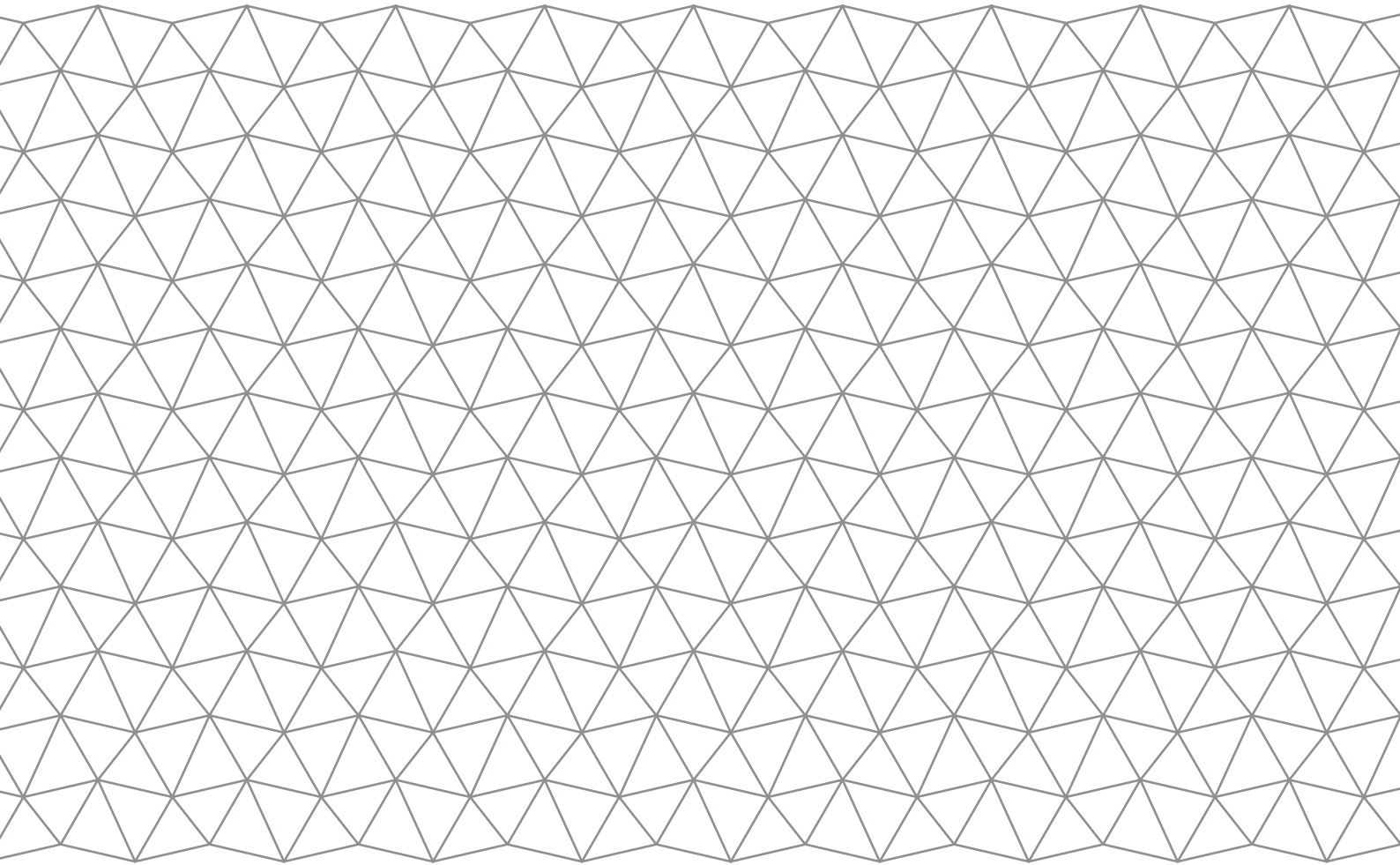


**FEEDING YOUR PERFORMANCE
CREATING A LEGACY**



CREATING A LEGACY

International Convention Centre Sydney (ICC Sydney) is committed to innovation. It also recognises its obligation to the community in which it operates.

While many international convention centres now use sophisticated methods to measure the economic impact of business events in their host cities, ICC Sydney is looking beyond its city centre boundaries.

The venue is most certainly the nexus between two important areas of economic impact within the city – the visitor economy and the knowledge economy. In a first for the industry, it is now investigating a third stream; how communities across the state benefit from its operation.

ICC Sydney understands the importance of creating a legacy and is committed to driving long term economic, societal and environmental benefits for regional communities, delegates and visitors, as well as its own people.

The integrated convention, exhibition and entertainment venue has partnered with University of Technology Sydney (UTS) to deliver an industry first research project that will track key indicators for convention centre success. This includes annual updates on Corporate Social Responsibility (CSR) objectives, delegate experience and economic impact for the host city and regional farming communities.

The convention centre's success is supported by Feeding Your Performance, a philosophy that is now embedded across the venue's operations, including the on-boarding of new suppliers and team members.

Today, ICC Sydney feeds the performance of its delegates and visitors, its own people and the intellectual and economic performance of the city as well as its surrounding regional areas.

The catalyst for the legacy program was the launch of ICC Sydney's unprecedented culinary proposition, which focuses on sourcing highly nutritious ingredients locally. This has informed the development of unique relationships in which ICC Sydney collaborates with a network of 65 New South Wales (NSW) farmers directly or through co-ops and boutique providers.

These agreements provide financial security for suppliers, driving employment and growth opportunities in regional areas. Additionally, the resulting menus at ICC Sydney, and its marketing of the program, showcase the best NSW produce and its providence, encouraging pre and post-event touring to beautiful regions across the State.

By combining fresh, local ingredients in healthy meals designed specifically to aid concentration, stamina and focus, the Feeding Your Performance philosophy also highlights the importance of nutrition on delegate experience and seeks to drive behaviour change.

The ICC Sydney Feeding Your Performance Case Study is one of the first projects to be submitted to the Joint Meetings Industry Council (JMIC) Case Study Program, which is aimed at measuring the legacy impacts of the business events sector.

As part of this case study, interviews were conducted with six ICC Sydney NSW suppliers at their workplaces, the venue's consultant nutritionist as well as team members from across all ICC Sydney departments. These interviewees included a potato farmer from Crookwell, cheese maker from Lidsdale, lime grower from Kempsey, wine maker from Molon, butter maker from Tempe and seafood supplier from Taren Point.

This is an abridged version of the full case study by Associate Professor Carmel Foley, Associate Professor Deborah Edwards, Dr Bronwen Harrison and Ms Anja Hergesell - UTS Business School.



A mark of excellence

The 'Feeding Your Performance' stamp of approval is an assurance of our ongoing commitment to nourishing bodies and minds at ICC Sydney events. Its presence underscores our philosophy of creating world class cuisine through the selection of local, seasonal and, where possible, heritage produce.

Carefully selected seasonal, sustainable and locally sourced produce to boost alertness and drive energy levels.

ABOUT FEEDING YOUR PERFORMANCE

ICC Sydney is creating socio-economic benefits across regional NSW through its unique Feeding Your Performance philosophy, which focuses on sourcing the best local produce to create nutritious dishes for delegates. The industry first approach has been designed to aid the performance of:

- The NSW regional economy
- Delegates, guests and events, plus
- ICC Sydney and its people.



NSW Regional Economy

ICC Sydney is an important component of the State's suite of infrastructure projects and is set to generate a minimum of A\$5 billion in economic benefit for NSW over 25 years.

By working with its suppliers from the planting stage, ICC Sydney offers secured income, driving regional growth and employment opportunities. It also works with these businesses to help them develop, delivering long-term partnerships.

Feeding Your Performance informs the sourcing of ICC Sydney's beverages as well. The precinct is expected to sell 200,000 bottles of wine annually from its 93 strong Wine Collection, 80 per cent of which is sourced in NSW. This support to the local wine industry will not only encourage its expansion, but will also open it up to international visitors, with the power to create new markets for the State's wineries.

This is just one example of how ICC Sydney's focus on local producers will have enduring benefits on NSW and its economy.

Delegates, Guests and Events

ICC Sydney's healthy menus are a key driver for event, visitor and business success. What we eat plays a vital role in supporting our bodies and their ability to function well. Indeed, good nutrition enables us to concentrate, remain focussed and stay alert.

The Feeding Your Performance philosophy aims to highlight the importance of nutritious foods to delegates, its supply chain and its own people, to drive health focused decision making long-term.

The culinary offering has been a clear point of difference for ICC Sydney, helping to secure 500 events before it opened in December 2016. In turn, these events attract delegates from around the world to do business and share knowledge with the local community.

With the basic principles of balance, quality, freshness and taste at its heart, Feeding Your Performance has been praised by clients, including the Royal College of Pathologists Australasia, as the future of catering in the industry. Client feedback is already providing evidence that the marketing of ICC Sydney's Feeding Your Performance approach to catering events is boosting delegate attendance at networking events across cocktail functions and banquets.

ICC Sydney and its People

The driving force behind the Feeding Your Performance philosophy is to support clients and NSW. This has been weaved into the culture of ICC Sydney's operations, from the point of procurement to event evaluation and repeat booking. It is also part of ICC Sydney's staff onboarding, is discussed at monthly team meetings and is being embedded into its CSR program. This means that at every stage ICC Sydney makes positive change to secure its legacy.

Signature dishes and ingredients from ICC Sydney's Feeding Your Performance menus



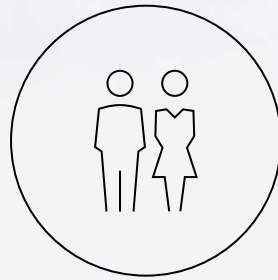
KEY CONTRIBUTIONS AND BENEFICIARIES

Feeding Your Performance



Economic Development

- Suppliers and regional communities
- NSW Government
- ICC Sydney



Social Impacts

- Farmers
- Delegates
- Community
- Diversity groups
- Charities



Sustainability

- Farmers
- Stewards
- Community
- Ecosystems
- The planet



Economic development

ICC Sydney is helping suppliers to grow their businesses, helping to create jobs and regional development. In these ways, ICC Sydney is also contributing to key objectives of the NSW Government.

Supporting Local Producers

Local food supply chains exert positive economic influences on the local region, mainly in terms of economic growth and employment (Illbery & Maye, 2005). Local food supply chains are seen as the new paradigm to regenerate rural development, not only in NSW but globally. An exploratory study of seven European countries representing 75-85 per cent of the farms in Europe determined the additional net value generated by local food supply chains on top of conventional agricultural production was positive in all cases (Renting, Marsden & Banks, 2003). Similar outcomes have been identified by studies conducted in the US and the UK over the past decade (Otto and Varner, 2005; King, Hand & Gómez, 2015; Kneafsey, et al., 2013; Boyde, 2001; Hughes, Brown, Miller & McConnell, 2008). Local food strategies have been found to reverse the decline of rural services and the depletion in food and farming physical infrastructure (Kumar, Agrawal & Sharma, 2013).

The volatility of the operating environment for food producers is not expected to decrease in the near future and, in this context, ICC Sydney's strategy to provide a level of stability for their food suppliers is a significant contribution. In addition to supporting individual suppliers ICC Sydney is contributing to a growing set of farmer and consumer-led initiatives which include: farmers' markets; marketing cooperatives; community supported agriculture; and direct and online sales hubs (Estrada-Flores & Larsen, 2010). The Department of Agriculture, Fisheries and Forestry has determined that such initiatives represent an opportunity for fresh food specialists. "Despite strong retail competition, there is an ongoing opportunity for specialist providers to deliver high-quality specialty products supported by strong customer service" (Spencer & Kneebone, 2012: 6).

Patronage by quality-conscious customers such as ICC Sydney creates an opportunity for small food production enterprises to increase stability in a turbulent market and to grow their customer base.

While the partnerships between suppliers and ICC Sydney are new, suppliers anticipate several benefits. Expected job growth may be small but suppliers felt the impact on regional towns would be meaningful. Other benefits include business expansion, promotion of their businesses and regions, and increased tourism opportunities.

"If it employs one more person in this little town well that's a bonus. We employ five full time people now and in respect of a small farming business - it's good employment in a little country town."

(Potato Farmer)

Supporting Small Business

A number of the suppliers are using their relationship with ICC Sydney to plan for their future growth. For example, one ICC Sydney supplier is extending his business and that of others in his region by growing a specialty 'ware' potato just for ICC Sydney. A Cheese Maker is using the increase in sales to consolidate and improve their cash flow.

Such activities are achievable as ICC Sydney has allowed suppliers to set their own payment terms some choosing a quick turnaround of 15 days or the end of the month. However for one Butter Maker it is not just about the direct income but the indirect benefits:

"The promotional video that ICC Sydney created using our business gave us great exposure. It's more of a leverage pay off rather than a financial one. We need growth but we need growth in a different way ...the public relations and marketing that ICC Sydney undertakes has the biggest impact on our business today."

(Butter Maker)

Being placed on ICC Sydney tables means that their butter is on the world stage. It is a similar story for one Seafood Supplier:

"We cater for a range of smaller businesses and groups of restaurants. ICC Sydney takes us to a new level, where I can tell my customers that we can do anything."

(Seafood Supplier)

He said that being able to demonstrate that he could meet the large volume needs of a customer like ICC Sydney was good for winning new business.

One of ICC Sydney's artisan Cheese Makers (husband and wife team) have won numerous awards for their goat cheese products and have some high-end clients, however they have been struggling to sell enough volume. Their partnership with ICC Sydney gives them assured business, so they can concentrate on what they do best - making fantastic cheese.

Partnering with ICC Sydney allows suppliers to focus on their core competencies of delivering high quality produce. The suppliers welcome the opportunity for not only the promotion of their own business but for their regions and communities. Indeed, Feeding Your Performance could not have come at a better time for the Kempsey region. The Kempsey Council has plans to promote and develop the region as a food bowl. To this end one Lime Grower believes that the promotion that comes with supplying ICC Sydney can play a part in this new development.



Social impacts

ICC Sydney is providing recognition for farmers and the communities that they operate in and has the potential to influence job growth. It is increasing knowledge and contributing to behavioural change around healthy eating. At a broader level, it is supporting diversity groups through its recruitment and training policies and the disadvantaged through its contributions to Sydney charities.

Local food supply chains can strengthen relationships between members in these communities. This is particularly true for farmers (Mundler & Laughrea, 2016). Local food promotes social and professional recognition for farmers and may even allow for a form of social and professional reintegration for vulnerable or marginalized farmers (Mundler & Laughrea, 2016).

Supporting Farmers to Grow High Quality Produce

ICC Sydney's Executive Chef is sourcing produce with high nutritional value and flavour. He explained:

"Remember the way tomatoes used to taste before they were modified for long shelf life and to look good in supermarkets? I've found someone who grows heritage tomatoes. I don't even like to call them heritage, they are just real tomatoes, full of flavour."

Partnerships with large organisations like ICC Sydney mean opportunities for new and speciality produce to be realised that would otherwise not be feasible.

"One big trend at the moment is going right back to wild potatoes that have come from the Andes. They are old varieties in all colours and ugly shapes but they're much better for you nutritionally.

"We've also got a potato that doesn't absorb oil. You cook it with the skin on, the oil makes the skin open up like pork crackle, so it's really nice and crunchy but when you eat the potato it's oil free."

(Potato Farmer)

He's looking to commercially re-introduce some of these high quality, nutritious varieties back into the mainstream and believes support and marketing from ICC Sydney will help him to achieve this.

Local food schemes have been shown to contribute to increased knowledge and behavioural change around healthy eating (Mundler & Laughrea, 2016; Kneafsey et al., 2013). ICC Sydney's Feeding Your Performance program is contributing to a new level of nutritional awareness in three ways. Firstly, they are supporting growers who are working towards producing food with exceptional nutritional value. Secondly, they are providing delegates with nutritionally superior food. Finally, they are donating any excess of this high-quality food to an organisation that provides meals for people in Sydney who are experiencing disadvantage.

Nourishing Performance

The benefit of nourishing food on delegate performance has been an important motivator.

The Consultant Nutritionist's input has helped ICC Sydney realise this objective.

"We discussed how we could help to control energy levels for people, assisting their mental and physical performance over multi-day events. We talked about how we could reduce sugars, what qualities the dishes should uphold and how we could deliver joyful dining experiences. After all, food should be an enormous pleasure in life.

"Increasing performance is founded on minimising carbohydrate portions and lowering the glycaemic index (GI). This enables energy to trickle into the bloodstream through the afternoon, helping to feed your brain, ensuring the ability to concentrate and think clearly."

(Consultant Nutritionist)

ICC Sydney recipes have a strong focus on the use of wholegrains and legumes, quinoa and a variety of newer grains. The role of the nutritionist has been to review recipes, and provide feedback on ingredients, to ensure they're light, high in protein, contain low GI carbohydrates and wholegrains.

Research has found a strong link between diet and sustainability. In particular, dietary changes that involve increased consumption of plant-based foods and reduced consumption of animal products leads to a reduction in greenhouse gas (GHG) emissions (Scarborough et al. 2014; Stoll-Kleemann & O'Riordan, 2015; Springmann et al., 2016). The Consultant Nutritionist does not believe there is enough information available to consumers to understand this issue and feels that through ICC Sydney:

"We're starting to get the message out that we should eat more plant foods and seafood including oysters and mussels, which are more sustainable. A move away from large animals would have a huge influence on the health of our planet."

An additional benefit of ICC Sydney's emphasis on serving higher portions of vegetables and grains is reducing GHG emissions and educating participants on the importance of healthier diets.

*Signature dishes from ICC Sydney's
Feeding Your Performance menus*







Sustainability

ICC Sydney engages in sustainable behaviour as part of its organisational practices and supports a range of suppliers who are working hard to improve ecosystems. These businesses benefit directly from this support. This has wide ranging positive effects on suppliers' industries, the broader community and the planet.

ICC Sydney sources the majority of its food and wine from local (NSW) suppliers. An important component of the Feeding Your Performance philosophy was that their suppliers hold the same values as ICC Sydney. According to the Director of Finance and Administration:

"The RFP (request for proposal) pack of the procurement plan is very much about making sure the suppliers that we adopt or contract share our views. It's almost like interviewing for a job. You either have the chemistry that matches our culture or you don't. We've taken the same approach with our suppliers; you either match our Feeding Your Performance philosophy or you don't."

There is general agreement in the literature that a local food supply chain is beneficial for the environment in terms of reduced 'food miles' (Shukla & Jharkharia, 2013) and a smaller carbon footprint (King et al, 2015; Kneafsey, Venn, Schmutz, Balázs, Trenchard, Eyden-Wood & Blackett, 2013). Additionally, because of a shorter transportation distance there is generally less need of packaging, processing and refrigeration when compared with long haul, industrial food (Kneafsey et al., 2013). One Lime Grower from Kempsey said that he can "throw the fruit in the back of the truck, leave at 2am and be at ICC Sydney by 7am later that day and home again by lunchtime." Additionally, because he is driving at night he doesn't need a refrigerated truck. By choosing NSW suppliers ahead of interstate and international alternatives ICC Sydney is reducing its carbon footprint.

In addition to geographical location, ICC Sydney chose suppliers based on the quality of their produce and their sustainable practices.

"The best farming practices protect the ecosystem by recycling to reduce waste and lowering the need of agrochemicals."

(Potato Farmer)

Suppliers were vetted for sustainability by ICC Sydney through a comprehensive survey process and in many cases through face to face interviews and tours of farms and facilities. Suppliers expressed a range of views when it came to sustainability. One Wine Maker stated:

"We've owned the property for 38 years and have always worked sustainably, it just makes sense. Why would you not recycle all your packaging goods? Why would you not encourage your customers to? Why wouldn't you compost the waste from the winery if you've got to dump it anyway. It has benefits to the vineyard to put it back in. Why spray for pesticides if they're not a problem and you've got balance in your vineyard? Why use other chemicals if they're not necessary? I wouldn't want to drink wine if I was lacing it with chemicals, so why would anybody else?"

As well as on site recycling and off-site composting of food waste, ICC Sydney also provides excess food to OzHarvest which it delivers to vulnerable people across the city. Through staff training initiatives and an onboarding process that includes education around the Feeding Your Performance program, ICC Sydney understands the importance of stewardship.

The Wine Maker made the point that while "paddock to plate" has become popular in terms of sustainable practice and high quality restaurant food, the same cannot be said for beverages.

"There are some fantastic restaurants in Sydney that will sit you down and they'll tell you about the food that comes out of the garden here and we've got our own farm at Windsor and we pick everything there, and then would you like this French shiraz to have with that? And you think where did you miss the point? I got your message loud and clear, you're very much about eat local, shorten the period, lower carbon units, this, that and the other, but why doesn't this translate to your wine list, why doesn't it translate to your beer, why doesn't it translate to your spirit list?"

He believes that a major convention centre like ICC Sydney will influence change and encourage greater local support.

Stewardship

Many of the suppliers understood their role as stewards. The Potato Farmer explained that his interest in sustainability developed as he became older and realised that his role as a farmer was less about ownership and profit and more about stewardship, being a responsible custodian of the land he farmed, and improving and protecting the natural ecosystems.

"A true farm becomes part of your soul. I don't work for money. Money has no interest in my life whatsoever. We work because we love what we do and we love being able to produce a good crop...you've got to come to an understanding of the value of what you're got but not just in a monetary sense. How many people have the luxury of being able to grow food, feed people and take pride in that? It takes a while to understand that you never own this land.

We're just custodians of it for our period and we have to care for it in a way that enhances it, ready for the next generation."

The Lime Grower is constantly evolving his practices to be more sustainable and encourages best practice in his industry.

"I do a lot of talks for Kempsey Shire Council's Macleay Valley Food Bowl and I've done a few seminars. Teaching people how to grow vegetables, how and what they can plant."

(Lime Grower)

Innovation, Creativity, Agility

Feeding Your Performance also facilitates outcomes in terms of innovation, creativity and agility. These attributes are considered vital for the long-term sustainability of organisations and industry sectors (Edwards, Foley & Hergesell, 2016).

A convention centre doing restaurant quality food breaks new ground while offering the close relationship established between the executive chef and suppliers is leading to new products. For example:

"The farmers we're talking to will often have 25 years of knowledge or three generations of farming lessons to share with us. These assist the development of new ways to deliver wholesome, nutritional food," said ICC Sydney Executive Chef, Tony Panetta.

By working closely with producers ICC Sydney is enabling them to develop new product lines. Feeding Your Performance is an innovative initiative that is acting as a catalyst for further innovations through its approach to relationships with suppliers, creativity in menus and approaches to corporate social responsibility.

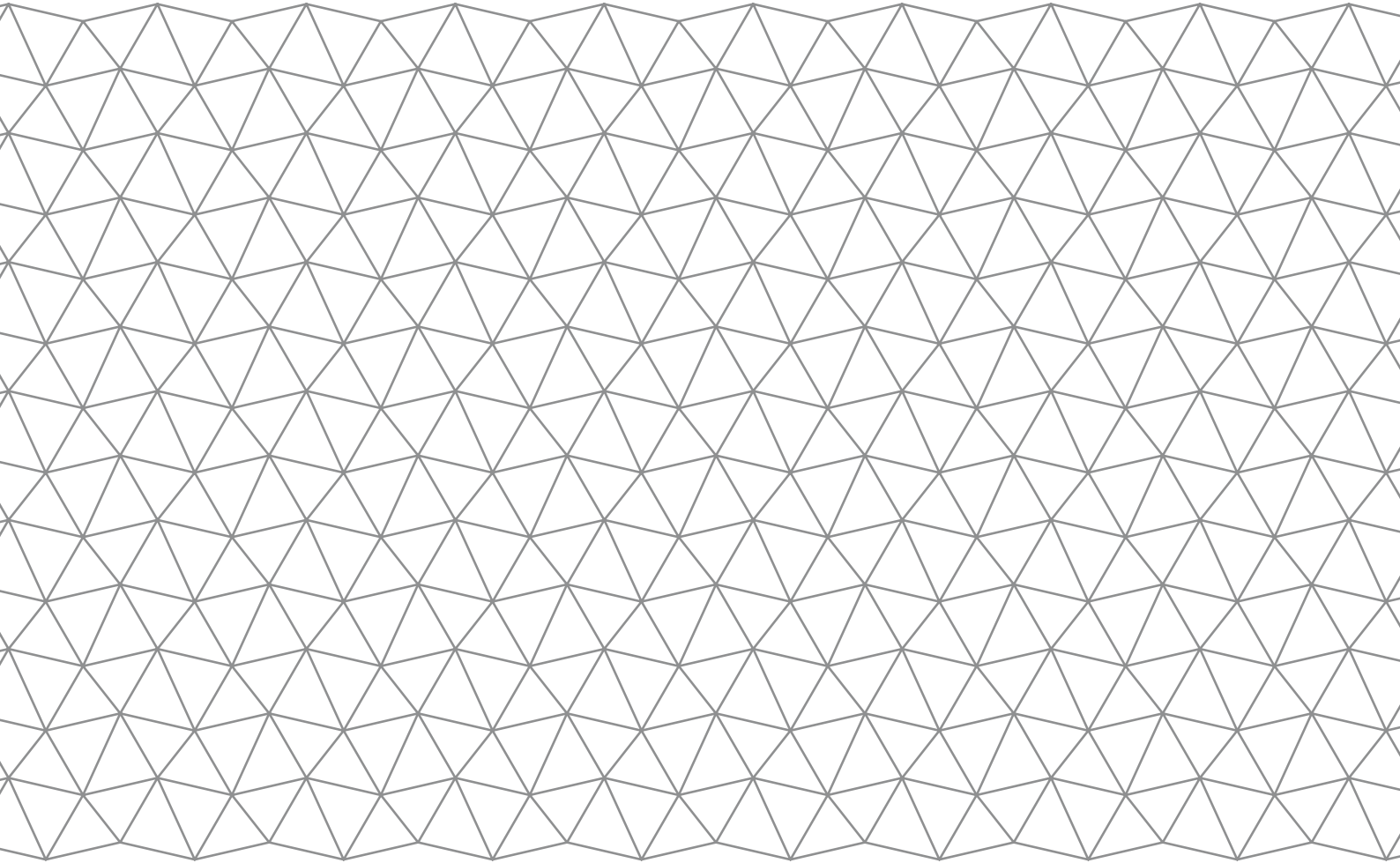
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