





## Kurna

### Acknowledgement

Rundle Mall acknowledges the traditional Country of the Kurna people of the Adelaide Plains and pays respect to Elders past and present.

We recognise and respect their cultural heritage, beliefs and relationship with the land. We acknowledge that they are of continuing importance to the Kurna people living today.

And we also extend that respect to other Aboriginal Language Groups and other First Nations.

# Business Plan Summary

This Business Plan has been prepared by the Rundle Mall Management Authority (RMMA).

Section 34 of the Rundle Mall Management Authority Charter 2017 makes specific reference to the preparation of a Business Plan and Budget.

The Authority is required to produce an Annual Business Plan consistent with the Charter and submit it to Council for approval.

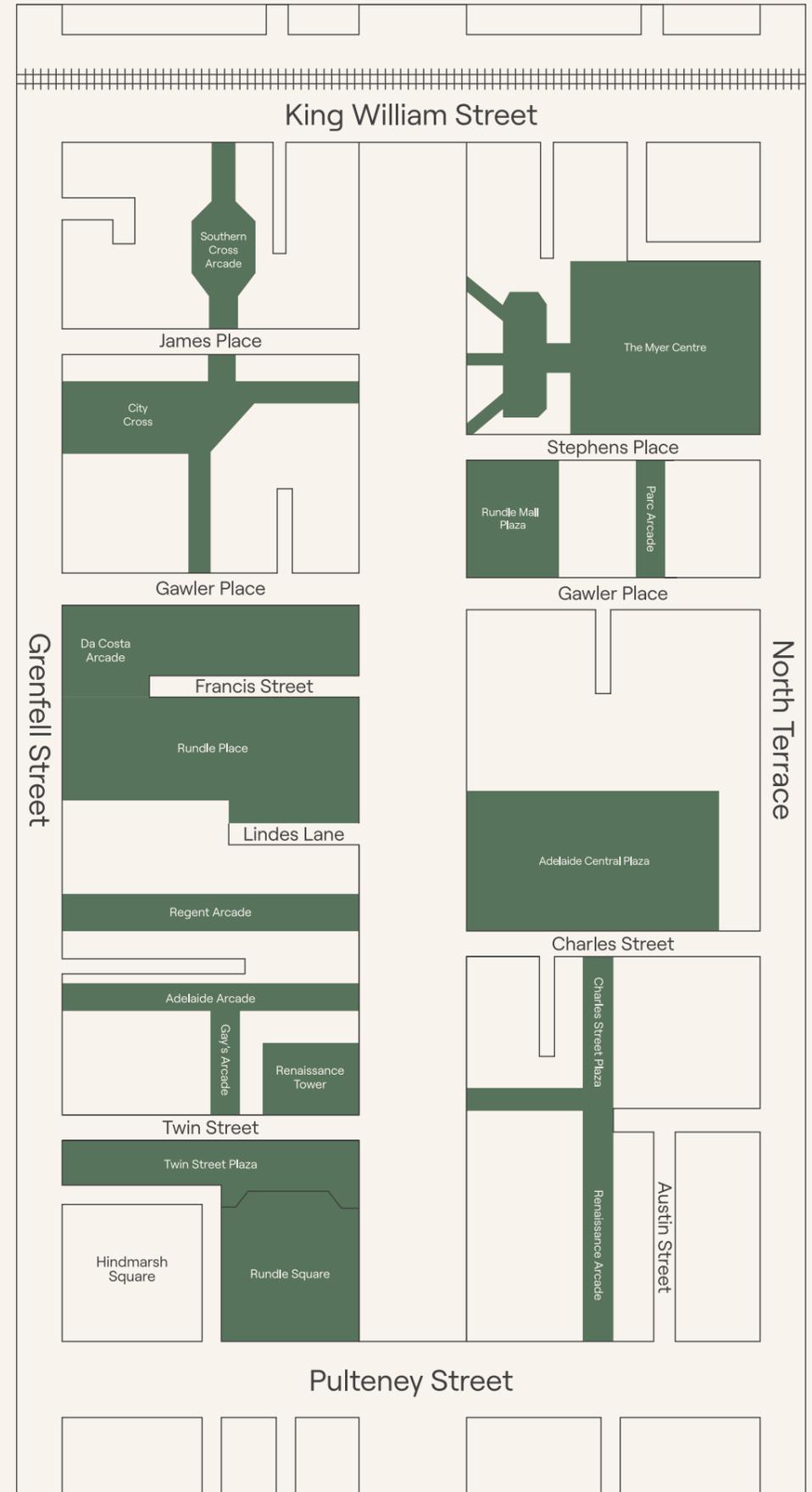
The Annual Business Plan must set out or include:

- The performance targets the subsidiary is to pursue; and
- A statement of the financial and other resources, and internal processes, that will be required to achieve the subsidiary's performance targets; and
- The performance measures that are to be used to monitor and assess performance against targets.

This Business Plan encompasses the Rundle Mall Precinct, which is bounded by North Terrace, King William Street, Grenfell Street and Pulteney Street. The Precinct includes a mix of retail, hospitality, commercial, educational and residential offerings.

The Rundle Mall Precinct also forms the Rundle Mall Levy Area with funds being raised through a separate rate on rateable land declared by Council.

These funds are provided to the Authority and must be expended by the Authority in accordance with the Annual Business Plan and Budget, and upon projects specifically designated and approved by Council (section 8.3 of the Charter).



## 1. The Business

### 1.1

#### Business Details

Business name	Rundle Mall Management Authority
Business structure	A section 42 subsidiary under the Local Government Act 1999
ABN	20 903 762 572
Address of main office	Level 2, 7 James Place, Adelaide
Address of registered office	Level 2, 7 James Place, Adelaide
Telephone	08 8203 7200
Email	info@rundlemall.com
Website	www.rundlemall.com

### 1.2

#### Business Premises Main Office

Address	Level 2, 7 James Place, Adelaide 5000
Ownership	LJ Hooker St Peters
Lease	2.5yr lease (01/04/2019 – 30/09/2021)

#### Business Premises Storage 1

Address	Level 2B, 7 James Place, Adelaide 5000
Ownership	LJ Hooker St Peters
Lease	2.5yr lease (01/04/2019 – 30/09/2021)

### 1.3

#### RMMA Board

The Rundle Mall Management Authority is deemed a Section 42 Subsidiary under the Local Government Act 1999, and in all things acts through the Board, which has the responsibility to manage the business and other affairs of the Authority, ensuring that the Authority acts in accordance with the Act and the Rundle Mall Management Authority Charter.

The Board consists of a Chairperson, one Elected Member and five Directors.



**Chairperson**  
Mr Peter Joy



**Director**  
Kate Gould



**Deputy  
Chairperson**  
Mr Rob McKay



**Director**  
Fiona Krawczyk



**Director (Elected  
Member)**  
Cllr Franz Knoll



**Director**  
Fairlie Delbridge



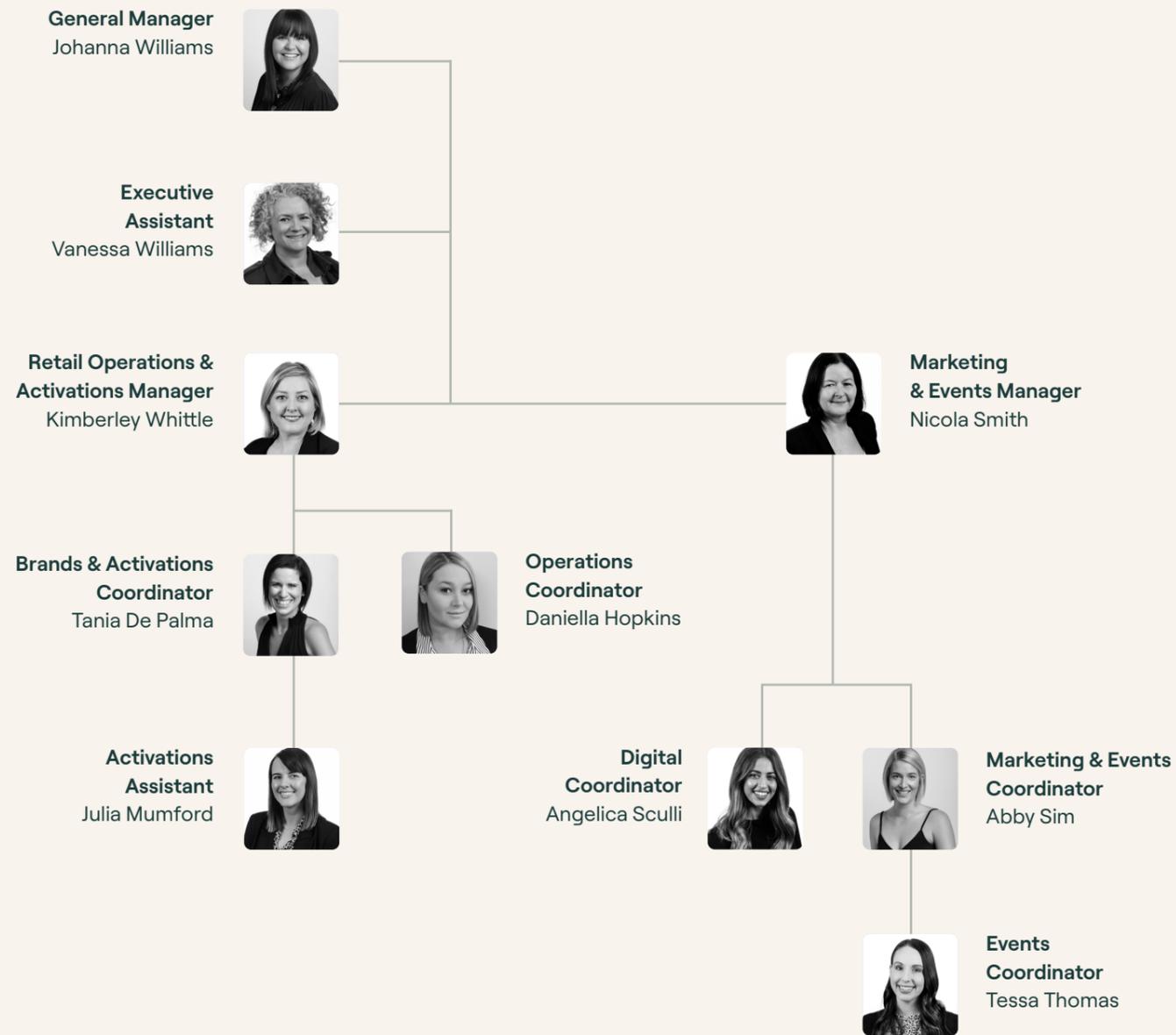
**Director**  
Deborah Miller

1.4

### RMMA Administration

The Rundle Mall Management Authority is supported by an agile organisation, resourced to achieve the Strategic Objectives of the RMMA.

### RMMA Organisational Chart





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**1.5****Insurance**

Council's assets and liabilities are covered by a Mutual Discretionary Fund, managed by a Fund Manager, and by conventional insurances.

The following cover is provided to the City of Adelaide and therefore RMMA by the Mutual Discretionary Fund:

- Asset Mutual Fund (including Property, Vehicles, Registered Plant, Machinery Breakdown, Computer and Electronic Equipment and Fidelity Guarantee)
- Mutual Liability Scheme (Public Liability and Professional Indemnity)
- Busker's Public Liability
- Personal Accidents Insurance (for Councillors and volunteers; also including corporate overseas travel insurance)
- Workers Compensation Scheme

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**1.6****Risk Management**

The RMMA has a Strategic Risk Register which is updated monthly and submitted to the Board. Furthermore, the General Manager sits on the City of Adelaide Strategic Risk and Internal Audit Committee.

## 1.7 Operations

To support the RMMA Board and management team, there are several organisations who provide services.

### City of Adelaide (CoA)

Provide on-Mall operational support with cleansing, waste management, lighting, horticulture, infrastructure management and general maintenance for the Mall. This is managed with a Service Agreement. Internal administration support is also delivered by CoA through Finance, IT and People Services support.

### Wilson Security

Provide security services for Rundle Mall to help ensure a safe and secure environment. This service is provided as part of the broader CoA security contract. *Contract expiry: 30 June 2021.*

### Simple Integrated Marketing

Creative Agency

Provide marketing, digital and creative services in relation to the Rundle Mall Precinct and the RMMA itself. Simple support the ongoing marketing and promotion strategies, brand development, website and social media execution. *Contract expiry: 30 June 2021*

### Communikate

PR and Media Communications Agency

Provide PR, communications and media services to RMMA and Rundle Mall. Provide media strategy, write releases and statements for the media, event and campaign strategy and day-to-day relationship building with all relevant media outlets.

*Contract expiry: 2 July 2021*

### Wavemaker

Media Buying Agency

Provide media planning and purchasing services to Rundle Mall. Provide media strategy, research insights, scheduling and negotiations with media outlets, and post-campaign reports for all media campaigns for Rundle Mall.

*Contract expiry: 31 March 2021*

### Event Agencies

RMMA has three contracted event agencies to support a range of different events, activations and campaigns for the Rundle Mall Precinct. All event agencies provide event concept design and execution support in line with the Marketing & Events Plan.

#### 1. Faume Creative

*Contract expiry: 30 June 2021*

#### 2. Big Fish Events

*Contract expiry: 30 June 2021*

#### 3. Keito Events

*Contract expiry: 30 June 2021*



## 2. The Market

### 2.1 Retail Trends

The biggest challenge facing retail and Rundle Mall for 2020/21 is the impact of the COVID-19 pandemic.

Before the COVID-19 pandemic, structural changes in retail were already evident. The pandemic has further accelerated those changes and forced retailers to adapt, reinvent, pivot and rethink their business operations.

The implementation of social distancing measures and the Government and Health authority instruction to “Stay Home”, led to many traditional retail businesses standing-down staff or closing. At the same time, other retailers experienced spikes in e-commerce orders and struggled to meet this unexpected demand.

While COVID-19 has caused significant disruption to the local retail sector, Australia and South Australia are in the fortunate position of reporting very low levels of community transmission (to date), and as restrictions are eased the retail sector is expected to recover and see a return in retail foot-traffic over time.



#### 1. In-store Experience

With social distancing remaining in place across all states in Australia, eliminating areas of high concentration of customers and staff in specific locations will be a major consideration. Retailers will look to make changes to the stores including:

- Physical store layouts to ensure social distancing
- Mobile POS to enable faster transactions and reduction of bottlenecks at counters
- Cashless payments to reduce touchpoints
- Plastic screens at counters
- Safe spacing points – stickers and markers on doors and floors
- Temperature and health checks, including wearing masks and having on-premise hand sanitiser stations.

#### 2. Logistics, Operations and Distribution

With the increase of digital ordering, retailer supply chains and distribution channels will be more important than ever. Retailers will look to take control of their own channels, and logistics for returns and back-end inventory systems will be overhauled to keep up with stock tracking and higher levels of customer demand.

#### 3. Digital

Most retailers have seen a significant increase in online shopping behaviour while their bricks and mortar stores were closed. Retailers will need to invest in additional customer experience and support for their online platforms, from chatbots to increased customer service staff.

Hybrid fulfilment will also become more important as retailers look to fulfil online orders in retail stores. Customers have experienced frustrations in slow distribution and have enjoyed picking up online purchases in local stores, which satisfies their demand for immediacy and flexibility.

Further, click and collect is vital in an age where e-commerce orders are booming, and bricks and mortar operations are functioning at much lower levels.

Technologies exist today that support underutilised retail staff to handle store order picking, staging, packing, shipping for fast delivery and customer pickup.

2.1 Retail Trends

4. Price & Value Conscious

As customers weather the storm of predicted recession, job losses, and overall reduced consumer confidence, coupled with the potential end of the JobKeeper/Seeker program, people will be looking to be more financially prudent. Conversely, there will be some shift for higher income earners to luxury goods and quality over quantity, with a return to a celebration of makers and craftsmanship.

5. Supporting Local & Conscious Consumerism

With so many local businesses suffering during the lockdown phase, and a lengthy economic recovery period on the horizon, there is a big push to supporting and shopping "local". From Australian and South Australian made, consumers are looking to support their favourite businesses, keep dollars in the local economy and find quality, well made products.

Coupled with local sourcing, a push to ensure that retailers and products are supporting a cause, supporting the planet and local supply chains will be important.

6. Community & Kindness

Throughout the pandemic period, people experienced increased anxiety, increased social isolation, negative impacts to their mental health and wellbeing and a lack of connectivity. People will be craving emotional connections, experiences and a return to "simpler times". A push toward supporting each other, showing kindness and empathy and connecting with friends and family will be important.

7. Indoors & Outdoors

Consumer behaviours and activities have changed. While in lockdown many people adapted to working from home, leading to an increase in home office requirements. Spending more time at home shopping from home, preparing meals and spending time with family has seen an increase in purchasing homewares, food, and home entertainment goods.

Getting back to nature and being outdoors has also been important, especially with gyms and fitness centres being closed. Demand for home gym equipment and outdoor leisurewear has also seen an increase.

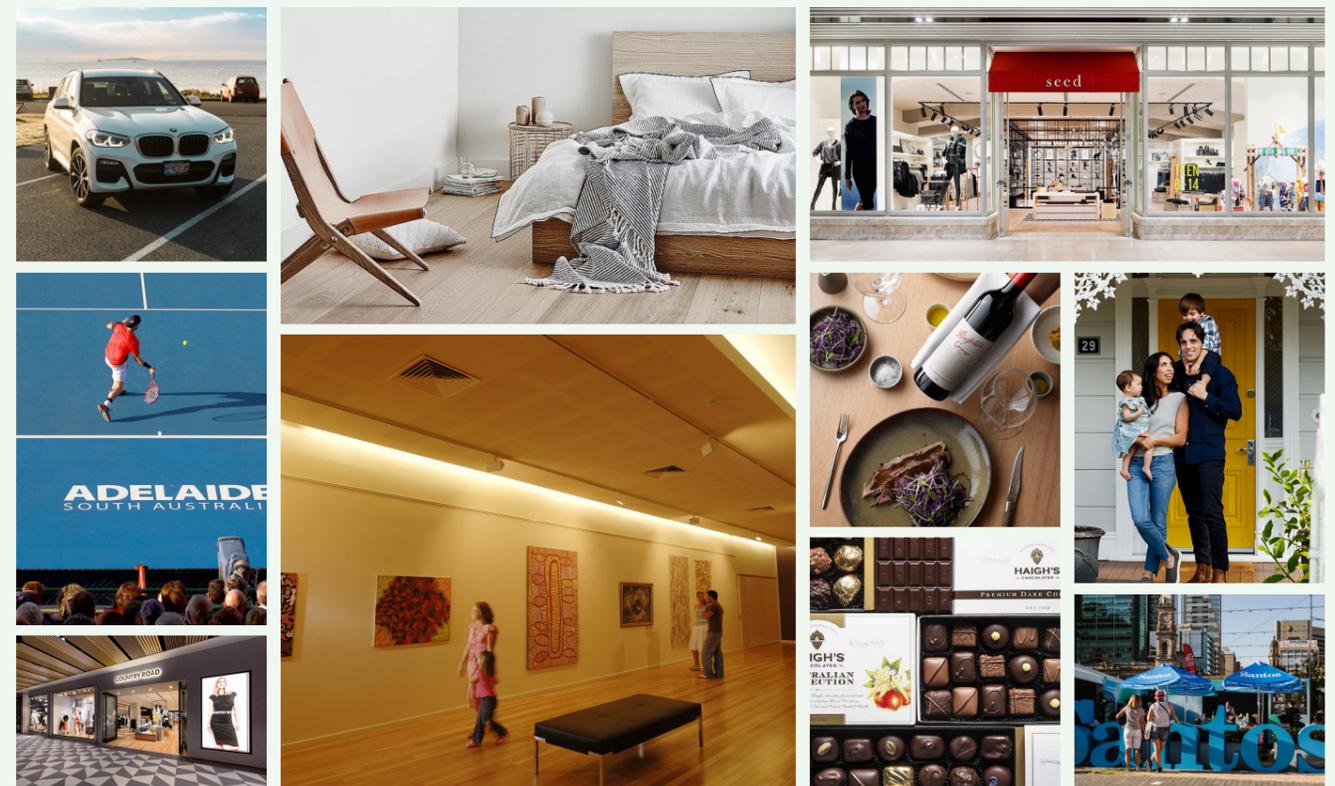
Source:  
<https://blog.retail.org.au/newsandinsights/post-covid-19-lockdown-retail-trends-predictions>  
<https://www.gordonbrothers.com/insights/article/2020/post-covid-19-emerging-retail-trends>

2.2 Market Research

The Rundle Mall Precinct has a wide range of audiences across five key segments. Shoppers (broken into three key groups), CBD Workers, Students, Tourists and City Residents.

1a. Shoppers - Prosperous Families

- 15% of Main Trade Area
- They are 35-54 years old (slightly more females than males)
- Earn \$100k+ in a city-based executive, professional or clerical job
- They live close to the city, or in a larger house a little further away
- They lead a premium, contemporary lifestyle, always wanting the best for themselves and their family
- While they are busy, they still make time to travel and stay in luxury hotels
- They value excellence in education and healthcare
- They enjoy attending sports games and visiting local art galleries, theatres and cinemas
- They shop online more than the average within their age group
- They are big fans of luxury lifestyle brands like Country Road, Seed, Lululemon, Witchery and Smiggle
- While they love healthy foods, they also enjoy wining and dining
- While they visit Rundle Mall a little less often, they spend big when they do (\$120 per visit, \$2,108 annually). 33% of total spend in Rundle Mall comes from this group

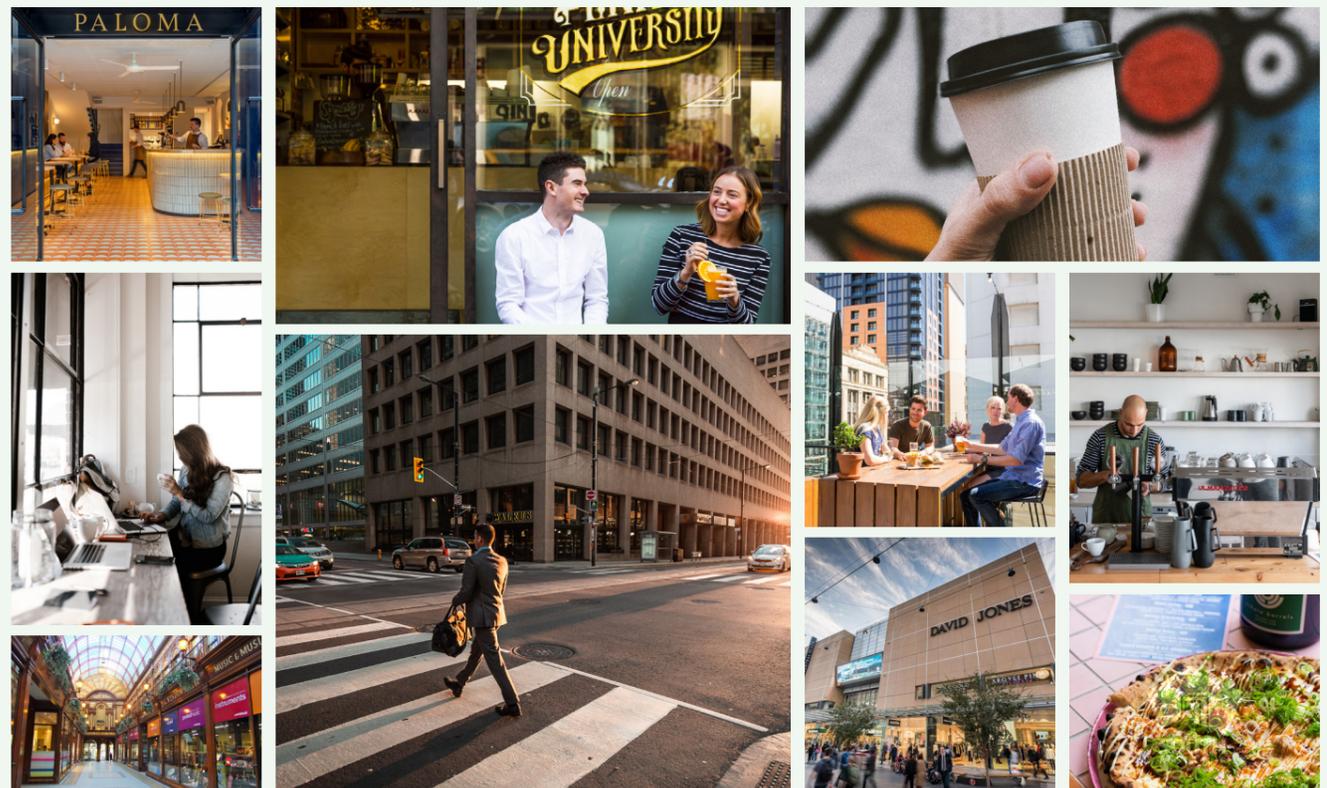


Source: Quantum



## 2. CBD Worker

- Approx. 110k workers in the city each day
- Half are younger than 40 years old with slightly more females than males
- 58% work in professional or clerical roles, and 20% are employed in retail and food
- They're highly likely to drive into the city and pay for parking or catch the bus
- You'll more than likely find them in Rundle Mall grabbing a coffee before work, something for lunch or running a last minute errand on the way home
- On average, they spend \$90 each time they visit Rundle Mall
- Their household income is above average, meaning they have more disposable income to spend at luxury stores in Rundle Mall
- You'll find them shopping in major department stores like David Jones, or smaller retailers within the Arcades
- At lunch, you might see them at one of the eateries along James Place
- They're typically time poor, so they crave convenience and fast turnarounds from services



Source: Quantum

## 3. Students

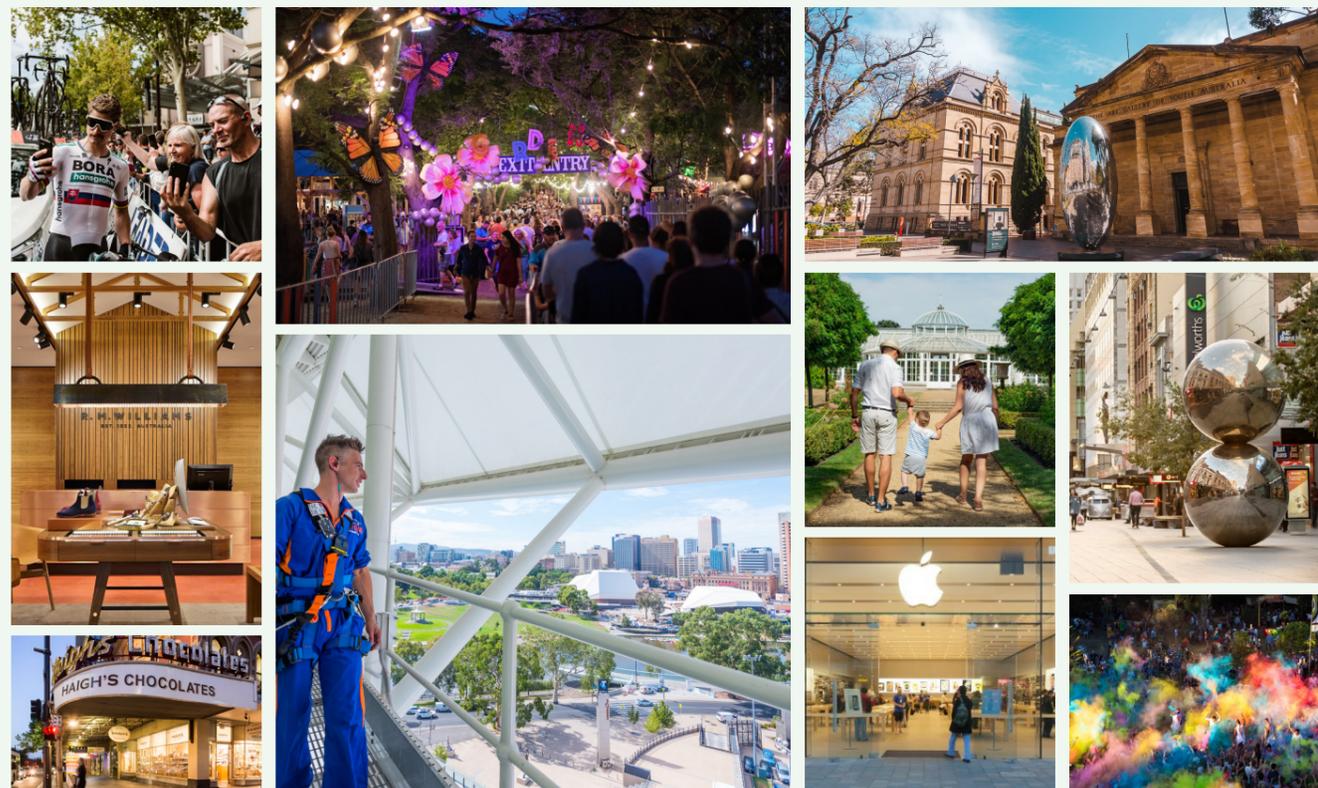
- Approx. 86k students in the CBD, 38k international students
- They are 16-25 years old and love to come to Rundle Mall to meet friends, grab lunch or dinner
- Parents typically accompany students at the start of the year and purchase items to kit out their student accommodation
- They catch public transport to and from the city to save on parking
- The international students live in student accommodation within the CBD, a short walk from Rundle Mall and campus. You will often find them cutting through the Mall to get to campus or in the food courts eating dinner
- These individuals like to look good so they will happily spend a good amount of their disposable income on the latest fashion trend
- Gadgets are a big part of their lives as they love to stay active online, so they are always keeping up with the latest in technology and electronics
- They will often pop out in their lunch breaks and purchase a takeaway Bubble Tea or Boost Juice
- They enjoy socialising and will often go to the local pub between study
- They enjoy spending time with friends at gaming cafés and doing escape rooms
- They shop at stores like H&M and General Pants Co



Source: Quantum

#### 4. Tourists

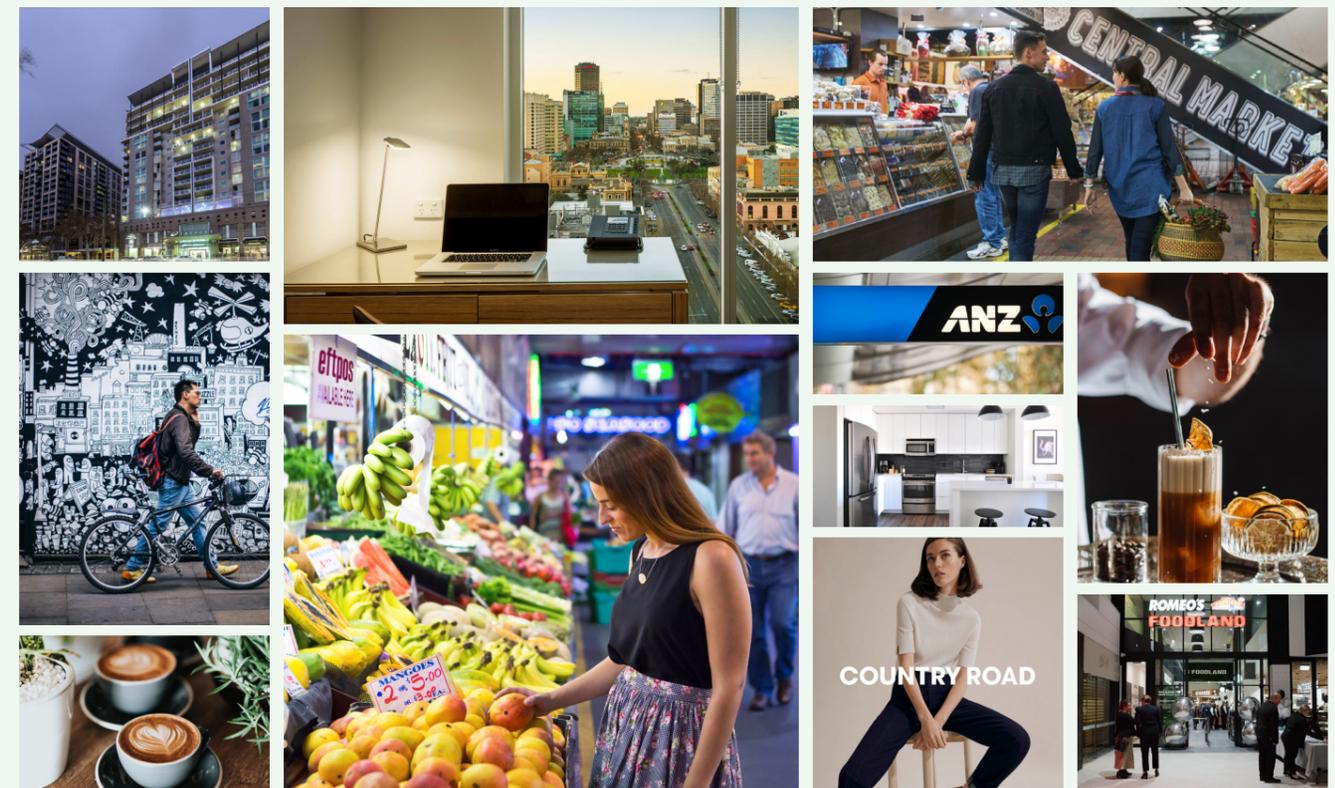
- 7 million tourists visit South Australia a year, spending \$6B per annum or \$800 each
- National visitors stay on average 3.6 days, with international visitors staying 21 days
- 26% of interstate tourists visit Rundle Mall
- 40% of tourists are here visiting family and friends
- Many are also business visitors here for overnight business trips or conventions
- Cruise ships bring 60k visitors per annum, and many opt to visit Rundle Mall as a day out
- They'll visit iconic South Australian stores in Rundle Mall, such as Haigh's, Charlesworth Nuts, Jurlique, R.M. Williams and Opal stores, as well as national/international brands like Tiffany & Co and Apple
- Tourists are likely to pop into Rundle Mall for lunch before visiting attractions outside of the Precinct like the Art Gallery of South Australia –which draws 80k people annually– and South Australia Museum –one of the most visited in Australia– as well as the Botanic Gardens
- Festivals and events bring hundreds of thousands of people into Rundle Mall throughout the year, and their time in the Mall is split between eating, drinking, sight-seeing and shopping



Source: Quantum

#### 5. Residents

- 24k Residents in the City and North Adelaide
- 45% are aged 20-34 years old and earn between \$60k to \$80K
- They rent small apartments in the CBD and they lead a busy, contemporary lifestyle
- They are young, career-driven professionals who work long hours at medium to large companies
- They enjoy the convenience of city living and walk to and from work, some will cut through Rundle Mall
- They do frequent, small food shops on weeknights at Woolworths or Romeo's Foodland in Rundle Mall
- They also enjoy the convenience of living close to their main banking and telecommunication provider outlets, such as Commonwealth Bank and Vodafone
- They travel frequently
- They dine out 3-5 times a week and enjoy being the first to try the latest, newly opened restaurants
- They are often seen getting a drink after work at a city bar
- They shop at Myer and Cue during late night shopping
- They like to escape the city on weekends to visit family and friends in the outer suburbs



Source: Quantum

### 3. Strategic Plan

#### Vision

To be renowned as Adelaide’s premier, smart and authentic hub & heart that connects people to new retail, property and place experiences.

#### Brand Positioning

With global brands and local favourites, Rundle Mall is the heart of shopping, dining and entertainment in Adelaide. Rundle Mall is the longest and one of the busiest malls in Australia, with over 700 retailers and 300 services.

Young and old, familiar faces and day-trippers, Rundle Mall has over 24 million people visit every year who are as diverse as the offering.

Rundle Mall provides a unique, enjoyable and memorable shopping, dining and entertainment experience in a safe, friendly and welcoming environment.

As the centre of culture in Adelaide, Rundle Mall plays a vital role to continually evolve and create impact for customers and value for its stakeholders.

There are several key areas that make Rundle Mall unique in the market including:

- Retail and brands – surprising, unique and individual retailers plus breadth and range
- Emotional connection – tradition, nostalgia and authentic experiences
- Cultural heart – proximity to cultural landmarks, our landmarks (‘Mall’s Balls’, bronze pigs sculpture) and public art
- Social Hub – the hub & heart of the city – events, activity, buskers
- Trading Hours – Public Holidays and late-night trade on Friday
- Power of the Brand
- Outdoor shopping – size and scale of the space

#### Brand Values

The positioning of Rundle Mall is reflected in four main brand values:

- 1. Contemporary**  
Rundle Mall is driven by the desire to always be at the forefront of retail, fashion, food and entertainment trends. We are the centre of unique and memorable experiences in South Australia. We are full of energy and creativity, while also being generous and welcoming. We are inclusive to our audience.
- 2. Fun**  
Customers and retailers are drawn to Rundle Mall because of the always changing and always exciting vibrant atmosphere, diverse range and memorable experiences with broad appeal. We are synonymous with fun, happiness and excitement.
- 3. Impact**  
As an iconic Adelaide destination, Rundle Mall is famous for high-quality, memorable shopping, dining and entertainment experiences. We are the centre of culture and everything we do is about creating impact for our audience. We partner with the world’s best to deliver an experience that attracts and entertains all.
- 4. Customer-focused**  
Everything we do is driven by our customers. Rundle Mall is a commercial district that creates value to its stakeholders by creating a best-in-class environment of broad appeal. We are central to the South Australian economy and we create jobs and opportunities for businesses. We make it easy for our customers to transact and interact in a safe, friendly and welcoming environment.

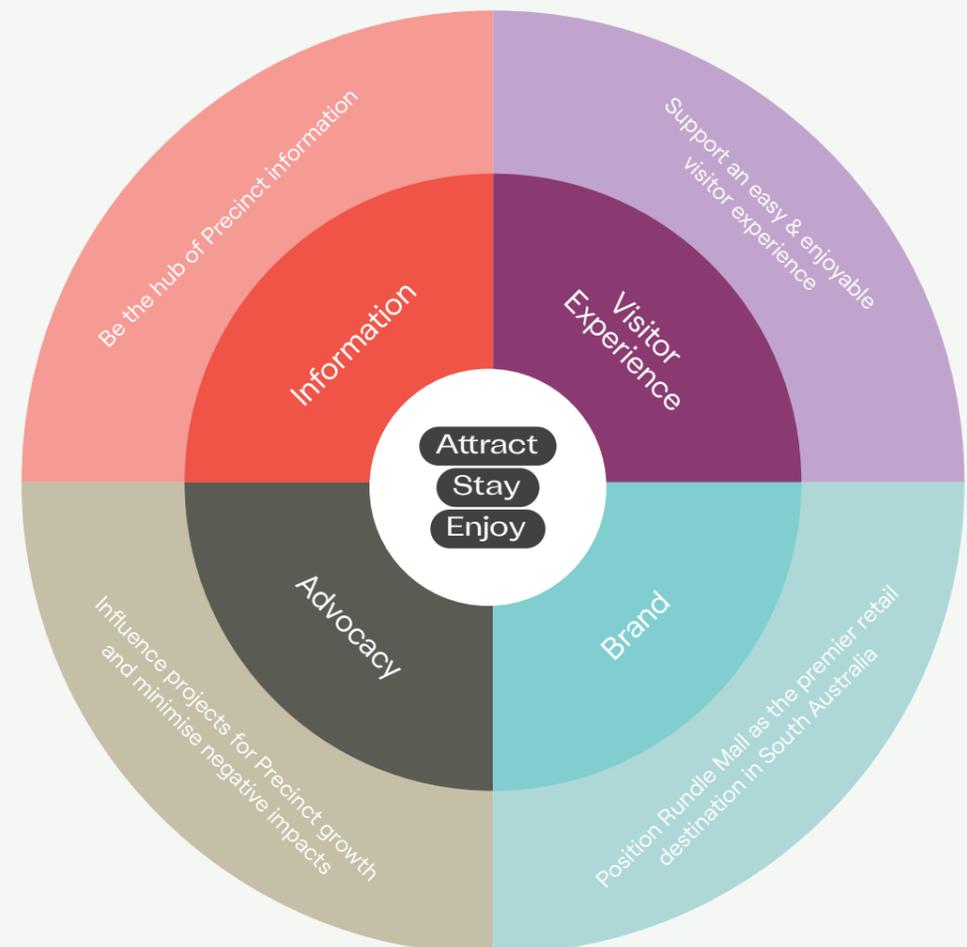
#### Strategic Focus

The key overall strategies for 2020/21 are:

- 1. Attract**  
Give customers a reason to visit
- 2. Stay**  
Engage with customers and give them an incentive to stay
- 3. Enjoy**  
Provide an authentic and memorable experience

To achieve this, the key deliverables will be achieved across 4 key pillars:

- Information
- Visitor Experience
- Advocacy
- Brand



## 4. Action Plan

As per the RMMA Strategic Plan 2017 - 2021, the RMMA goals and objectives fall within four areas of focus.

Actions within the period of this Business Plan are outlined across these four key areas:

### Information

Be the hub of Precinct information.

### Visitor Experience

Support an easy and enjoyable visitor experience.

### Advocacy

Influence projects for Precinct growth and minimise negative impacts.

### Brand

Position Rundle Mall as the premier retail destination in South Australia.

Progress against each of these actions will be reported to the RMMA Board and City of Adelaide on a quarterly basis.

#### Measurement

The actions will be measured across a range of areas including:

- Foot traffic growth
- Retail spend
- Market indicators
- Increase in database subscriptions
- Income generation
- Numbers of events and activations
- Safety and security perceptions
- COVID-19 recovery
- Website and social media traffic
- Brand sentiment

### Area of Focus: Information

**OBJECTIVE:** Be the hub of Precinct information

#### YR 4 Actions

Collect and analyse key performance data to:

- Inform marketing strategy
- Measure success
- Inform advocacy; and
- Educate stakeholders

#### How

Continue to capture and analyse information including:

- Precinct foot traffic trends
- Spend data
- Dwell time
- Shopping behaviour
- Customer experience; and
- COVID-19 recovery

Define growth objectives based on information gathered in year 3 and COVID-19 impact

Continue to work with data analyst to review and analyse information, and prepare information for sharing

Create and implement reports based on the data captured

Develop and implement a B2B Comms Plan

Create segmented groups in the Customer Relationship Management (CRM) tool to support communication

Create a communications calendar for all stakeholder engagement

Send monthly stakeholder communications via electronic direct mail (EDM) and quarterly printed communications

Meet regularly with Arcades/Centres, property owners, and retailers

Deliver three stakeholder information and education sessions

Connect Businesses to key support packages post COVID-19 including Business SA, State Government and CoA information

Area of Focus: Visitor Experience	
OBJECTIVE: Support an easy and enjoyable customer experience	
YR 4 Actions	How
Stage and support engaging activities	<p>Create a 12-month event and activation plan and calendar</p> <p>Drive income from sponsorship in line with FY20/21 Budget</p> <p>Drive brand partnerships aligned with the Rundle Mall brand values, and event and marketing plan objectives</p>
Advocate for innovative solutions to support visitor experience	Work with CoA to deliver solutions and use Rundle Mall to trial City-Wide initiatives
Support a safe and attractive public space	<p>Update the Operating Agreement with CoA to define service levels to the RMMA and Precinct</p> <p>Deliver new cleaning agreement and uniforms with CoA</p> <p>Work with CoA to implement Emergency &amp; Crisis Management plans</p> <p>Review Rundle Mall security requirements and contract to define service levels, including reporting</p> <p>Work with SAPOL to support a safe Precinct</p> <p>Engage with CoA to define busking standards and permitted locations within the Precinct</p> <p>Work with CoA to address vehicle access times for the Mall</p> <p>Support CoA's strategic plan priorities</p>

Area of Focus: Advocacy	
OBJECTIVE: Influence projects for Precinct growth and minimise negative impacts	
YR 4 Actions	How
Advocate for future Council investment in the delivery of upgrade works to ensure high-quality amenity and public realm	<p>Engage with CoA to inform the approach and secure commitment and funding for future years where relevant</p> <p>Work with CoA to deliver COVID-19 recovery and placemaking strategies</p>
Work with State Government to provide positive outcomes for the Rundle Mall Precinct	<p>Work with State Government on Trading Hours legislation</p> <p>Work with State and Local Government on infrastructure and capital projects that impact the Rundle Mall Precinct</p>
Continue to advocate for ongoing capital investment in the Rundle Mall Precinct	Work with State and Local Government and private property owners to deliver new retail experiences, support investment and minimise vacancy rates
Support CoA with the delivery of the City-Wide Business Model	Engage with CoA and provide RMMA Board support to the delivery of the proposed City-Wide Business Model

Area of Focus: Brand	
OBJECTIVE: Position Rundle Mall as the premier retail destination in South Australia	
YR 4 Actions	How
Create, implement and deliver an annual Marketing Plan	<p>Create a "Roadmap to Recovery" and deliver activation and placemaking strategy to support during COVID-19</p> <p>Support key retail and public holiday trading periods</p> <p>Develop year-round campaigns to support all retail categories during the year</p> <p>Increase social media engagement, including Facebook and Instagram</p> <p>Update website and grow consumer EDM database</p> <p>Engage with State Government and CoA to support relevant tourism initiatives</p>
Develop the Rundle Mall brand	<p>Continue to develop the Rundle Mall brand</p> <p>Proactively drive positive PR stories based on campaign implementation</p> <p>Engage all agencies in marketing campaign planning and business operations</p>
Position the RMMA as an industry leader	<p>In consultation with the RMMA PR agency, create and implement a proactive public relations strategy in relation to industry positioning</p> <p>Identify relevant industry awards and submit application</p>



## 5. Marketing & Activations Calendar

The overarching focus for the year will be supporting retailers and businesses as they recover from the COVID-19 pandemic.

### COVID-19 Recovery

- Ensure that Rundle Mall remains the vibrant beating heart and economic centre of Adelaide
- Use placemaking principles to create a vibrant, warm and welcoming space
- Create smaller, ongoing events and activations rather than larger scale activity
- Support retailers and businesses with marketing and promotions
- Ensure that the Mall is safe, clean and complying with all Government and health regulations

A summary of the proposed marketing and promotions activity is following.

This activity will be supported by ongoing in-Precinct activation, online/digital development and brand advertising.



Month	Activity
July 2020	<p><b>COVID-19 Response</b></p> <ul style="list-style-type: none"> <li>• Fairy Lights installed in trees and overhead</li> <li>• Large Format Screens</li> <li>• Pop Up Seating Areas</li> <li>• Support retailers re-opening</li> </ul> <p><b>Promotions and Activations</b></p> <ul style="list-style-type: none"> <li>• Pigs' 21st Birthday Celebrations</li> <li>• World Food Days activations and pop-ups</li> <li>• Retailer support campaign</li> </ul>
August 2020	<p><b>COVID-19 Response</b></p> <ul style="list-style-type: none"> <li>• Oversized planter boxes</li> <li>• Mall greening</li> </ul> <p><b>Promotions and Activations</b></p> <ul style="list-style-type: none"> <li>• Daffodil Day</li> <li>• World Food Days activations and pop-ups</li> <li>• Retailer support campaign</li> </ul>
September 2020	<p><b>COVID-19 Response</b></p> <ul style="list-style-type: none"> <li>• Flower bombing and spring colour</li> <li>• Colourful flooring and seating</li> </ul> <p><b>Promotions and Activations</b></p> <ul style="list-style-type: none"> <li>• 'Spend and Win' campaign</li> <li>• Father's Day activity</li> <li>• World Food Days activations and pop ups</li> <li>• Retailer support campaign</li> </ul>





Month	Activity
October 2020	<p><b>COVID-19 Response</b></p> <ul style="list-style-type: none"> <li>• Art installations and signage</li> </ul> <p><b>Promotions and Activations</b></p> <ul style="list-style-type: none"> <li>• 'Spend and Win' campaign</li> <li>• Public art installations and virtual art tour</li> <li>• Fashion Campaign</li> <li>• School Holidays</li> <li>• World Food Days activations and pop-ups</li> <li>• Retailer support campaign</li> </ul>
November & December 2020	<p><b>Promotions and Activations</b></p> <ul style="list-style-type: none"> <li>• NAIDOC Week 8 – 15 November</li> <li>• Christmas Decorations &amp; Window Installations (1 November)</li> <li>• Black Friday and Boxing Day sales</li> <li>• Retailer support campaign</li> </ul>
January 2021	<p><b>Promotions and Activations</b></p> <ul style="list-style-type: none"> <li>• Post-Christmas Sales</li> <li>• School Holidays</li> <li>• Australia Day – trading hours support</li> <li>• World Food Days activations and pop-ups</li> <li>• Retailer support campaign</li> </ul>
February 2021	<p><b>Promotions and Activations</b></p> <ul style="list-style-type: none"> <li>• Valentine's Day – digital campaign</li> <li>• Lunar New Year celebrations (activity TBC)</li> <li>• Support to Universities and O Week activity (where relevant)</li> <li>• World Food Days activations and pop-ups</li> <li>• Retailer support campaign</li> </ul>



Month	Activity
March 2021	<b>Promotions and Activations</b> <ul style="list-style-type: none"> <li>• Adelaide Fringe Box Office (TBC)</li> <li>• Adelaide Festival Activation (TBC)</li> <li>• Retailer support campaign</li> </ul>
April 2021	<b>Promotions and Activations</b> <ul style="list-style-type: none"> <li>• Easter: Friday 2 - Monday 5 April</li> <li>• Tasting Australia: 30 April - 9 May</li> <li>• Retailer support campaign</li> </ul>
May 2021	<b>Promotions and Activations</b> <ul style="list-style-type: none"> <li>• Mother's Day</li> <li>• History Month</li> <li>• World Food Days activations and pop-ups</li> <li>• Retailer support campaign</li> </ul>
June 2021	<b>Promotions and Activations</b> <ul style="list-style-type: none"> <li>• Mid-Year Sales</li> <li>• World Food Days activations and pop-ups</li> <li>• Retailer support campaign</li> </ul>

