

Flemington Chamber of Commerce Business Plan

2017

Prepared and written by X2 Marketing on behalf of Flemington Chamber of
Commerce (Flemington Traders Association)

Flemington Chamber of Commerce Business Plan

2017

Concerning this Business Plan

This document is designed to outline and define the Marketing Strategies and Objectives of the Flemington Chamber of Commerce for the Flemington Shopping Precinct ongoing.

This report was constructed by X2 Marketing in September 2017 in the interest of Flemington Traders Association Members.

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This Plan

This Business Plan is designed to clearly set out how the Special Rate Levy will be invested in Marketing and Event Management within the Flemington Shopping Precinct. The Plan will also endeavour to demonstrate how both Marketing and Event Management will be carefully targeted towards growing a larger loyal customer base into Flemington Precinct, and with a view to increasing Flemington Shopping Precinct foot traffic and atmosphere.

It is envisioned a representative from X2Marketing will regularly monitor the 120 Flemington Traders Association Members to ascertain their concerns and feedback in relation to ongoing Marketing strategies.

The Mandatory Special Rates Levy should continue to support an annual Marketing budget of \$75,000 and will be collected by the Moonee Valley City Council as a part of their annual rate charges.

Following on from the Commercial Business Plan in use from 2014-2017, this plan should also be one which can be changed and adapted to address specific issues or challenges, and to reach new aims and objectives.

This copy of the Flemington Traders Association Members Association Business Plan has been compiled and produced by X2Marketing and is based on:

- Numerous face to face onsite meetings with traders within the district
- Meetings with Moonee Valley City Council (MVCC) staff
- Facebook feedback
- Discussions at the Flemington Traders Association meetings
- Events feedback
- Face to face surveys

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FUTURE DIRECTION

“Encourage and support new and existing local businesses, and promote the Flemington Shopping Precinct as a unique community based retail and service area”

To meet our Future Direction, we propose to encourage the following:

- Facilitating the Flemington Precinct to draw on Prospective Consumers from Flemington Shopping Precinct's surrounding area, the adjoining suburbs and greater Melbourne region
- Offering opportunities to uphold the financial viability of the large range of retail outlets and services available
- Building on a strong, community base for the enrichment of all residents within the Flemington Shopping Precinct surrounding area
- Uniting our community and traders with strong bonds and mutual respect
- Strengthening the connections between the Traders, Traders Association and Moonee Valley City Council, and working together on behalf of all those within our community

FRAMEWORK FOR POTENTIAL CUSTOMER BASE

Flemington Shopping Precinct

The Flemington Shopping Precinct is situated within the boundaries of Pin Oak Crescent, Racecourse Road, Newmarket Plaza and Wellington Street.

Majority of business activity is found along Racecourse Road and Pin Oak Crescent.

MARKETING ACTION PLAN

The proposal seeks to:

1. Define the demographics of potential consumers within the Flemington Shopping Precinct surrounding area
2. Identify key assets of the Flemington Shopping Precinct
3. Address problem areas which are impeding Flemington Shopping Precinct from reaching its full potential.
4. Identify strategies to increase prospective consumer opportunities on behalf of Flemington Traders Association Members
5. Clearly demonstrate how the rate's levy will be used to increase consumer foot traffic within the Flemington Shopping Precinct

INVESTIGATION AND EVALUATION

Demographics for Residents of Flemington Shopping Precinct's Surrounding Area

Located in close proximity to Melbourne CBD, Flemington is an inner-city suburb which has the advantage of access to public transport. It is well known within the wider community primarily due to the Flemington Racecourse which is located within the Flemington Shopping Precinct's surrounding area.

There is a strong feeling of community within the district; with many flourishing local community groups continuing to be active. However, there seems to be a cultural dissonance between the higher and lower socio-economic groups.

Since the Flemington Traders Association Business Plan was last compiled in 2014, the 2016 Census Data¹ found demographics of the area have stayed relatively constant.

- The 25-45 years age group slightly dropped from 39.3% to 37.3% in 2016 as did the over 70s age group down from 7.6% to 7.1%.
- The age group showing the largest increase from 20.5 in 2011 to 23.6% in 2016 were the over 45 years to under 70.

There were only minor changes to the mix of 'country of birth' statistics, with Australian born residents 53% still being in the majority. There was a slight increase in Ethiopian born – from 2.6% to 3.3%. Residents born in India category has now dropped under reporting level, and New Zealand born residents making an appearance at 1.9%.

The percentage of British and Australian born residents within the Flemington Shopping Precinct's surrounding area is substantially less than the Australian average. There is a much stronger Chinese, Vietnamese, Ethiopian and Somalian presence when compared to other areas within the Greater Melbourne district. Almost double the National average of families who use languages other than English being spoken are residing within Flemington's homes – 40%.

Average income for the area is lower than the National average. It needs to be recognised this could be misleading due to a wide gap between higher and lower incomes.

The commercial zone is a vibrant cultural mix of trades and services. However, established Anglo Australian born traders tend to be situated on Pin Oak Crescent, whereas the newer, refugee based services are mainly found on Racecourse Road.

Key Assets and Obstacles

Flemington Shopping Precinct faces the same challenges as most other smaller commercial centres in Melbourne. Lack of parking, variety of shops, and products which larger Precincts of a similar style also offer, make it difficult for Flemington Traders Association Members to compete for consumers spending power.

Some Flemington Traders Association Members, are reporting a decreasing amount of foot traffic within the past couple of years.

Flemington Traders Association Members do have advantages over the larger strip centres within their proximity.

Key assets are:

- **Convenience** – The 2016 consultation report found 71% of those surveyed, within the Flemington Shopping Precinct, shopped within the local area because it was convenient to do so. It can be assumed time poor residents are less likely to travel to larger centres when local traders can offer something similar.
- **Niche shopping and special interest venues** – Flemington Traders Association members who offer goods and services which cater for a specific target group of consumers and practise good customer service should be able to maintain business as normal, if they are supported by increased foot traffic within the area.
Special interest facilities, such as popular cafés, gyms, bike riding groups and their suppliers, and the Flemington Community Library all draw local residents into Flemington's Shopping Precinct.
- **Community** – a survey put together for the Flemington's Shopping Precinct, *Love our Local 2016*ⁱⁱ found 25% of respondents cited community as being one of the reasons they shopped within the Flemington Shopping Precinct; 32% because it was convenient, and 34% cited supporting their local community.

Key Obstacles:

- **Lack of Spending Power within the Refugee Community** – due to financial constraints and possibly dissimilar values, members of the refugee community tend not to support the traditional Angelo traders, and not visit the Pin Oak trading area.
- **There is a disconnect between some parts of the Refugee Community and the majority Anglo Australian Community** – face-to-face interviews and anecdotal evidence by X2 representatives suggests there is a cultural gap between the Anglo Australian and Refugee Communities.
- **Safety Perception Issues** - the *Racecourse Road/Pin Oak Crescent Streetscape & Activation Plan Community Engagement Report*, found 50% of those surveyed felt unsafe at night and the *Flemington Business Precinct Love our Local 2016*ⁱⁱ reported Safety concerns as being one of the main reasons they didn't shop within the area at night.

SWOT Analysis

Strengths	Weaknesses	Opportunities	Threats
Proximity to Melbourne CBD	Relatively small shopping precinct	Draw in prospective consumers from Greater Melbourne.	Proximity to other strip shopping centres
Majority of residents have relatively high incomes	Cultural gap between groups of residents	Organising events encouraging more older Anglo Australian residents to support emerging businesses	Older Anglo Australian residents not supporting emerging businesses and visa-versa
Excellent access to public transport	Situated on a main thoroughfare	Revitalising Train Station area	Station Area perceived as unsafe
Diversity of Food Outlets		Identifying Flemington as a Global Food Hub	Perception of a lack of safety
Diversity of Cultures		Encourage emerging and established trader's participation in Flemington Traders Association meetings and events	
Strong and growing social media support		Further strengthen Social Media presence, and increase event marketing via social media followers	
Full Range of Services	Building facades and streetscape unkept	Lobby for improved streetscape and precinct surrounds	
Established strong community groups		Utilise community groups as a way of breaking down cultural gaps	

Strategic Aims

1. Strengthening Community Ties by Embracing Emerging Cultures Within Flemington Shopping Precinct's surrounding area
2. Conducting small scale events
3. Improving Relationships within the Flemington Traders Association Members, Council Representatives, and Interested Groups
4. Enhancing the Appearance and Security Of The Flemington Shopping Precinct

To further the Strategic Aims, we will:

- Build on and strengthen the '**Love Our Local – Flemington**' Brand to encourage all the diverse range of residents to support the vibrant Flemington Community and draw in visitors from the Greater Melbourne area.
- Organise carefully targeted events to encourage interaction and understanding between the various cultural groups, residents and traders found within the Flemington Shopping Precinct's boundaries.
- Encourage participation in the Flemington Traders Association Group to ensure both pre-existing and newer traders are catered for. Ensure all traders has the opportunity to take advantage of increased customer traffic within the Flemington Shopping Precinct boundaries.
- Improve the quality of the streetscape and increase public amenities to provide a welcoming, pleasant atmosphere within the Flemington Shopping Precinct.

1. Strengthening Community Ties by Embracing Emerging Cultures Within Flemington Shopping Precinct

It is vitally important to achieve a cohesive community in which all participants feel safe and valued, thus establishing a loyal customer base for both Racecourse Road outlets, but also more traditional Pin Oak Crescent traders is essential.

To further build foot traffic within the whole of the Flemington Shopping Precinct, strategies need to target marketing towards both young professionals and baby boomer groups (the majority of whom are Australian born) who make up the larger part of Flemington Shopping Precinct's surrounding area:

1. The Baby Boomers (45 to 70years) demographic with a relatively high income- 23.6%.
2. Young Professionals (25-45years), also with a relatively high income-37.3%.

Target marketing of the growing range of Global Food Outlets found on Racecourse Road, to Flemington Shopping Precinct's cashed-up young professionals needs be a priority. Marketing strategies should be relatively straightforward as this large group is generally focused on enjoying 'food experiences' and are usually less confronted by minority nationalities. However, target marketing to the Baby Boomers demographic will require much more sensitivity.

X2 representatives have found, anecdotally, there is a strong economic and cultural gap between many of the Baby Boomer residents and emerging cultures' refugees. It can be assumed this has been influenced partially by negative media campaigns and a lack of interaction between cultural groups. The negative perceptions of refugees among Anglo Australian residents appear to engender strong concerns about their security and safety within the Flemington Shopping Precinct.

Older Anglo Australian residents' safety concerns need to be addressed, so they are more likely to embrace community cohesiveness. A safety education program targeted towards Baby Boomer residents should be supported by Flemington Traders Association.

It is envisioned that once this group becomes more familiar with emerging cultures, they would be more likely to support the Flemington Shopping Precinct.

Good Food speaks to all languages, and historically refugees resettling in Australia have found cultural acceptance via the food outlets they run. Global Food Outlets are an obvious drawcard to increase patronage from both inside and outside the Flemington Shopping Precinct surrounds. Marketing strategies should be targeted towards building and strengthening newly emerging outlets to shape an exciting Global Food marketplace niche. Thus, allowing disparate groups within Flemington Shopping Precinct to be encouraged to interact as they experience each other's Global cuisine.

An extra spinoff from establishing a Global Food hub would be creating city-wide recognition for Flemington Shopping Precinct, thus attracting prospective consumers into the area and boosting all traders' exposure to passing foot traffic.

Not only should Anglo Australian residents be encouraged to interact with emerging cultures, the process needs to go two ways, and newer cultures should also be encouraged to interact with the strong community groups already established within the district.

Suggested Key Marketing Initiatives:

- **Establish Flemington as a Food Mecca** - In-house Food Festivals
In-house Progressive Dinners
- **Encourage Local Community Activities** - Carrier Bag Creating Day in Flemington Library
Food Swaps/Home Grown Food Barter sessions
Build on participation in the Community Garden
Support School and Minder initiatives
Support Safety Awareness Days held by local police in Flemington Community Library.
Encourage refugee participation in already established Flemington Community Groups i.e. The Green Ninjas

Case Example:

An example of how supporting Global Food Outlets can have a spin-off effect, which benefits all Flemington Traders Association Members, is the Malaysian Food outlet **Laksa King's** success. Laksa King is becoming so highly esteemed they are drawing in visitors from all over the Greater Melbourne area. There is a lot to suggest, with Flemington Traders Association's support, the newer Global Food cafés, restaurants and retail outlets will follow Laksa King's example, and the Flemington Shopping Precinct will enjoy unique positioning as the new 'go to' place for Global Food Experiences.

2. Conducting small and large-scale events

One community factor which was noted in both the Love our Local Reportⁱⁱ and the Community Engagement Planⁱⁱⁱ as having a significant number of positive replies in the 'Desired Improvement' and 'What do you think could make this area more vibrant and active?' categories was 'holding more events.'

Events serve a variety of purposes, such as:

- Drawing visitors from outside the Flemington Shopping Precinct's surrounding area
- Creating a local community ethos in both Flemington Traders Association members and residents
- Allow branding exposure
- Demonstrating to Flemington Traders Association members, the association is working on their behalf
- Lobby on behalf of Flemington Traders Association for financial and other support for larger projects to increase the cohesiveness within the Flemington Shopping Precincts surrounding area

Obviously smaller Trader Associations do not have the monetary resources available to them to hold large costly events. Therefore, the most effective use of funding available would be to support or hold smaller, well targeted events. However, it is also envisioned large scale events could be organised with financial and other support from outside the Flemington Shopping Precinct.

There is also a strong case to be made to the MVCC for accessing grants to hold larger events designed to increase community cohesiveness for all Flemington Shopping Precinct's surrounding area residents.

These could include:

- Regular in-house food festivals which showcase many of the newer Global Food outlets
- Outdoor dance festivals in an area such as the newly redeveloped Pridham Plaza
- *Restaurant of The Month* or *Trader of The Month* Exposure on Facebook and Instagram
- Cooking and other demonstrations in the Flemington Library or Douffa Galla Hotel
- Holding a 'come and cook dinner' once a month by refugees in a dining establishment such as the Douffa Galla Hotel, and opening the dinner to local residents.
- Fashion or culture exhibitions in the Flemington Community Library
- Sponsorship for Come and Try days in the local sport associations

Suggested Key Marketing Initiatives:

- Liaising with local MVCC representatives and Flemington Traders Association Members to reduce impediments to event participation
- Encouraging Flemington Traders Association Members participation in city wide or state festivals these could include:
Australia Day, Labour Day, Melbourne Food and Wine Festival, Longest Lunch Festival, and so on.
- Initiating and supporting refugee relationships with schools, pre-schools and community groups

3. Improving Relationships Between Flemington Trader Association Members, Council and Interested Groups

Cohesive Flemington Trader Association Members' support is vital to meeting the objectives of this Business Plan. It will be easier to increase the amount of foot traffic coming into the Flemington Shopping Precinct if there is a high level of involvement from the Flemington Trader Association Members, Council and associated parties.

To strengthen the connections Flemington Trader Association Members, Community Groups, Council and Marketing representatives', a program of focused communication and liaison has already been put into place. This requires constant support to encourage a higher level of engagement between all parties and build a stronger Flemington Community.

Furthermore, future events and initiatives are more likely to succeed if the Flemington Trader Association is increasingly trader directed and supported.

Suggested Key Strategies Include:

- *Continuing face-to-face engagement with Flemington Trader Association Members to encourage support and input for events*
- *Seeking input from Flemington Trader Association Members on new events or suggestions for Marketing opportunities*
- *Initiating and supporting relationships between Flemington Trader Association Members and community groups*
- *Encouraging all Flemington Trader Association Members to network and meet with MVCC representatives*
- *Face-to-face engagement to further discussions about problem areas within the commercial area*

4. Enhancing Appearance, and Security of The Flemington Shopping Precinct

It is easier to evoke a sense of safety and community in areas which are appealing and non-threatening. Therefore, it is important Flemington Shopping Precinct is appropriately lit and has a well-maintained appearance.

Enhancing Flemington Shopping Precinct's appearance and security should be one of the main priorities to encourage consumers to view the precinct as a safe, pleasant place to visit and make purchases.

In both the *Love our Local Consultation Summary Report* and the *Racecourse Road/Pin Oak Crescent Streetscape & Activation Plan Community Engagement Report* (see references below) respondents rated these features highly:

- Green areas – trees, grass, parks
- Clean, well-presented building facades and streetscapes devoid of litter and rubbish
- Clean, well-maintained toilet facilities
- Well maintained street furniture – such as bins, seats and signage
- Appropriate night lighting

Key Strategies Include:

- Continue to lobby for increased lighting
- Continue to lobby for better lighting around Station Area
- Continue to lobby for more facilities, street furniture, green areas
- Support Flemington Trader Association Members who wish to improve the facades of the buildings they trade from
- Support Flemington Trader Association Members who wish to increase their outdoor seating and dining areas
- Discuss and have input with MVCC appropriate future streetscape plans for the Flemington Shopping Precinct' Area

Performance Strategy

A clear sequence of actions should be followed to achieve the Strategic Aims as identified in the above Business Plan. Key Strategies to be handled by an appointed member of Flemington Traders Association.

The following Performance Strategy not only lists these actions, but also appropriate ways to gauge successful outcomes throughout the set time frame.

1. Strengthening Community Ties by Embracing Emerging Cultures Within The Surrounding Area of The Flemington Shopping Precinct		
Key Strategy	Tactical blueprint	Monitoring
Encourage residents within the surrounding area of the Flemington Shopping Precinct to experience other cultures by food and cultural experiences	<ol style="list-style-type: none"> 1. Organise in-house Food Festivals within Global Food outlets 2. Organise in-house Progressive Dinners 3. Encourage a Global Food Hub identity for Flemington Shopping Precinct 	X2 Marketing team to continue to monitor and seek feedback from both residents on the boundaries of the Flemington Shopping Precinct, Flemington Traders Association Members, and other stake-holders on success of in-house events, safety programs and other strategies, and reported back to Flemington Traders Association meetings.
Increase safety education	<ol style="list-style-type: none"> 1. Support Safety Awareness Days held by local police in Flemington Community Library. 	
Increase cultural group interactions	<ol style="list-style-type: none"> 1. Carrier Bag Creating Day in Flemington Library 2. Food Swaps/Home Grown Food Barter sessions 3. Build on participation in the Community Garden 4. Support School and Minder initiatives 	
Increase new residents to participate in established community groups	<ol style="list-style-type: none"> 1. Encourage refugee participation in already established Flemington Community Groups i.e. The Green Ninjas 	

2. Conducting Small and Large Scale Events		
Key Strategy	Tactical blueprint	Monitoring
All small-scale events to be target marketed to draw visitors from outside the area	<ol style="list-style-type: none"> 1. Events to be marketed via Facebook and other social media sites 2. Traditional media marketing i.e. radio, newspaper and television coverage to be solicited 	X2 Marketing team to continue to monitor and seek feedback from both residents, traders and other stake-holders on success of social media strategies, small and large-scale events, local branding and other strategies, and reported back to Flemington Traders Association meetings
Creating a local community ethos in both Flemington Traders Association members and residents within the surrounding area	<ol style="list-style-type: none"> 1. Meet with traders of Newmarket Plaza, Pin Oak Crescent and Racecourse Rd and discuss the importance of supporting small scale events 2. All events to be organised with a view of involving all the community and facilitating interaction between disparate groups within Flemington Shopping Precincts surrounding area 	
Allow branding exposure	<ol style="list-style-type: none"> 1. Branding such as signage, banners and so on, be clearly on view at all small-scale events 2. All events need to have representatives from X2 Marketing and MCVV attendance 	

<p>Demonstrating to traders the association is working on Flemington Traders Association's behalf</p>	<ol style="list-style-type: none"> 1. All Members of the Flemington Traders Association to be made aware of community events 2. Branding such as signage, banners and so on be clearly on view at all small-scale events 3. All events need to have representatives from X2 Marketing and MCVV attendance 4. Run surveys during events to be able to quantify success of events and increase of patronage by prospective consumers 	
<p>Lobby on behalf of Flemington Traders Association for financial and other support for larger within the Flemington Shopping Precincts surrounding area</p>	<ol style="list-style-type: none"> 1. Choose a large-scale event – such as a 'Celebration of Australia Day.' 2. Research what subsidies/grants are available 3. Apply for a grant for large scale events 	

3. Improving Relationships Between Flemington Trader Association Members, Council and Interested Groups

Key Strategy	Tactical blueprint	Monitoring
Continuing face-to-face engagement with Flemington Trader Association Members to encourage support and input for events	<ol style="list-style-type: none"> 1. X2 representatives to continue their program to meet and discuss input from Flemington Traders Association Members for small scale events 	X2 Marketing team to continue to monitor and seek feedback from both residents, traders and other stake-holders on success of small scale events, safety programs and other strategies, and reported back to Flemington Traders Association meetings
Seeking input from Flemington Trader Association Members on new events or suggestions for Marketing opportunities	<ol style="list-style-type: none"> 1. Ensure all traders are invited to come to Flemington Trader Association Meetings 2. X2 to seek input during visits to Flemington Traders 	<p>A calendar of meetings to be forwarded to members of Flemington Traders Association as soon as dates have been decided</p> <p>Follow up reminders emailed to Flemington Traders Association members by appropriate committee members</p>
Initiating and supporting relationships between Flemington Trader Association Members and community groups	<ol style="list-style-type: none"> 1. Research what community groups are active within the Flemington Shopping Precincts surrounding area 2. X2 representatives to meet with Community Groups and discuss possible support/involvement by Members of Flemington Traders Association members for specific projects 3. X2 representatives to continue to liaise between Flemington Traders Association members and Community Groups situated in the surrounding area of the Flemington Shopping Precinct 	X2 Marketing team to continue to monitor and seek feedback from both residents, traders and other stake-holders and other strategies, and reported back to Flemington Traders Association meetings

<p>Encouraging all Flemington Trader Association Members to network and meet with MVCC representatives</p>	<ol style="list-style-type: none"> 1. Ensure all notifications of meetings are distributed at least four weeks before meeting date 2. Hold special 'networking' events 3. Encourage Flemington Traders Association Members and MVCC members to attend Association meetings during face-to-face discussions 	
<p>Face-to-face engagement to advance discussions about problem areas within the commercial area</p>	<ol style="list-style-type: none"> 1. Encourage Flemington Traders Association Members and MVCC members to attend Association meetings during face-to-face discussions 	

4. Enhancing Appearance, and Security of The Flemington Shopping Precinct

Key Strategy	Tactical blueprint	Monitoring
Green areas – trees, grass, parks	<ol style="list-style-type: none"> 1. Lobby MVCC for upgraded existing green areas and facilities 2. Lobby MVCC for increasing and maintaining green areas 	X2 Marketing team to continue to monitor and seek feedback from both residents, traders and other stake-holders on progress of lobbying for Enhanced Appearance and security within the Flemington Shopping Precinct, and reported back to Flemington Traders Association meetings
Clean, well-maintained toilet facilities	<ol style="list-style-type: none"> 1. Lobby for extra toilet facilities 2. Talk to traders for feedback regarding the condition of toilets 	MVCC representatives to report back at Flemington Traders Association meeting concerning progress within these areas.
Well maintained street furniture – such as bins, seats and signage	<ol style="list-style-type: none"> 1. Lobby MVCC for replacement street furniture 2. Lobby MVCC for upgrading existing street furniture and signage 	
Increased night lighting	<ol style="list-style-type: none"> 1. Lobby for increased amount of night lighting in dark areas 	

ⁱ 2016 Census QuickStats Australian Federal Government Bureau of Statistics
http://censusdata.abs.gov.au/census_services/getproduct/census/2016/quickstat/SSC20923?opendocument

ⁱⁱ Love our Local Consultation Summary Report - Flemington Business Precinct
 ChatterBox Projects (and partner Activate Consulting) on behalf of Moonee Valley City Council November 2016

ⁱⁱⁱ Racecourse Road/Pin Oak Crescent Streetscape & Activation Plan Community Engagement Report
 Chatterbox Projects) on behalf of Moonee Valley City Council August 2015