

SYDNEY VIEWS

IT'S SHOWTIME

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Feeding Performance

Medical delegates embrace the research behind performance enhancing menus.

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New Era of Innovation

The stage for innovation is set at ICC Sydney.

PAGE 12

Dr Data

Hear how NSW's Chief Data Scientist is improving customer experiences.





Chief Executive Officer at International Convention Centre Sydney (ICC Sydney). Geoff Donaghy also holds the roles of Director of Convention Centres AEG Ogden and President of the International Association of Congress Centres (AIPC) and is its representative on peak global body, the Joint Meetings Industry Council (JMIC).

After opening on 20 December 2016, ICC Sydney has had the fantastic opportunity to move from a conceptual to a practical operating phase. The exciting stage we now find ourselves in is the result of three years of meticulous planning and reflects our experience and strong engagement with valued clients, industry partners and suppliers.

During our first quarter of operation, we welcomed almost 320,000 patrons, delegates and attendees through our venue and delivered 170 events. We successfully connected two million client sessions on the ICC Sydney Wi-Fi network and purchased 20,000 bottles of NSW wine. These numbers are extraordinary. They reflect the positive response we have received from both the industry and community and the awesome impact convention centres have not just on their host cities, but also the regions around them.

From concept to practice, ICC Sydney is now demonstrating its innovative operations across all areas of the venue. Our information systems and

culinary deliverables are just some of the areas which will be highlighted in this edition of Sydney Views.

We draw on client experiences and our own expertise to immerse you into the centre of innovation that is ICC Sydney.

The environment we create for our clients and their events is one which fosters knowledge sharing and collaboration from our smart systems to our Feeding Your Performance culinary philosophy, we are providing spaces, tools and expertise to facilitate learning, growth and discovery.

The coming months will see an array of conventions, exhibitions and entertainment held at ICC Sydney. Major international events, including TEDxSydney, IBA Annual Conference Sydney 2017 and OpenStack Summit will have us welcome both new and returning visitors from across Australia and around the globe.

At ICC Sydney, we aim to deliver the extraordinary for all of our clients. From the moment they access our harbourside precinct, to the running of their events and delegate experiences, we look forward to welcoming all to our centre of innovation.

ICC Sydney is a NSW Government project, delivered in partnership with Darling Harbour Live, which comprises Lendlease, Hostplus, First State Super, Capella Capital, AEG Ogden and Spotless FM.

“We were thrilled to stage the 2017 APRA Music Awards at ICC Sydney. From the sweeping city views forming a stunning backdrop for the red carpet arrivals, to the state of the art Grand Ballroom, the venue was perfect for showcasing and recognising Australian songwriting talent. Our guests were impressed by the superior sound quality, the room design and the overall atmosphere. The food and beverage service



1 Executive Chef, Tony Panetta, in the Grand Ballroom

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COVER IMAGE

ICC Sydney's Exhibition Centre at dusk

Food Under the Microscope



ICC Sydney is committed to using not only the best local ingredients, but ones that enhance delegate experiences by driving physical and mental performance.

Lynell Peck, Director of Culinary Services at ICC Sydney (left), speaks to Eve Propper (right), Events and Sponsorship Manager at the Royal College of Pathologists Australasia (RCPA), about her experience of the venue's Feeding Your Performance culinary philosophy.

Click here for more images.

How important is good food and nutrition in a professional setting like a conference?

Hugely important. Nutrition impacts how sustained delegates feel and their ability to maintain concentration. It's a deciding factor for us when choosing a venue for a meeting.

What do you think about ICC Sydney's Feeding Your Performance philosophy?

I think the concept is brilliant. It's fantastic to see a venue like ICC Sydney take an industry leading stance and embrace medical research to inform its approach. Recognising the positive impact of good nutrition on a delegate's mental and physical

Did you have any feedback from delegates with special dietary requirements?
One of the things they loved was that the menus already catered to a range of different dietary options. Everyone could enjoy the experience together without a sense of exclusion or

performance is so important, and ICC Sydney has done a great job in bringing health and wellbeing to the fore as a key industry issue.

What was a standout feature of your culinary experience?

The presentation and variety was impeccable. We were never served the same dish twice, except for fruit which was served in a variety of ways throughout the day -

cubed on kebabs, sliced, as a salad - evolving every time.

It was also great to see such beautiful local produce in each dish. It's vital that large organisations like ICC Sydney support local businesses, and New South Wales has some of the finest ingredients so it's a win for the community, the client and for delegates. Importantly, as an event organiser who often spends multiple days in convention centres, for the first time I felt energised at the end of each day instead of bloated and sluggish.

How would you describe your experience working with ICC Sydney's culinary team?

The team was extremely collaborative from start to finish, and I was impressed by their expertise and responsiveness.

What overall reaction did you have to Pathology Update 2017?

We enjoyed record breaking attendance, which was up 18 per cent on last year, and attendees were absolutely blown away. Although we anticipated a lift in attendance, our expectations were exceeded.
1 Signature dishes from ICC Sydney's Feeding Your Performance menu



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A New Wave of Exhibition Industry Innovation
Director of Event Services, Malu Barrios, shares the importance of collaboration in planning and delivering ICC Sydney's first major, venue-wide exhibition.

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ICC Sydney Heralds a New Era of Innovation: It's Showtime
CEO, Geoff Donaghy, explains how fostering a culture of innovation helped to successfully launch Australia's premier convention, exhibition and entertainment venue.

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Smart Systems
General Manager, Adam Mather-Brown, explores the

technology that is improving client experiences at ICC Sydney.

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Event Spotlight: Salesforce World Tour
In its return to Sydney, the global tech event utilised ICC Sydney's in-house ICT infrastructure and know-how.

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Driving Data Decisions
Dr Ian Oppermann explains how data-driven decisions are improving human experiences.

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What's On
TEDxSydney's Stuart Buchanan shares his top tech and cultural events in Sydney this autumn and winter.

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ICC Sydney Insider
Director of Communications, Samantha Glass, reveals her top tips for places to wine, dine and shop in the city.

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Local Thought Leaders and global clients on ICC Sydney's role



Reed Gift Fairs is one Australia's largest annual trade shows - a beacon of industry, renowned for launching the nation's exhibition season.

The opening of ICC Sydney saw the esteemed event return to the heart of the city after three years, and with this came an expectation of excellence.

Collaboration and communication with the client and the broader exhibition industry were key to success. Malu Barrios, Director of Event Services at ICC Sydney, explains how the team created a new industry standard.

Click here for Case Study.

Reed Gift Fairs



23% increase in total



525 homewares and



A\$30 million transacted



1,000 vehicles utilised

Held in February 2017, Reed Gift Fairs marked a major milestone for ICC Sydney. It was the first show to use all 32,600sqm of space in the exhibition halls, alongside numerous other facilities, and 18,500 visitors came to see 525 homewares and gift exhibitors over five days.

This represented an unprecedented 23 per cent increase in visitation from 2016, and 17 per cent more attendees than anticipated. Over A\$30 million was transacted on the trade show floor.

A resounding success, here is how we approached the event.

INTERNAL COLLABORATION

From planning to execution, ICC Sydney's teams - including culinary, facilities management, production, technology and traffic management - worked as a single unit, aligned every step of the way.

Reed Gift Fairs was so large that it had to be run as if it were two separate shows, so dedicated staff were assigned to each floor of the double-stacked building to support activity.

This was backed by smart logistical initiatives like routing additional power through wall cavities to cater to client needs, and re-programming elevators to enable easy access for attendees between levels.

Thanks to the unprecedented flexibility of the venue, its magnificent spaces and our premium service offer, a range of engagement events were also held on site, including a gala dinner and awards night in the

Grand Ballroom and an exhibitor's cocktail function in The Gallery.

Not only did this provide a seamless experience for guests, it showed the exhibition industry attendees the true breadth of ICC Sydney's facilities, our capacity for collaboration, and best in class dining.

As with all events, there was a twist and more than 300 additional guests arrived for the cocktail event. However, because we had built a range of contingency plans with the client, we were able to respond nimbly to the increase in numbers.

NETWORK APPROACH

ICC Sydney's central location gave attendees unprecedented access to the event, which helped fuel fantastic attendance figures. In anticipation, we collaborated with government agencies and organisations to ensure a good experience for all.

For example, working with Property NSW, Roads and Maritime Services, and logistics specialists Agility, we moved 1,000 vehicles in and out of ICC Sydney without blocking inner city streets during set up and pack down.

Inside, we collaborated to enhance lighting levels across the exhibition halls, while our operations team worked with contracted rigging companies to deliver spectacular displays.



ICC SYDNEY FAST FACTS

ICC Sydney features an impressive 35,000sqm of internal exhibition space.

Using a smart, stacked design to suit its inner city location, 32,600sqm are located across the exhibition centre's seven halls and a further 1,400sqm are located within the convention centre.

CLIENT PARTNERSHIPS

We worked shoulder to shoulder with Reed Exhibitions to secure complete clarity of vision. Together we created a platform for transparency, accountability and flexibility by establishing a bespoke strategy and objectives.

Reed Gift Fairs has a stellar reputation and we wanted



"ICC Sydney worked closely with Reed Exhibitions and their partners to deliver an impeccable program, with excellent service and support over the 13 days of the event. The team's commitment and dedication ensured that we opened on time and the collaborative approach

STEPHEN STEENSON
Group Director of Operations at Reed Exhibitions

"Industry peers watched on throughout and they were hugely impressed with the delivery, presentation, and achievements of all involved. The hospitality staff and security, operations and event managers all put their best foot forward for a successful event for Reed Exhibitions. We look forward to working with the ICC Sydney team in the future," Steenson said.

Seventy exhibitions are booked at ICC Sydney this

INDUSTRY EDUCATION

Following the success of the test event and thanks to the close relationship we built with the client, Reed Exhibitions was happy to help us leverage the event as an industry education program.

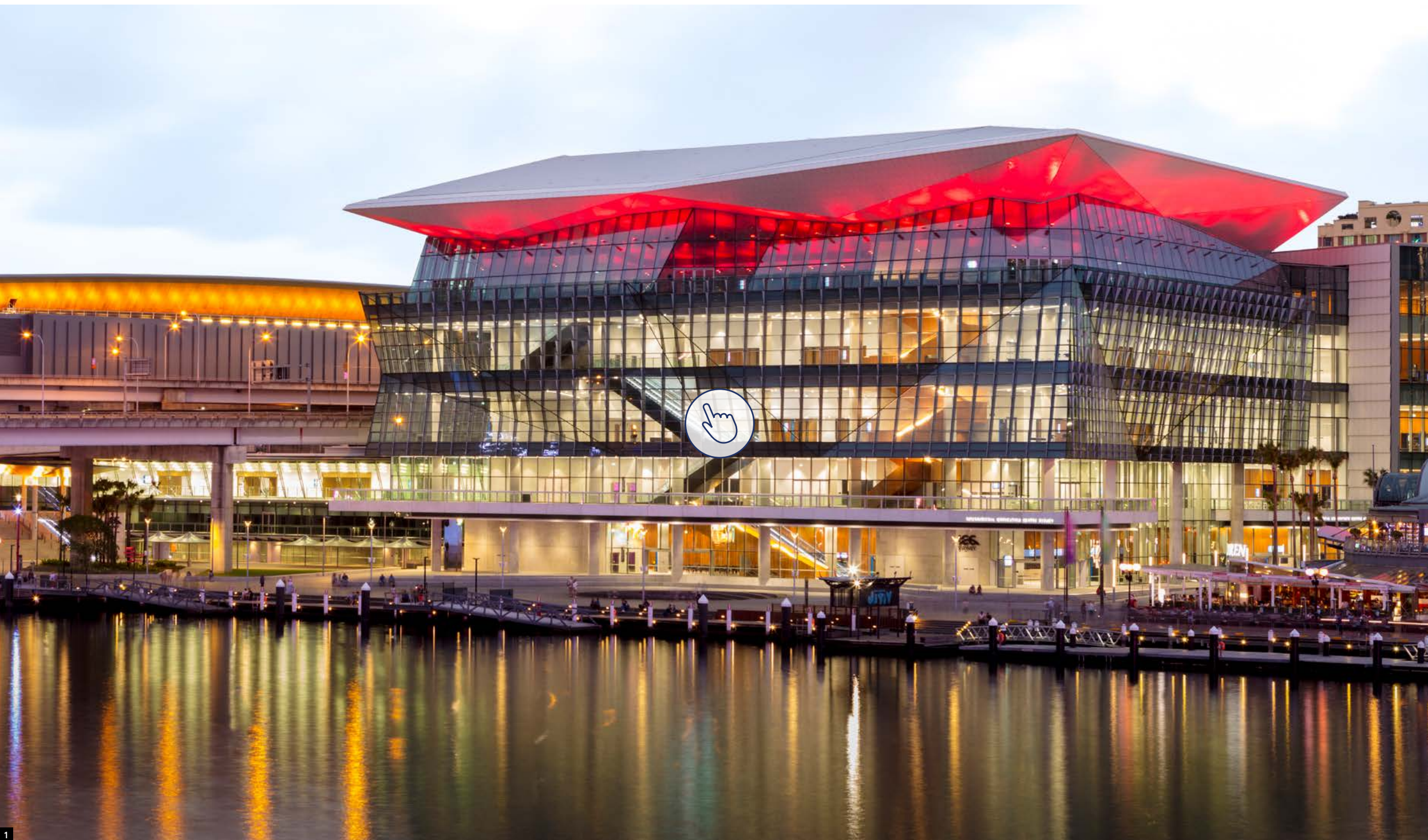
Exhibition companies, including Diversified Communications, the Boating Industry Association, Expertise Events, Agility, ExpoNet, Info Salons and Clifton Productions, attended and enjoyed bespoke tours during the exhibition.

Even representatives from venues such as Sydney Showground were shown ICC Sydney's superior capabilities, including our custom-built loading dock and processes for bump in and out.

THIS OPEN-DOOR POLICY CEMENTED OUR POSITION AS ONE OF THE WORLD'S MOST DESIRABLE EVENT DESTINATIONS AND DROVE INDUSTRY KNOWLEDGE SHARING.



1 Local wine and produce featured at ICC Sydney pop ups throughout the show
2 Louisa Theobald - Event Director for Gift Fairs, Reed Exhibitions with Malu Barrios
3 Halls 5-7, Exhibition Centre



ICC SYDNEY HERALDS A NEW ERA OF INNOVATION:



ICC Sydney is Australia's premier convention, exhibition and entertainment precinct, and the new home of innovation in the global city of Sydney.

Innovation is both formally and informally fostered at the venue, permeating through the building itself, the team's work behind the scenes, and a culture of engagement.

Geoff Donaghy, CEO of ICC Sydney and Director of Convention Centres at AEG Ogden, explains how ICC Sydney has ensured it will remain a nucleus for new ideas for decades to come.

In 2013, the NSW Government committed to an important infrastructure development, designed to reinforce Sydney's prime position on the international stage. It would undertake a A\$3.4 billion transformation of Darling Harbour, with a A\$1.5 billion world class, integrated venue at its heart.

The bold decision was made to demolish the Sydney Convention and Exhibition Centre, and the Sydney Entertainment Centre, to create an entirely new

DESIGNING A BEACON OF INNOVATION

The Darling Harbour Live consortium, comprising Lendlease, Hostplus, First State Super, Capella Capital, AEG Ogden and Spotless FM, in partnership with the NSW Government, delivered on the vision for ICC Sydney - on time and on budget in December 2016.

As ICC Sydney's operator, AEG Ogden was tasked with setting a new standard for clients, visitors and delegates across the precinct from day one, preceded by an extensive marketing and business development program.

With an outstanding track record of successfully running convention and exhibition centres, live entertainment theatres, arenas and sporting stadia worldwide, AEG Ogden drew on its extensive network of highly experienced people to develop best in class practices across every level and sector.

As Harvey Lister, Chairman and CEO of AEG Ogden, noted, "From the beginning, ICC Sydney benefited from the expertise of the best in the business from around the world. It was designed to cater to the changing architecture of meetings, with spaces that inherently foster collaboration. Today it brings together contemporary design, leading technology, unsurpassable flexibility and a world class team."

HOLISTIC PLANNING

Sydney is one of the world's top business and leisure destinations, and ICC Sydney is committed to maintaining this status by providing national and

international visitors with a seamless, end-to-end experience - from the moment they arrive until the moment they leave.

Samantha Glass, Director of Communications at ICC Sydney, said that the venue has taken a city-wide approach to facilitate this.

"We have partnered with our city, state and national business events and tourism bureaus, government agencies, hotels, theming and production companies, transport agencies and local corporates to ensure everyone has the same understanding of who our clients are and how we can all deliver a better visitor experience.

"At ICC Sydney, we engaged with over 100 different stakeholders before opening. We worked to align everyone with the goals of providing the best possible conventions, exhibitions and entertainment experiences, and showcasing Sydney's elite capabilities locally and globally," Glass said.

ILLUSTRATING VISION

But with no physical venue to showcase or case studies in play during ICC Sydney's three-year construction phase, the task of marketing the venue presented both a unique challenge and an opportunity to disrupt the status-quo.

"We began our journey by creating a range of innovative tools, including interactive planning devices, sales presentations and marketing material that use a combination of capacity and planning specifications, animation and real footage to provide a

- 1 International Convention Centre Sydney
- 2 ICC Sydney team member in the Exhibition Centre - pre-opening
- 3 ICC Sydney Theatre - seats 8,000



These brought to life the scale of the buildings, the quality of the interior finishes and the ease of navigation and connectivity across the precinct,” said Glass.

Each element of the multi-functional sales toolkit was designed as a reflection of the venue’s world class facilities. According to Beverley Parker, Director of Business Development at ICC Sydney, this has been crucial to attracting international, national and local events, such as Royal College of Pathologists Australasia’s (RCPA) Pathology Update 2017. These events are attended by global thought leaders who innovate in their fields alongside their Australian peers, strengthening the local knowledge economy.

“Using technology to show audiences our vision has been critical to our success, from both a business development and communications perspective. We are now working on a number of exciting new initiatives that connect the dots between technology, marketing and innovation which will see us continue to attract the sharpest minds to our shores through world leading industry events,” said Parker.

IMMEDIATE IMPACT

Thanks to the team’s exceptional ability to bring the venue to life, ICC Sydney had more than 500 events booked by launch – a number well above target.

An intensive three month testing and commissioning phase was undertaken prior to opening, meaning the building was stress-tested, even before day one. This had the added benefit of ensuring all team members were trained in-situ, allowing ICC Sydney to open and immediately become an industry leader. Indeed, two major exhibitions, The Hunger Games: The Exhibition and Brickman: Wonders of the World, launched on the first day with great success.

This was made possible too by an incredible recruitment push which saw 300 full time staff in place by opening, plus a vast part-time network, which is set to reach 1,500.

“To support our staffing requirements, we developed an innovative digital interviewing platform which saved over 1,400 interview hours and enabled us to scale up the team with the brightest talent in market

at speed.”

MATHEW PAINE
Director of Human Resources at ICC Sydney

“ICC Sydney’s most important asset is its people as they are responsible for delivering memorable experiences across the precinct. We have worked hard to build a team that is industry-leading, and we are continually building expertise and experience,” said Paine.

COLLABORATIVE WORKING

Alongside investing heavily in a stellar workforce to create the best possible event experience, ICC Sydney has championed a philosophy of always establishing clarity of vision for events, working in partnership with clients to do so.

Event Services Director, Malu Barrios, explained: “We appreciate that every client has different requirements, and constant communication is key to keeping you both on the same page at all times. It’s also hugely important to understand the characteristics and culture of the attendees – this will vary according to nationality, and the business culture of that particular organisation.

“ICC Sydney’s teams are customer-focused and work directly with clients each step of the way. The flexibility of the venue also means we can always develop a bespoke solution – from the set-up, to branding, to dining. This not only helps us meet client expectations, it helps us push the boundaries of event planning and drives direct innovation in our industry.

“To that end, working in collaboration internally is also critical for client success. We work hand in hand with the culinary, audio visual and technology in-house units to enable seamless experiences for our clients and their delegates and guests,” said Barrios.

CULTURE OF INNOVATION

At ICC Sydney, innovation is also driven through collaborative working across the business and the curiosity we have cultivated via instilling the mantra of “never go home wondering”. By understanding why the business is doing something, our people are encouraged to always seek new ways of achieving that objective.

To help stimulate this thinking through every level, leadership meets with a different organisational team each week so learnings and ideas can be shared regularly, fostering continuous improvement.

Diversity within the workforce is a crucial component of maintaining global best practice. The coming

together of different backgrounds and talents creates an intellectual melting pot and shared knowledge that feeds back into processes, so they are constantly evolving.

ICC Sydney has an impressive network of

DIVERSITY AND INCLUSION FRAMEWORK

Workplace diversity is highly important to ICC Sydney, as different perspectives can support innovation, creativity, and productivity. It is fortunate enough to operate in an industry which is inherently diverse and supports workers from all backgrounds.

The key streams of ICC Sydney’s Diversity and Inclusion strategy are:

Aboriginal and Torres Strait Islander (ATSI)

We aim to be an employer of choice for ATSI people. ICC Sydney is focussed on opportunities that range from apprenticeship and traineeship through to broader career and training support.

Disability - Able @ Work

We are focused on removing barriers in the workplace to better provide opportunities to those within our communities that have a physical or intellectual disability.

LGBTI

ICC Sydney aims to create a workplace environment that is inclusive of Lesbian, Gay, Bisexual, Transgender and Intersex (LGBTI) people, free of any form of discrimination, bullying or harassment. We want all our staff to feel comfortable and open to be themselves.

Mature Workers and Generation Success

The typical workplace spans up to five different generations, and we recognise it is important to accommodate individuals at all stages of their life. ICC Sydney provides everything from ‘transition to retirement’ opportunities and financial planning sessions, to flexible work practices, ensuring our staff are set up for success.

Parents and Carers

We are a family friendly employer, and are working hard to support parents and primary carers transitioning back into the workforce following a period of parental leave.

Supporting You

There are many other streams of diversity and inclusion that ICC Sydney supports including, but not limited to, cultural and linguistic diversity, women in the workplace, and refugees. We celebrate the successes of people from all backgrounds and are proud to be

ICC Sydney



320,000



2 million

ICC SYDNEY FAST FACTS

ICC Sydney’s executive team, including the CEO, has a 50/50 gender balance.

48% of ICC Sydney’s 1,600 person workforce is female and has team members who identify as transgender and intersex.



International Convention Centre Sydney (ICC Sydney) has been designed to deliver the extraordinary, from the moment clients access the precinct, through to planning and running events, and delegate experiences.

Here, Sydney Views speaks to Adam Mather-Brown, General Manager of ICC Sydney, about some of the systems helping to set new industry standards.

Launched just last December, ICC Sydney features a raft of smart new systems. What is one of your favourites?

ONE OF THE SIMPLEST BUT MOST EFFECTIVE SYSTEMS WE HAVE PUT IN PLACE TO ENHANCE THE VISITOR EXPERIENCE AND SEAMLESS RUNNING OF EVENTS HAS BEEN OUR DIGITAL SIGNAGE NETWORK.

Guests can easily navigate our expansive facilities, directed via digital signage throughout the precinct and Darling Harbour public domain. The system can support multiple events simultaneously and has already proven hugely effective, aiding thousands of concert-goers and even 8,000 non-English speaking Chinese delegates who visited during the Amway China Leadership Summit 2017.

Is there anything else that has been implemented with visitor wellbeing in mind?

Yes - the whole building! Extensive CO2 modelling has been undertaken to stop environments getting stuffy, helping attendees maintain concentration throughout the day.

Within the venue's three theatres, air conditioning vents are located under the seats, so we only pump air into filled seating areas. This helps us maintain a temperate environment and operate more sustainably.

And have any event trends influenced the design or systems in place at ICC Sydney?

Within the events industry, a 'bring your own device' trend has emerged, as many presenters and delegates want to operate off their own device, requiring multiple connection types. Our 'intelligent lecterns' allow any device to be synced through physical ports or Wi-Fi.

Guests can also schedule an entire set of presentations in advance through the lectern, ensuring speakers run to time and transition seamlessly, improving efficiency and eliminating distractions for audiences.

What would you highlight in terms of clever initiatives to support your team in delivering amazing events?

With such an array of spaces and potential set ups, it has been critical to implement systems that help our team consistently run events to a world class benchmark, and in line with governance and compliance requirements.

We use software to facilitate efficient client venue inductions, to track their event details and

requirements and to allow them to quickly and easily understand the venue. This software can be tailored to varying needs across real time knowledge sharing and continual tracking of outcomes over multiple events.

We also utilise smart, digitised checklists and audits, which allow us to consistently assess every space and log findings to help push more efficient processes.

And for clients?

To cater to even the largest exhibitions, we have made client access, event set up and bump out smoother than ever before.

Central to this is our loading dock timetable

1 Darling Harbour Theatre, Convention Centre



Event Spotlight: Salesforce World Tour

ICC Sydney welcomed the return of the annual Salesforce World Tour to Australia's innovation capital on 21 March 2017, with the integrated precinct playing a pivotal role in attracting 13,500 registrations, surpassing the company's expectations.

The venue's leading technology ensured the industry giant's program ran seamlessly, accommodating over 5,200 concurrent Wi-Fi users across 150 sessions. The flexibility of the venue also allowed Salesforce to effectively showcase its technology products, over hundreds of devices, to current and potential clients across a range of plenary and breakout sessions, a formal address and a cocktail party.

The combination of advanced technology, expert speakers and the range of multipurpose spaces created optimal conditions for knowledge sharing and innovation.

Click [here](#) for Case Study.

DELIVERING SUCCESS

Salesforce and ICC Sydney's expert operational team created a complex program using a range of the precinct's spaces, including its 5,000sqm Event Deck and three separate exhibition halls.

The open air Event Deck was activated to its full capacity to deliver four custom marquees helping to house breakout sessions, an Executive Briefing Centre, and an invite only Leaders Lounge.

For the first time, an ICC Sydney exhibition hall was transformed to facilitate an exciting in the round keynote session that attracted 4,000 guests. Speakers, who drove conversation and new thinking included NSW Minister for Transport and Infrastructure, The Hon. Andrew Constance MP, and Salesforce Chief Financial Officer and Executive Vice President, Mark Hawkins.

ICC SYDNEY'S IN-HOUSE IT INFRASTRUCTURE AND PROJECT MANAGEMENT TEAM - A MAJOR VOTE OF CONFIDENCE FOR ICC SYDNEY.

The in-house team utilised its triple failure management system and worked closely with the

- 1 Halls 6 and 7, Exhibition Centre
2 Keynote Session in the round - Hall 5, Exhibition Centre



client to capacity plan and monitor potential issues, resulting in faultless network delivery.

Stuart Frank, Salesforce Event Marketing Manager Asia Pacific, said that the collaborative pre-planning and triple checking of all requirements delivered an event in which no support calls were needed.

Without the intrinsic knowledge of high density wireless, venues often fail to plan and understand the requirements of an extremely technically heavy event like the Salesforce World Tour Sydney 2017.

'The experience of the ICT Director and his team along with the robust technology infrastructure at ICC Sydney gave us the confidence to forgo an external technology consultant and work with the in-house support that ultimately delivered a seamless event,' Frank said.

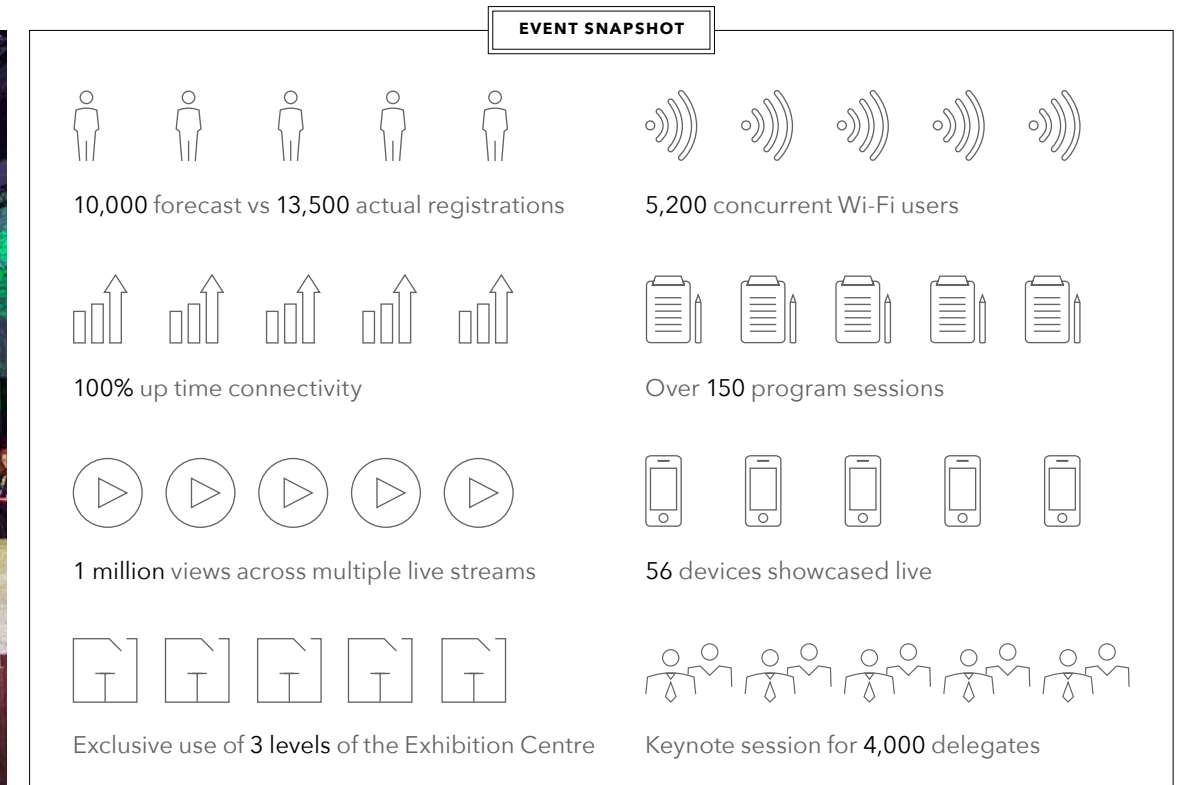
FEEDING PERFORMANCE

ICC Sydney's culinary team successfully catered for

the unprecedented increase in delegate attendance with ease, creating almost 4,000 extra food items.

A fine dining experience for 250 guests in the Leaders Lounge, 3,800 lunch boxes, and fresh juice stands provided a culinary experience aligned with ICC Sydney's industry-first Feeding Your Performance philosophy to deliver 'smart' menus comprising fresh, seasonal ingredients, expertly combined to drive physical and mental performance.

Through collaboration, innovation and detailed planning, ICC Sydney was able to create the ultimate



Driving Data Decisions



Dr Ian Oppermann is the NSW Government's Chief Data Scientist, CEO of the NSW Data Analytics Centre, and Fellow of the Institute of Electrical and Electronics Engineers (IEEE). With 25 years' experience in the ICT sector, Ian is one of Australia's leading thinkers on the digital economy, big data, broadband enabled services and the societal impact of technology.

The NSW Government is a leading exponent of data-driven policy making and investment decisions. This type of leadership is on display across ICC Sydney's

9th Annual CeBIT Australia 2017 eGovernment

Gain Meaningful Value from

Annual International Bar

Digital economy and new technologies - how they will change the corporate and

calendar of business events. In fact, keynote speeches delivered by Dr Oppermann at ICC Sydney in 2017 include:

Here, he talks to Sydney Views about why data science is important and how the NSW Government is using data to improve customer experiences.

What is data science and why is it important?

Human beings are not very good at dealing with complexities or solutions with a lot of different inputs. We've looked at the challenges of the world in a pretty consistent manner for a very long time. The big blockbuster breakthroughs in science have already been made. We discovered penicillin to treat infection and Vitamin C to treat scurvy. That's the simple stuff. What is left is orders of magnitude of complex problems.

Data science provides us with tools to tackle the world's most complex problems. With powerful new methods and novel data sources, data science is allowing us to investigate the full richness of a problem and to rethink the way that we address complex issues such as:

- Childhood obesity
- Climate change
- Plastics in our oceans
- Fraudulent behaviour
- Extreme behaviour, and
- Domestic violence.

We need to look at data and "recomplicate things" in order to solve these complex problems.

What does it mean to recomplicate things?

Data gives us, particularly governments, ways to rethink problems. For example, juvenile justice is not just a problem for people building or running jails, it's a challenge for education, health and family services. Today, we can tap into those services and look through the journey of a child, a family, a victim, or a perpetrator and build better services to protect people by rethinking interventions.

How else is the NSW Govt influencing change through data science?

The NSW Government is building a digital, joined up future that other States and layers of government are seeking to replicate.

Although there are challenges that we need to navigate to ensure we protect privacy, the more that we can link, combine, process and predict, the more efficient we can be and the more relevant we can be.

The arrival of Uber showed us that we need to better predict to avoid governments having to play catch up.

Relevant for visitors as well as local citizens, the NSW Government has analysed public transport passenger behaviour as a means to improve efficiencies throughout its transport network.

By looking at as many different data sets as possible; where children go to school, weather data, major events, where public servants go to work, and then asking ourselves the "what happens when" questions, we built models that provided evidence of what would happen if we changed the frequency of trains or perhaps removed a bus stop.

We modelled scenarios that identified broader systems outcomes, such as travel time and service frequency, if we were to take locations offline.

As a result, the Department of Transport has announced a number of broad sweeping system changes and improvements to the customer journey, increasing services where they're most needed.

They are delivering efficiencies, delivering new

What tips would you provide for companies and industry associations grappling with data analysis?

- 1 Set yourself an ideation challenge.
- 2 Get your head out from the data and identify your business problems first. What keeps you up at night - loss of market-share, loss of profit, turnover?
- 3 Establish a set of "what if" questions. If you had the data, what questions would you ask to better understand your business, your services, the way you deliver your services and the effectiveness of making changes to those services.
- 4 Finally, build a data framework. Identify how you will build your data capture process, and governing frameworks, to ensure you've got the right accuracy, the right quality, the right coverage.

SYDNEY FAST FACT

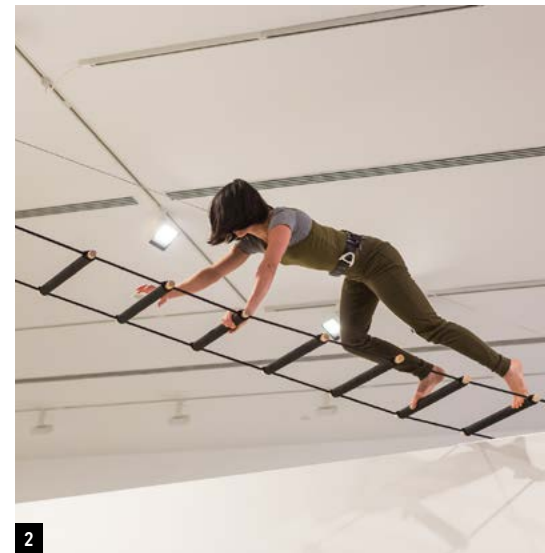
Sydney has the country's leading knowledge-based economy.

Sydney Economic Development Strategy - City of Sydney 2013



Scot-turned-Sydneysider, Stuart Buchanan, is a man of many talents - broadcaster, curator, digital strategist and Head of Marketing & Content at TEDxSydney. This June, he will help launch the leading platform for the propagation of ideas and innovation at ICC Sydney.

Having lived in Australia's cultural capital for fourteen years now, Buchanan loves uncovering the events that showcase the city's best and brightest. Here he shares his top tips for Autumn/Winter in Sydney.



2



1



5

- 1 Vivid Lights + Vivid Ideas
- 2 Mira Oosterweghel, Precarious Life, 2016, installation view, Primavera 2016
- 3 Finders Keepers Markets
- 4 Vivid Live in Darling Harbour
- 5 Archibald Prize finalist Kate Beynon Claudia, Spartacus and the robots © the artist

Find out more about Sydney events at Sydney.com

2

The Finders Keepers Markets

Featuring over 200 independent art and design stalls, The Finders Keepers Markets offer visitors the chance to purchase a little bit of Sydney's culture. Nestled within the rock of Barangaroo Reserve, each bi-annual event is carefully curated, with stalls selling everything from fashion to furniture.

If you're not in the mood to shop, the live music, bars, coffee carts and food trucks are more than enough reason to visit.



3

WHERE
The Cutaway -
Barangaroo Reserve

WHEN
12 - 14 May,
8 - 10 December

MORE INFO
thefinderskeepers.com

Sydney Film Festival

With over 200 films shown during what will be the 64th Sydney Film Festival, visitors can experience stories and perspectives from around the world. Standouts already announced include Whitney 'Can I Be Me', a behind the scenes insight into the life of six-time Grammy winner Whitney Houston from acclaimed UK documentary Nick Broomfield.

For a more local take, new Australian feature, That's Not Me, offers a strong local cast in an indie comedy influenced by Girls and Bridesmaids.

WHERE
Various

WHEN
7 - 18 June

MORE INFO
sff.org.au

CeBIT Australia

APAC's largest and longest running business-to-business technology exhibition and conference will come to ICC Sydney this May. More than 15,000 technology professionals will attend, eager to learn from industry experts, create new leads for their organisations, and discover new technologies to help transform the way they work.

Offering six strategic panels and eight conferences featuring over 210 global thought leaders and 350 exhibitors over 13 zones, it will be one of the city's biggest innovation



3

WHERE
ICC Sydney

WHEN
23 - 25 May

MORE INFO
cebit.com.au

Video Junkee 2017

Pop culture channel Junkee.com will host a new three day celebration of all things video, allowing its creators and fans to discuss new ideas, collaborate and find different ways to make movies.

With so many formats encompassing SVOD, social, live streaming, TV, film and branded entertainment, there's never been so much fantastic new home-grown content. Attendees will be able to learn about the nation's top talent across showcases, keynotes, screenings panels and masterclasses.

WHERE
Carriageworks

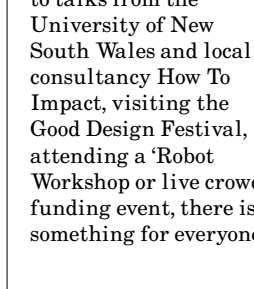
WHEN
28 - 30 July

MORE INFO
junkee.com

Vivid Lights + Vivid Ideas feat. TEDxSydney

Sydney's world famous 23-day annual festival of light, music and ideas kicks off this May. Overnight, the city becomes an outdoor gallery of sculptures, installations and art covering landmarks including the Sydney Opera House, the Sydney Harbour Bridge and, for the first year, ICC Sydney.

Vivid is also a platform for innovation, creativity and community, featuring a calendar of talks in the Vivid Ideas program from leading lights across industries. Whether its listening to talks from the University of New South Wales and local consultancy How To Impact, visiting the Good Design Festival, attending a 'Robot Workshop or live crowd funding event, there is something for everyone.



3

WHERE
Various

WHEN
26 May - 17 June

MORE INFO
vivid.com.au

Archibald Prize

First awarded in 1921, the eponymous prize was established by JF Archibald to foster portraiture and preserve the memory of great Australians, preferably of note for their work in art, letters, science or politics and painted by an artist residing in Australasia.

Open to all to enter, the Archibald is often contentious and one of the most talked-about events on the Australian art calendar. The shortlist and winner are chosen by the trustees of the Art Gallery NSW and a public's choice winner is also

WHERE
Art Gallery NSW

WHEN
29 July - 22 October

MORE INFO
artgallery.nsw.gov.au

Vivid Live

With so much happening over Vivid, it really deserves more than one entry. Now in its ninth year, the Vivid Live program at the Sydney Opera House will see international artists like Fleet Foxes and Air, taking to the stage with Australian acts such as The Avalanches, Nick Murphy and The Necks. Visitors can look forward to many more events across the city including Goldfrapp at Carriageworks, and an array of club nights, take-overs and showcases, such as Women in Electronic Music II and an experimental program,



4

WHERE
Various

WHEN
26 May - 17 June

MORE INFO
vivid.com.au

Primavera 2017

In its 26th year, this annual exhibition celebrates the best of Australia's young talent, showcasing artists aged 35 years and under. One of the best places to see big names before they hit the big time, the highly prized collection will be curated by Sophia Kouyoumdjian, Coordinator at Parramatta Artist Studios, who has extensive experience in Sydney's art community. The collection promises to offer an insight into the Australian art scene of tomorrow.

WHERE
Museum of Contemporary Art (MCA)

WHEN
23 August - 19 November

MORE INFO

ICC Sydney Insider

Q&A with Samantha Glass, Director of Communications



Samantha Glass is ICC Sydney's Director of Communications. Her work in establishing ICC Sydney as part of the fabric of the city has given her an insight into what Australia's cultural capital has to offer clients from around the world. Found most weekends beachside, an ocean lover and casual surfer with a natural affinity with the sea, it's no wonder most of Sam's recommendations are in waterfront locations.

For seafood lovers...

Pilu at Freshwater - Set in a beautiful heritage listed beach house that offers amazing views, this intimate venue offers the calm of one of Sydney's quieter beaches. However, the main attraction here is the Sardinian and regional Italian cuisine and hospitality. The seafood is a highlight, including the kingfish, which is served with beetroot, sheep's milk yoghurt and juniper, or the snapper with confit heirloom tomatoes, saffron and black olives. With a glass of wine in hand, this is a perfect retreat from the hustle and bustle of the city - to be enjoyed, not rushed.

For a quintessentially Sydney experience...

Icebergs Dining Room and Bar, Bondi Beach - One of Australia's most famous beaches is also home to an iconic Sydney restaurant that combines two of the city's biggest loves - seafood and the great outdoors. Overlooking the stunning shoreline and picture-perfect Icebergs swimming pool, guests can enjoy Italian inspired fine dining and elegant cocktails, including the Icebergs Aperitivo, a delicious combination of gin, Campari, grapefruit cordial, orange juice, basil and soda. It's also perfectly situated along the Bondi to Coogee coastal track, ideal for a post-lunch walk or pre-dinner stroll.

For a taste of the seasons...

Fred's - Launched in October 2016, Fred's has quickly made a name for itself as a restaurant that is committed to old world cooking with sustainable, seasonal local produce. Head Chef Danielle Alvarez adapts the menu daily to make the most of what's available, without compromising on quality. It's good to see a venue working with and supporting local producers, which is central to ICC Sydney's own Feeding Your Performance philosophy.

For inspiring East Asian cuisine...

Saké at the Rocks - With so many East Asian establishments it's hard to pick just one, but this is a personal favourite that combines stylish décor, subdued beats and exceptional service with fantastic food. Saké offers a variety of beautifully presented contemporary Japanese dishes that are almost too stunning to eat. The restaurant is one of the city's best, having won a Good Food Chef's Hat every year since its launch in 2011.

Grab a cocktail at...

Bulletin Pl. - This hidden gem in Circular Quay has been set up by three expert local bartenders to reflect all the things they love in a bar. It's a perfect spot for a drink after a show or gallery viewing. While they make some of the best classic cocktails in the city, the specials are not to be missed. These are created daily by one of the bartenders based on the best produce they find at the market that morning.



Nearby, **Tapa Vino** is the perfect venue for wine lovers with over 300 Spanish vintages and 80 Sherries from large and boutique wineries - ideal for sharing with friends over the restaurant's many tapas and jamón dishes.

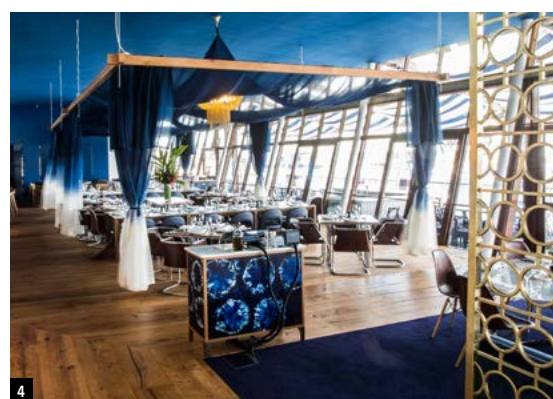
Synonymous with style...

Paddington - If you're looking to explore the backstreets of one of the city's most stylish suburbs, this is the place to see. Step away from the waterfront and spend the day perusing the many boutiques, offering artisanal products including handmade chocolates and bespoke shoes. The area is also home to a range of restaurants, bars and pubs with something for everyone.

For style and sustenance...

Pendolino - Located in the heart of Sydney's CBD, **The Strand Arcade** is a Victorian style shopping arcade with leading brands across fashion, beauty, technology and lifestyle. Featuring Australian premier designers, visitors can shop 'til they drop, and when they do, Pendolino is the place to be. It offers refined Italian dining in a well-appointed space with fabulous service.

In the precinct...



- 1 [Pilu at Freshwater](#)
- 2 [Icebergs Dining Room and Bar](#)
- 3 [Fred's](#)
- 4 [Café del Mar](#)
- 5 [Ferris Wheel Dining](#)



Café del Mar - On the doorstep of ICC Sydney, this elegant venue has panoramic views of Darling Harbour. The menu shines a spotlight on Sydney produce and features Mediterranean dishes with a touch of Aussie flair. A new chef is shaking the menu up with creative takes on classics such as ink-crusted, salt and pepper squid. If al fresco takes your fancy, head to the terrace - it is a great location for a pre or

Views from the top



THE AWARD WINNING ICC SYDNEY IS AN IMPORTANT NEW ADDITION TO THE STATE'S INFRASTRUCTURE PROJECTS. THIS INCREDIBLE VENUE HAS DELIVERED A WORLD CLASS TRANSFORMATION TO THE DARLING HARBOUR PRECINCT. WE NOW HAVE A PREMIUM CONVENTION, EXHIBITION AND ENTERTAINMENT VENUE THAT WILL ATTRACT SOME OF THE BIGGEST EVENTS FROM AROUND THE WORLD FOR YEARS TO COME.

GLADYS BEREJIKLIAN
Premier of New South Wales



Through a programme of more than 200 sessions, the 2017 Annual Conference of the International Bar Association presents an unparalleled opportunity for legal professionals from across the world to exchange knowledge and create a global network of business contacts and friendships. This year we are delighted to host the event in the dynamic and forward-looking world city of Sydney.

An essential element of our event is the flexibility of ICC Sydney. Contemporary in every respect, reflecting the essence of the IBA, the venue provides the perfect setting for fuelling discussion and the sharing of experience and best practices among global peers. Visiting delegates are looking forward to hearing from Sydney's experts on trends that will impact our shared future.



Vivid Ideas is Asia Pacific's annual celebration of innovation, creativity, and is held as part of Vivid Sydney, the world's largest festival of light, music and ideas. Vivid Ideas brings the world's greatest minds, innovators and industry leaders to Sydney during an epic 23 days from 26 May to 17 June 2017. Just like Vivid Ideas, ICC Sydney plays a vital role in facilitating ideas generation and social combustion year-round. It is a truly fantastic addition to the city, enhancing our ability to gather the best conversations, conventions and big bang events all in the one place.

SANDRA CHIPCHASE



Innovation cannot exist without curiosity and collaboration. It is wonderful to see the city provide a standout venue that will facilitate vital knowledge sharing opportunities for local and global communities. Thanks to ICC Sydney, we are going to be able to welcome a record number of attendees to our flagship TEDxSydney event, where they will get to experience a unique day of talks, films, music and debate, fuelling new ideas.

REMO GIUFFRÈ



THE DELIVERY OF THE A\$1.5 BILLION ICC SYDNEY RECOGNISES THE IMPORTANCE OF BUSINESS EVENTS INFRASTRUCTURE TO THE TOURISM INDUSTRY AND REAFFIRMS NSW'S STATUS AS A GLOBAL BUSINESS AND EVENTS DESTINATION. I AM DELIGHTED THAT ICC SYDNEY SUPPORTS OUR RURAL AND REGIONAL FOOD AND WINE INDUSTRIES WHICH WILL LAUNCH LOCAL PRODUCERS ONTO THE GLOBAL STAGE. OUR STATE IS SET TO BOOM.

THE HON. ADAM MARSHALL
New South Wales Minister for Tourism and Major

SYDNEY FAST FACT

📍 Sydney is rated as Australia's most innovative city.

Most innovative Cities in Asia-Pacific report - Solidiance Consultancy, 2013



AUSTRALIA'S PREMIER CONVENTION, EXHIBITION AND ENTERTAINMENT PRECINCT IS NOW OPEN

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MANAGED BY AEG OGDEN

