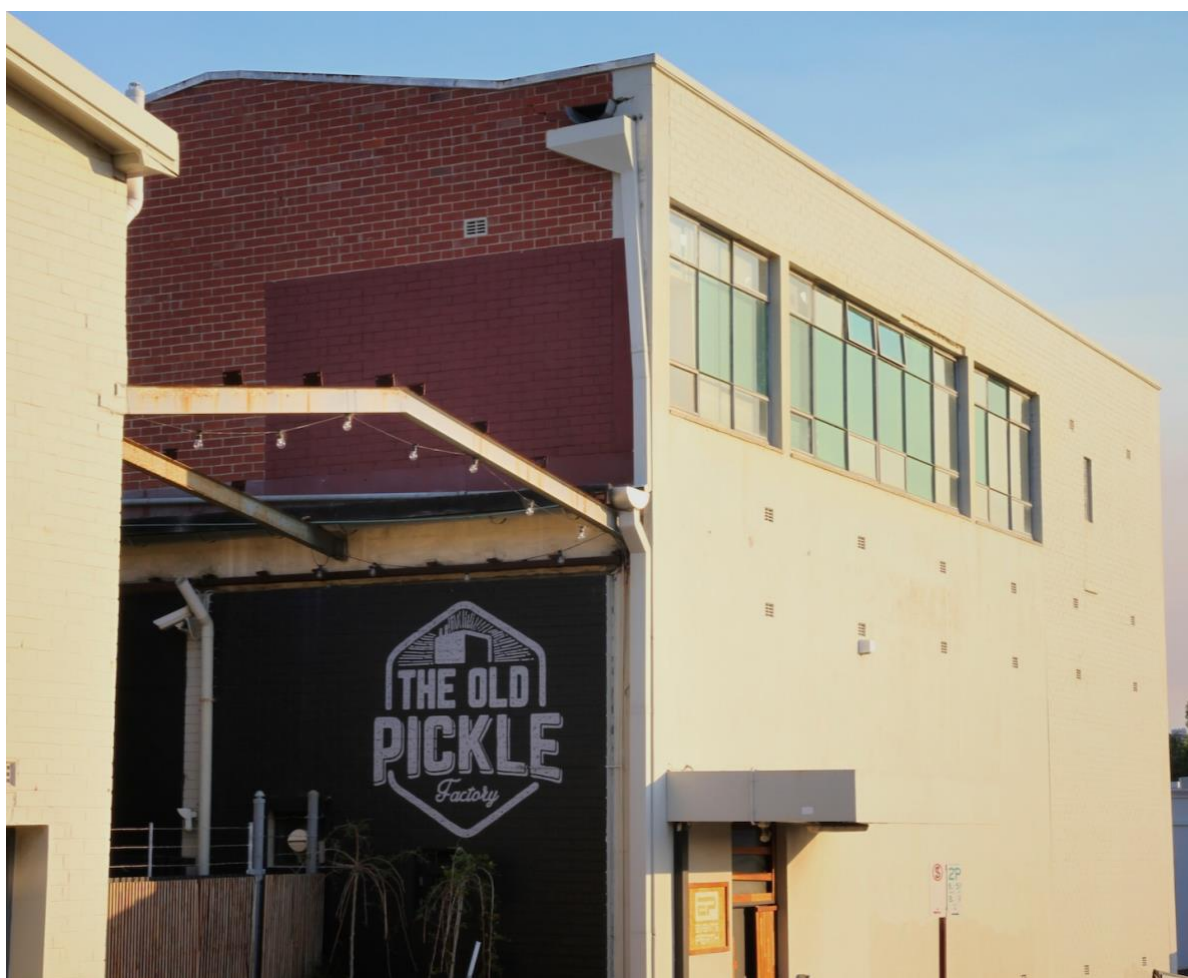
A bold vision, which requires a marketing strategy powered toward attracting the right mix of venue operators to the district. This will be achieved through a Push-Pull approach. Push – producing marketing materials and propositions (physical and online) to engage preferred prospective tenants. Pull – making the area so vibrant with events and activity, which will be celebrated and promoted through media channels, that prospective tenants will want to engage with the area. The Pull strategy can be funded by government grants, whereas the push strategy will need to be funded by an independent source of income.

The role of The Pickle District is threefold:

1. Be an advocate for the precinct by attracting creative industry businesses to the area.
2. Be a conduit between business operators to encourage creative synergies and collaboration.
3. Be a facilitator of coordinated events and implement marketing initiatives to create awareness and bring vibrancy to the precinct.

The key to success is a continuous flow of activity. A mindset shift needs to happen away from large-scale one-off events, to smaller regular activities. An outline of draft marketing initiatives to be implemented for the 2021-2023 period is detailed in the document.

In order to facilitate this flow of activity, the appointment of a dedicated events coordinator needs to be explored. This role would source funding, implement promotional activities and act as a focal point for collaborative endeavours and help drive home the vision. It is anticipated the role could be paid for through sponsorship, a collaborative marketing fund, arts industry grants and offset by revenue opportunities created at Pickle District events.



## The Opportunity

In his 2017 book, *The New Urban Crisis*, Richard Florida considered the downside of urban renewal he once vehemently advocated for. He argued that the recognised art cities had become victims of their own success, with huge inequality reaching its peaks, perversely, in the most liberal and creative areas. Vibrant neighbourhoods are turned over to developers and the wealthy. By this point, artists move on to another neighbourhood, borough, or city to find residency. This type of opportunity is facing The Pickle District.

The district is at a moment in time where it can become a transition destination for artists and creative industries for the next 10-20 years. The precinct is away from the expense of Northbridge and Fremantle, in a central location with wide open spaces, access benefits and council support. The Pickle District offers a variety of benefits:



- Proximity to Leederville train station
- Leederville hospitality precinct
- Large population of young demographic residents (West Perth/Leederville)
- WAAPA students (Yagan Square 2022)
- Leederville TAFE
- North, South and East Freeway Accesses
- Access to CBD
- Grunge factor



The Pickle District can become the epicentre of Perth's creative economy. An economy that sustains itself through collaborative synergies and one that can bring about innovation and cultural vibrancy to the city. Modelling similar hub movements, both locally and internationally, it is evident tremendous benefit can be achieved for hub tenants and the broader community, eg. Brunswick Design District, Victoria (supported by Moreland City Council) and Precinct75 in Brooklyn, NY (supported by City of New York).

The district is well placed to curate itself into a self-sustaining creative economy, where creative energy produces a multiplier effect of economic output. A number of creative practitioners already operate successfully in the area; sound engineers, video editing suites, multiple galleries, photography studios and working artists' spaces. The challenge is to attract like-minded creative businesses, who can contribute to building this self-sustaining creative economy.

The planned marketing initiatives will need to create a momentum of activity, whereby the process of tenant curation can begin to happen organically.

## Our Solution

**A** purposely curated hub, comprised of (but not limited to) sole-practitioners and commercial operations in the disciplines of:

- Visual – Painters, Sculptors, Installation, Illustrators, Photographers

- Sound – Musicians, Sound Engineers, Producers, Composers
- Stage & Screen – Writers, Producers, Directors, Actors, Editors, Costume, Set Design
- Digital – Game Developers, Animators, Graphic Designers
- Specialised - Architects, Fashion Designers

In addition, a periphery of complimentary operations will exist in the area to service those creative industries, such as paint suppliers, screen printers, location catering, drone pilots and op-shops. And finally, a healthy number of those artisans that bring necessary hospitality to the area, such as baristas, wine sommeliers, beer crafters, pastry chefs and chocolatiers.

Vibrancy and creative synergies are the by-products of having the right composition of tenants.



A dedicated marketing effort will be implemented to attract creative industry businesses to move into and operate within The Pickle District. There are two streams of marketing initiatives geared toward achieving this:

1. Pull - Present a steady stream of coordinated events, bringing awareness to the area and stimulating vibrancy, energy and financial velocity to existing businesses in the district.
2. Push - Celebrate the successes of these events and demonstrate the cooperation of the collective, then advocate for preferred tenants using overt and covert methods.

The pull strategies will be funded through arts grants and sponsorships. It is imperative therefore that this money be utilised effectively to generate awareness. The focus will be on niche, but continuous flow of events rather than large scale launches. This will ensure a broader and more diverse audience is reached and keeps the brand top-of-mind. Overall, it is about creating the demand and interest to move into the area.



The push strategies will take the form of low-cost collateral and presentation packs, online videos, targeted social media and leveraging contacts of The Pickle District working group. This stream of work will also require various levels of market intelligence and support from council, industry groups, building owners and leasing agents.

By attracting the right people to the area, the district will inevitably grow organically. Foot traffic will increase, as will opportunities for more hospitality venues. This will lead to more events and awareness for the area. The concentration of so many creatively minded people in such a cavernous geographical area will no doubt generate possibilities beyond what be conceived by this document.

## Target Market

The Pickle District will need to target audiences on three levels:

1. **Primary:** Creative industry businesses who want to participate in a collective hub.
2. **Secondary:** Cultural audiences who crave unique experiences and want to feel part of the creative process.
3. **Tertiary:** The broader community who want to be entertained.



### Primary Target Market: Creative Business;

They understand the synergistic effect that can be achieved by being in close proximity to their contemporaries. They derive inspiration from parallel disciplines and often seek collaborations to exponentially grow their audience/customer base. They need to be assured the move makes financial sense. They are connected to their peers and remain active in their industry. They want to feel their business is part of something bigger. Key message: *The Pickle District is where your business will thrive.*

### Secondary Target Market: Cultural Audiences;

Perth cultural audiences have matured since the days of the city being labelled as 'Dullesville'. Perth International Arts Festival ticket sales are up year-on-year, the Fringe festival has become a 'must-see' event and exhibitions are regularly popping up in many non-traditional venues/spaces. The audience opportunity is out there. They are informed. They are willing. They are prepared to be delighted. They want to feel more engaged. Key message: *The Pickle District is where ideas come to play.*



### Tertiary Target Market: Broader Community;

They may be within close proximity to the precinct, or not. The type of people who go to a large-scale event once a year to satisfy their cultural fix. The people who will go to street festivals but may not have the desire or inclination to visit the individual vendors of the area. Although not a primary target audience, their engagement with The Pickle District is important. Demonstrating community engagement is an important factor in funding and achieving critical mass for hospitality vendors and venue operators. The most

important asset this audience offers is their word of mouth. Their attendance and endorsement bring validation to the area and propels The Pickle District into the conversation. Key message: *The Pickle District is here! Tell your friends.*

## Competitive Landscape



Where exactly is the cultural heart of Perth? By name and nature, you would have to say the Perth Cultural Centre in Northbridge. It is home to the Art Gallery of Western Australia, Perth Institute of Contemporary Arts, the State Library, Museum of WA, Blue Room Theatre and State Theatre, all within a stone's throw of each other. But it wasn't until as recently as 2010 did the area come to life. When the MRA erected a large screen in the amphitheatre and the State Government built the Urban Orchard people began to mingle before/after events dropped-in to other venues as part of their visit. The last piece of the puzzle was new operators reviving of the PICA Bar so that people had a place to 'hang out' and be refreshed. So, it was the activation of the areas in-between the venues that gave the Perth Cultural Centre meaning. A lesson for The Pickle District.

Places like Perth Cultural Centre and Fremantle Arts Centre will always have their place. However, The



Pickle District can carve out a niche as being the underbelly of Perth's artistic community - the originator of ideas and preferred destination for contemporary audiences. A place where ideas come to incubate and find commercial value, as opposed to just being an exhibitor. However, in order for The Pickle District to attract businesses who can help deliver on this idea, a compelling argument needs to be made for the collaboration possibilities that can be achieved and access to captive audiences/customers.

## SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Aesthetically, it looks the part - the underground of Perth's creative community.</li> <li>• Location.</li> <li>• Council support.</li> <li>• Existing framework.</li> <li>• Motivated stakeholders.</li> <li>• Blank canvass.</li> <li>• Diversity of venue operations.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of connectivity between businesses.</li> <li>• Ability to influence building owners</li> <li>• Day-time parking availability.</li> <li>• Ability to facilitate after-dark visitation due to poor lighting, lack of public toilets and general 'dead-zones'.</li> <li>• Lack of current hospitality, food and coffee options.</li> <li>• Reason to hang around.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>• The current transition period of old businesses moving out.</li> <li>• Laneways.</li> <li>• WAAPA moving to Yagan square</li> <li>• Perth's emerging game design industry.</li> <li>• WA Screen Industry hub (government initiative).</li> <li>• Interstate/International 'Sister Hub' arrangements.</li> </ul>	<ul style="list-style-type: none"> <li>• If building owners become disengaged with vision and business operator's enthusiasm wanes.</li> <li>• A large-scale commercial redevelopment of the area for the construction of inner-city dwellings.</li> <li>• Inability to source funding or self-sustainable income streams.</li> </ul>



## Vision, Mission & Purpose

TERM	DESCRIPTION	EXPLANATION
<b>Purpose</b>	Work towards a better cultural future for Perth, by creating an environment where potential synergies can happen as a result of artistic convergence.	The role of The Pickle District is to act as a conduit between the collective ecosystem residing in the area, and the broader community. It should actively seek opportunities where it can champion and celebrate the symbiotic relationship between its tenants. This can contribute to the overall cultural fabric of Perth. The Pickle District does not exist as a pseudo-marketing arm of the individual business operations, but more as a facilitator and curator of combined work and events.
<b>Vision</b>	To be the epicentre of Perth's creative economy.	An opportunity exists to bring together the various elements and disciplines of Perth's artistic community to co-exist in a hub. This collaborative environment will bring about creative velocity for its constituents and lead to flow-on commercial benefits for the broader community. The perfect place for this to happen is in the warehouses and dis-used light industrial spaces of the inner-city location -The Pickle District.
<b>Mission</b>	Actively participate in curating the tenancy composition of the district and facilitate collaboration where audiences can participate in the process.	Ultimately, The Pickle District is not an entity onto itself, but a representative of the businesses contained within it. It should have a say in whom it wishes to represent and the benefit each brings to the overall collective. This effort involves having a close relationship with building owners and producing a compelling business case for the curated tenancy vision.

<b>Values</b>	Ambitious, Uncompromising, Empowering, Fun	The vision is bold, and the execution needs to be steadfast. All those wishing to be part of this experiment should be given every possibility to succeed, with support and encouragement from the collective. Ultimately, the end game is for everyone to reach their goals whilst enjoying the journey.
<b>Goals</b>	<ul style="list-style-type: none"> <li>• Increased foot traffic to the area, both during the day and at night.</li> <li>• A vibrant area of mixed entertainment attractions, stimulating experiences, events and commercial opportunities.</li> <li>• Increased social media following and engagement.</li> <li>• Milestone projects, which gain broader community recognition as a positive example of artistic collaboration.</li> <li>• Continually engaged stakeholder group, including funding bodies, business proprietors, building owners, practitioners and audience representatives.</li> <li>• Continued economic sustainability of the district through independent income streams.</li> <li>• A waiting list of prospective tenants wanting to get in.</li> </ul>	

## Strategic Roadmap Towards Vision

The vision requires the implementation of initiatives aimed at building the framework for a vibrant creative hub. The aim is to roll out the initiatives sequentially at first, but once momentum has been built, continue to happen in parallel.



1. Create Identity  
Build presence and awareness for the district through signage, physical markings and business affiliation. Activate areas in between venues to bring about connectivity. Establish a unique appearance and set of visual stimuli to notify visitors they are in The Pickle District.
2. Build Awareness  
Rather than a 'Launch Party', a series of smaller events would target various sub-segments of the artistic/cultural community who would come into the area and create groundswell of location awareness. Encourage word of mouth about the area #pickledistrict to generate momentum. Build on momentum to create progressively larger and more inclusive events.
3. Generate Revenue Source  
Generate an ongoing source of income (aside from grants & funding) in order to implement non-event initiatives and remain relevant and sustainable. Location hire, tenant finder's fees, annual art fair, adopt a laneway, subscription membership and merchandise are all options, which may warrant investigation.
4. Attract Hospitality Venue  
The area needs a place for people to hang out, be refreshed and act as a drawcard for evenings/events. A concerted effort needs to be made to attract such an operator into the district. Ideal: Micro Brewery at City Holden site.
5. Attract Marquee Tennant

Brings a stream of workers to the area and creates financial viability for existing/potential vendors of the district. Provides validity to the area and possibility of government funded infrastructure works – footpaths, lighting, public toilets etc. Generates daytime foot traffic for service businesses. Hospitality venues offer an incentive for workers to hang around at night and potentially a planned exhibition or art show event happening in the area. Ideal: RTRFM or a large Advertising Agency.

6. Amenities

There needs to be a concerted effort to activate the ‘dead-zones’ and laneways which connect current businesses. Seek out streams of government and council funding to provide amenities, which further perpetuates the idea of a creative hub where community-minded people can work and play sustainably. A place where more experimental initiatives can be tested eg. Bike lockers for workers/visitors, Recycling stations, community gardens, energy efficient public spaces and augmented reality tourist information. These types of amenities contribute to the area’s overall attractiveness for creative workers and audiences.



## Marketing Activities

**A**ctivities are centred around the idea of 'The Pickle'. Being 'Pickled' is a way of life and frame of mind. Variations on the word 'Pickle' gives life to the name and is good way to generate repetition awareness of the brand. It is a bit of fun and creates a certain brand personality of accessibility.

The below list is not exhaustive, and each activity needs to be fleshed out and costed. Behind each activity sits the promotional tactics of social media engagement, PR and advertising. These activities will support ongoing initiatives around installation projects, exhibitions, council edicts, funding opportunities and broader artistic considerations. Also sitting in parallel is each venue's efforts to attract audiences through their own exhibitions and events.

In order to drive these activities, The Pickle District needs to appoint a dedicated events coordinator, preferably in a full-time capacity, but at the very least in a part-time capacity. This role could be funded through a combination of income sources;

- LotteryWest arts industry grants for emerging practitioners
- State and Local government funding sources for community activation
- Revenue derived from merchandise and/or donated art pieces sold at events or online
- Sponsorship by land and building owners interested in area activation
- Collaborative marketing fund established by Pickle District venue operators

In addition to coordination and implementation of the marketing activities, the role would continue to explore ongoing sources of funding for the district's collaborative initiatives, with a view to evolving into a 'Place Leader – Events & Activations' role.

TIMING	OBJECTIVE	ACTIVITY	DETAILS
2021	Awareness	Pickle After Dark #1	<ul style="list-style-type: none"> <li>• 3-4 venues participate in a coordinated 'art-crawl' event around a central theme.</li> <li>• The walk is curated through the laneways or walkways which connect venues, which are lit and activated around a theme.</li> <li>• Final destination to act as the hospitality/party venue.</li> </ul>
Q1 2022	Identity	Place Activation	<ul style="list-style-type: none"> <li>• Entrance statement to the area, either corner Newcastle &amp; Cleaver corner Old Aberdeen &amp; Cleaver.</li> <li>• Incorporate as part of Place Plan</li> <li>• Raised Paving</li> <li>• Signage</li> </ul>
	Awareness	Inner Pickle	<ul style="list-style-type: none"> <li>• Launch of membership/loyalty program for followers to channel their 'Inner Pickle'. The Inner Circle of The Pickle District.</li> <li>• Leverage audience engagement from Pickle District After Dark to build membership base</li> <li>• Bulk up social presence, preparation of twitter handles, library of posts, tagging and connecting with influencers, groups and audiences.</li> <li>• Benefits of priority access at events, pre-public invitations, meet the artists etc. Ground-level benefits to those who join up first.</li> </ul>
	Identity	Place Activation	<ul style="list-style-type: none"> <li>• Physical markings within the area to designate it as specific hub eg. Painted kerbs, signposts, recurring theme artworks on buildings.</li> <li>• Public art installations</li> <li>• Execute Place Plan</li> <li>• Specific attention given to the walking routes between key venues – pathways, laneways, side streets.</li> </ul>
Q2 2022	Publicity	Pickle Me!	<ul style="list-style-type: none"> <li>• Selected venue (possible outside) to host media event to launch the Pickle District's vision.</li> <li>• Presentations and speeches by key people on vision of Pickle District.</li> <li>• Government, council contributions.</li> <li>• Announce outline of upcoming events.</li> <li>• PR generated post event.</li> </ul>
	Awareness	Pickle After Dark #2	<ul style="list-style-type: none"> <li>• Another 3-4 venues selected to participate in a different theme for the art crawl.</li> </ul>



			<ul style="list-style-type: none"> <li>• Focus more on the connectivity between venues and promote inter-venue hopping rather than a procession in one direction as was in Pickle After Dark #1.</li> <li>• Each venue to cater for hospitality.</li> </ul>
	Revenue	The Pickle District	<ul style="list-style-type: none"> <li>• Begin exploring income opportunities.</li> <li>• Develop business case for each opportunity with 1-2 gaining ratification by Working Group.</li> <li>• Implement membership fee program.</li> </ul>
	Identity	Place Activation	<ul style="list-style-type: none"> <li>• Installation of Major Entrance Statement.</li> <li>• Commission installation work or large-scale structural piece eg. archway, signage</li> <li>• Media opportunity and pre-cursor to end of year party.</li> </ul>
<b>Q4 2022</b>	Publicity	Pickle Me!	<ul style="list-style-type: none"> <li>• Major PR event to announce PickleFest – the annual street party for The Pickle District.</li> </ul>
	Awareness	PickleFest #1	<ul style="list-style-type: none"> <li>• Every venue operator involved and encouraged to have street presence – art sales,</li> <li>• Activated lanes and public spaces.</li> <li>• performance, talks etc.</li> <li>• Signature PR opp. and VIP possibilities for prospective tenants</li> <li>• Creative efforts to collect visitor emails addresses.</li> </ul>
	Awareness	Pickle Me!	<ul style="list-style-type: none"> <li>• Leverage good will and excitement from PickleFest for broad base media exposure around district and vision.</li> <li>• Gain top of mind for launch pad into Perth Festival season, where future opportunities to present and host international artists can be explored.</li> </ul>
	Awareness	Inner Pickle	<ul style="list-style-type: none"> <li>• Hard push for paid members to join loyalty program.</li> <li>• Target those attendees at PickleFest as well as attendees of the Get Pickled events throughout the year.</li> </ul>
	Awareness	Pickle After Dark # 3	<ul style="list-style-type: none"> <li>• Coordinated 5-8 Venues</li> <li>• Central theme</li> <li>• Hopefully larger licensed venue available to be last port of call for hospitality – Street Party?</li> </ul>
<b>Q1 2023</b>	Brand	Pickle-O #1	<ul style="list-style-type: none"> <li>• Annual Kids day. Themes to get children involved and engaged in art/culture at the various venues.</li> <li>• Council support.</li> <li>• Dry event.</li> </ul>

			<ul style="list-style-type: none"> <li>• Media and photo opp.</li> <li>• Maybe tie-in with charity or Telethon to raise money.</li> </ul>
	Awareness	Pickle Me!	<ul style="list-style-type: none"> <li>• Media event to announce PickleFest #2</li> </ul>
<b>Q2 2023</b>	Awareness	PickleFest # 2	<ul style="list-style-type: none"> <li>• Bigger and badder!</li> <li>• More emphasis on public spaces.</li> <li>• Multiple stage set ups for music, performance and community access stage.</li> </ul>