

UCE Challenge:

Marketing Smackdown

Muhammad Faris Al Helmi Bin Mad Kamal

Student ID: 19044677

Lecturer : Dr Michaela Balzarova
Due Date : 14 April 2019

Introduction

On 9 and 10 March 2019, Marketing Smackdown challenge had taken places, our team had given a task on how to get the Christchurch's residents to really engage with the central city. This engagement shall help in increasing footprint in the city thus maximizing economic profit and spending power. This report will be explaining those finding and correlation with sustainability. Following by details and a clear plan of action on how this solution should be carried out in future.

Reflection on the UCE Marketing Smackdown challenge

After a depth thought and research, the main challenge that we need to overcome lie in-depth in the culture, norms and perception of the people toward the central city. The lack of appearance of the city in some area also perpetuate the problems. Wood (2015) has stated that visitors to Christchurch all recurrently made a statement on how the city looks like a war zone. In point of fact, they also questioned the lack of vibrancy and welcoming experience due to missing vibe from the paucity of the people. Tim Hunter from Christchurch & Canterbury Tourism had responded that the tourism body was still importuned for beautifying work and refresh some of the most damaged and topsy-turvy areas in the city since earthquakes in 2011. One of the noticeable places is Christchurch Cathedral that left in ruins in the middle of the city.

All shortfall in vibrancy and infrastructure result 30% of international visitors felt the city unwelcoming. Stylianou had addressed several factors lead to this issue. For instance, there are relatively few restaurants, bars and nightclubs. Most of the shopping mall and restaurant close at 6 pm that left the resident with nothing during night. Apparently, the city also dearth of iconic visitor attractions and entertainment, sporting and meeting venues. There was also no natural hub provided in the city for the community. Continuous construction had led to noise complaints and disruption. Negative perceptions following the earthquakes still existed plus no coordinated events strategy, lack of funding and creativity, all resulting the city look dull and unattractive for both the residents and international visitors.

The people need to be more vibrant, more open to change rather than being conservative, increasing the sense of community rather than the perception of 'nothing matter' and much more. John (2016) had stated how those arrived since the quakes have more positive view of the city compared to those who are resident before. This reflects the different stages participants in their transition and how crucial for the residents to help each other along the process. The city's old heart must learn to beat inside its new skin.

There are a few remarkable events held in Christchurch such as Lantern Festival, Night Noodle Market, firework, Christmas celebration and several others. The respond and support form resident were ginormous. However, this led to mass traffic specified for the event, thus resulting in congestion and overcrowded then translated to more frustration and cramped

conditions. This issue triggered by a fact that the event only occurred once a year under a limited period of time. Therefore, we need to do some changes and fight the norms that the central city will only feel live when there are specific events occurred and will be a 'dead town' afterwards. Because of that, our approach should be sustainable that providing event and programs regularly rather than one-off events that occurred once a year. We need to create a vibe that can be felt regardless of the time in the central city including during night. We need to create a sense of exploration of what existed in the central city and build more excitement by offering something differences every period of time. We also need to create a solution that will make people comes on a regular basis rather than once per period. We need to create a culture that enhances creativity, multi-cultural and respect. The solution shall create a sense of belonging, made the residents feel like part of the city and increasing the sense of responsibility of making changes for a better city.

Presentation's Concept

Our solution is to create the Next-Gen Association located in the middle of the city. This association is responsible to represent the younger generation and student among the residents. This association inspired by University of Canterbury's Student Association (UCSA). This is an association that educates and enables youth to contribute to the vibrancy of the city. The association will act as a medium of interaction and platform of networking. As UCSA, the association will be handling a numerous number of events and provided a place of meeting, volunteering, convention, networking and chilling spot. This association will create a space or a hub suitable for all range of youth and provided every necessity needed. This is including gaming station, education zone, entrepreneurship and start-up, café and entertainment etc. Thus, making it distinct from existing facilities such as a library. Every club and organisation will get adequate support from the association in terms of financial or spot in the hub as long as it is intentionally created for the youth. The association will be led by a group of people among youth to represent this vision is from the youth and for the youth.

This shall enhance the soft infrastructures. Laundry (2012) had described soft infrastructure as shifting focus and encourages physical developments or urban design that foster communication between the community. This proved when the solution starts shifting attention on how people can meet, exchange ideas and networking. The youth hub under Next-Gen Association has a high level of amenity and quality. It is operated as a 'third spaces', which are neither home nor work where people can gather and mingle. The hub must be a gathering place that sensitive to culture as balancing between globally-oriented and locally-authentic.

As the name itself, the target audience is the youth and student age 18 until 25. Age 18 and 25 is also the age where transition happens, either from school to university or from university to work atmosphere. The other justifications behind this decision as these crowd have the ability and willingness to become an agent of changes. They tend to be more creative and outgoing. They have the energy, motivation and time to contributed to creating a better city. As for instance, they have the capability to make interesting connections and to think fresh and

innovative. Their listening capacity has fostered sparks of insight that give energy and sense of where they are going even if it is not quite clear.

In a demographical perspective, unlike Wellington and Auckland, all students are located differently with each other while mostly located outside the central city such as University of Canterbury and Lincoln University. Christchurch has an adequate number of education's institutions. However, there is a physical barrier and geographical constraint between the student and the city. This has made the student wander and chill around university and home instead of in the city. Students and youth are the vessels of creating the vibe. The university feels alive because of the student. By replicating the same situation, the city will feel more lived and attractive with this bunch of youth inside it. Unfortunately, this is the hardest crowd to be convinced. In order to attract more youth, we need to offer a cool thing or activities they may be interested in. Thus, this is where the Next-Gen Association will function. This shall ensure sustainable development as a promising long-lasting effect on social well-being and profitability. With sufficient marketing efforts and a plan of activities, this shall help the council attract more people specifically youth thus creating a good vibe that can be felt by all the residents, thereby increasing re-engagement and economic growth.

Sustainability Aspect associated with Proposed concept

Taken literally, sustainable development simply means development that can be continued either indefinitely or implicit time period of concern (Lele, 1991). Meanwhile, Shah (2008) had stated that sustainable development defined as development that meets the needs of the present without compromising the ability of future generations to meet their own needs. In this era, more and more nations started to realise that achieving sustainable development is not an option but an imperative. The three pillars of sustainable development are economic growth, environmental stewardship, and social inclusion (see Figure 1). This solution is considered as sustainable development as it reaches all the three aspects that started and focusing more on social inclusion.

The solution targeting on the well-being of the youth by providing a connection, contribution platform and education. The solution creates a sense of belonging and part of the community which is crucial in developing a healthy and vibrant culture. The youth can connect through meet-up events, volunteering or even gaming sessions. As long as the sense of good community improves, the socially-sustainable goal is considered accomplished. Through education provided by the association, it could expose the youth with a real-world situation and current issue that is pivotal for them such as skills and experience required in getting jobs. Meanwhile, the youth can contribute back to society through volunteering or sharing sessions that could improve the lives of others. Naturally, it will affect other pillars as well through volunteering in planting trees etc and re-engagement of the residents that lead to business progression and economic benefits.

However, there are associated risks in this solution. As mentioned above, the youth is a category that is hard to persuade and influence. Regardless of how amazing the idea may look, it is

requiring numerous effort to make it work. Other than that, this engagement between youth might lead to misbehaviour. Nightlife events held by the association might increase unethical behaviours such as disturbing resident resulting noise complaint and terrify them. The drunk cases also might increase even that not the intention of the events. However, with details planning and control, this associated risk can be contained and reduced.

Meanwhile, Sustainable Development Goals (SDGs) had widespread public concern about poverty, hunger, disease, unmet schooling, gender inequality, and environmental degradation (Sachs, 2012). All these priorities then translated into a set of 17 goals that easily understand and examine. Through research, it is clear that the solution had addressed more toward goal 8 which are decent work and economic growth (refer Appendix 1). Align with the target, this solution emphasizes the importance of development-oriented efforts that enhance creativity, entrepreneurship, innovation and growth of a macro, small and medium-sized enterprise. This solution also targets on reducing unemployment among youth through proper training and exposure. Lastly, the solution also helping the council city in achieving sustainable tourism that benefitting all business and promotes local culture.

Plan of Actions

The current reality is the Christchurch City Central still experienced a deficiency in hard infrastructure. However, there are significant efforts in rebuilding the facilities. Despite the tremendous effort, the amount of traffic in the city still not as aggressive as the progression in hard infrastructure. This stumbling block thanks to de-emphasizing the importance of improving soft infrastructure especially in building network and connection among citizen in the city. If this problem left unattended, the level of engagement might stay the same in spite of the completion of all infrastructure's project in the near future.

Meanwhile, the vision is to create the city that comprehensive, sustainable, fun and full of opportunity. These vision and goals required intensive endeavour in both types of infrastructure. Therefore, the Christchurch City Council (CCC) should focus on the people too as much as they care about the material and physical appearance of the city. This is the gap that they need to eliminate. For implementation, it is required supported by the city council, youth and the student. During the challenge, one of the questions from the mentor is the step-by-step process of making it worked. The first stage includes finding a leader and top management for the association. There are plenty of ways on doing that includes gathering all the student representatives from differences university and choose from it. Others, the city council could run an interview in finding the best potential leader regardless of which university they study on. However, it is probably the best to run an interview but choosing delegate from all difference university or a different field of works and expertise.

The second stage is finding a location. It is obvious that in creating an association, there is no specified location required. Any small portion of space from existing assets will be more than enough. However, as for a suggestion, there is a former IRD building (see Figure 2) that not

into used until now (Small, 2016). This building could be used by the association's representative to brainstorm a list of activities they want to create that fulfilling the needs of the youth. This is where all the management things take place includes weekly meeting, a partnership with an existing organisation or influencer and creating a proposal for a fund from the city council in any area the association feel necessary. Clubs or organisation for youth that need to be supported and space for office could use this building as well while properly guided by the association. The Christchurch city had offered several types of scheme and fund to support such as the Youth Development Fund and Christchurch Creative Community Scheme (Refer to Appendix B, C and D). However, this fund often unrecognised and hidden thus it is needed to be spread through this association.

The third stage is where the association open for registration is seeking regular members. On this stage, the association should have the capability to run a weekly event and programs. The events could be varied from entrepreneur meet-up or volunteering to organising TED Talk or public speaking. There are three pillars of what the association offered which are education, connection and contribution. All the activities and programs being held will be based on these three pillars. Consequently, this will attract youth to come and contribute, to come and learn something or to come and having new friends and connections. Either way, the student and the city will be benefitting from this good atmosphere by increasing traffic, good vibe and re-engagement of the residents.

The fourth stage, as the association matured from the experience, this is the stage where they will grow and developed to the next level. At this point, all the programs and events will be held as normal. However, the association supported by city council will renovate the building to fully accommodating a large number of participants. This is where all the cafes, entertainment, education zone, gaming area, sports centre and any other necessary facilities will be built. The CCC also will assist in marketing by offering a discount for bus tickets direct to the youth hub. The cafes and other entertainment will be offering a student price discount to attract more youth in an effort to increase foot traffic. The last stage is ensuring all the success is sustainable and keep continuous innovation and improvement to be better in the future. Approximately, all first three stages might require 5 months to a one-year period of time. While the fourth stage might need up to 2-3 years periods thereof 4 years for total completion of the idea. However, the effect of the solution can be seen in just 5 months which is great and convincing while the solution could grow even bigger as there is no limitation on what it can't be.

Conclusion

The social aspect will be tremendously improved with the solution. This is due to the fact there is no youth-centralise centre that exists specifically for the youth yet. Establishing the youth hub like this will improve the well-being of the youth in term of emotional state, education, their growth and future. It will tremendously increase connection and sense of community not just for youth but to the society as a whole.

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Appendix A

Goal 8: Decent Work and Economic Growth (UN, 2015)

- 1.** Sustain per capita economic growth in accordance with national circumstances and, in particular, at least 7% gross domestic product growth per annum in the least developed countries
- 2.** Achieve higher levels of economic productivity through diversification, technological upgrading and innovation, including through a focus on high-value-added and labour-intensive sectors
- 3.** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage the formalization and growth of micro-, small- and medium-sized enterprises, including through access to financial services
- 8.4** Improve progressively, through 2030, global resource efficiency in consumption and production and endeavour to decouple economic growth from environmental degradation, in accordance with the 10-year framework of programmes on sustainable consumption and production, with developed countries taking the lead
- 8.5** By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value
- 8.6** By 2020, substantially reduce the proportion of youth not in employment, education or training
- 8.7** Take immediate and effective measures to eradicate forced labour, end modern slavery and human trafficking and secure the prohibition and elimination of the worst forms of child labour, including recruitment and use of child soldiers, and by 2025 end child labour in all its forms
- 8.8** Protect labour rights and promote safe and secure working environments for all workers, including migrant workers, in particular, women migrants, and those in precarious employment
- 8.9** By 2030, devise and implement policies to promote sustainable tourism that creates jobs and promotes local culture and products
- 8.10** Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all
- 8. An** Increase Aid for Trade support for developing countries, in particular, least developed countries, including through the Enhanced Integrated Framework for Trade-Related Technical Assistance to Least Developed Countries
- 8.B** By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization

Appendix B

Community Organisation Loan Scheme (CCC, 2019)

This loan scheme designed to help organisations to develop or improve new or existing facilities and other major projects.

In terms of eligibility, Applications are invited from eligible not-for-profit groups whose activities provide community, social, recreation, sports, arts, environment or heritage opportunities to the wider community, or to specifically defined communities of interest.

To be eligible, an organisation must be incorporated under the Incorporated Societies Act 1908 Charitable Trusts Act 1957 and have a provision in their constitution to borrow money. Applications can be made at any time during the year, subject to available funds.

Appendix C

Christchurch Creative Communities Scheme (CCC, 2019)

The Creative Communities Scheme (CCS) provides funding to local communities so New Zealanders can be involved in local arts activities.

The scheme supports a wide range of arts projects under the following art forms:

- craft/object arts
- dance, inter-arts
- literature
- Māori arts
- multi-art form (including film)
- music
- Pacific arts
- theatre
- visual arts.

Criteria for funding

To get funding through CCS your arts project must do at least one of the following:

Participation

- Create opportunities for local communities to engage with and participate in local arts activities.

Diversity

- Support diverse artistic cultural traditions of local communities.

Young people

- Enable young people (under 18 years of age) to engage with, and participate in the arts.

The project must also:

- take place within Christchurch and benefit local communities

- be completed within 12 months of funding being approved
- not have started or finished before CCS funding is approved
- not have already been funded through Creative New Zealand's other arts funding programmes.

Appendix D

Youth Development Fund (CCC, 2019)

Council's community boards set aside an amount of money to fund young people in their local community. Under this scheme, the boards will consider applications for a variety of activities including:

- Educational studies include personal development opportunities leadership skills, career development and skills training or community based educational skills
- Cultural studies include courses or seminars such as Te Reo lessons, musical training, arts colloquiums or attendance at cultural events taking place locally, nationally or internationally
- representation at events – applicants can apply for assistance if they have been selected to represent their school, team or community at a local, national or international event. This includes sporting, cultural and community events.
- recreation development – assistance to attend or take part in one-off or ongoing recreational events, or participation at recreation or sporting development. For example, representing Canterbury at rugby or advanced ballet classes in Wellington.
- capacity building – providing support for personal development or growth. For example, leadership training.

On average, successful applicants to the fund have received around \$300 from the community boards.