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# HOW TO DEVELOP YOUR RETAIL RECRUITMENT ROADMAP

Presented by Lisa Hill-McCay and Christine Damko

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## SESSION LEARNING OBJECTIVES

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- Understand why a retail recruitment strategy is necessary
- Identify the steps to developing a successful strategy
- Explore case study examples of cities who have successfully recruited retailers

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## WHY DOES YOUR CITY NEED A RETAIL RECRUITMENT STRATEGY?

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BECAUSE RETAIL RECRUITMENT  
IS COMPETITIVE

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FOR EVERY 10 SITES EVALUATED...



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ONLY 1 IS SELECTED



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WHAT MAKES A COMMUNITY COMPETITIVE?

- Unified, long-term vision
- Deep understanding of strengths & areas of opportunity
- Leadership that has the political will to create a pro-business environment
- Solid public-private partnerships
- Relationships with industry experts
- **Ability to execute a fully integrated marketing plan**

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STEPS FOR DEVELOPING A  
RETAIL RECRUITMENT ROADMAP

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TAKING THE RIGHT STEPS

**Step 1 - Know What You Need**

Step 2 - Identify the Targets

Step 3 - Set the Stage

Step 4 - Recruit to Win



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## UNDERSTAND WHO YOU ARE



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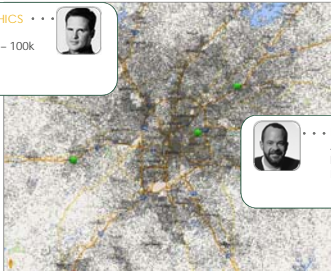
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## GET BEYOND DEMOGRAPHICS

DEMOGRAPHICS ONLY TELL A PIECE OF THE STORY  
- NOT ACTIONABLE  
- LIMITED APPLICATION

DEMOGRAPHICS . . .  
Age: 35-50  
Income: \$75 - 100k  
Married



DEMOGRAPHICS . . .  
Age: 35-50  
Income: \$75 - 100k  
Married

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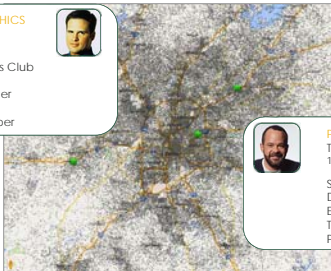
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## GET BEYOND DEMOGRAPHICS

- TALK ABOUT CUSTOMERS  
- UNDERSTAND CONSUMER BEHAVIOR

PSYCHOGRAPHICS  
Ben Shaw  
1010 Imperial Way  
Shops at Sam's Club  
Drives GMC  
Eats Red Lobster  
One Child  
Netflix Subscriber



PSYCHOGRAPHICS  
Tom King  
1308 Center St  
Shops at Costco  
Drives Volvo  
Eats at Olive Garden  
Three Children  
Prefers Movie Theaters

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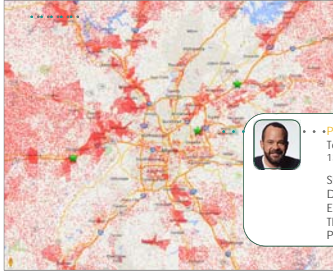
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## GET BEYOND DEMOGRAPHICS

- TALK ABOUT CUSTOMERS
- UNDERSTAND CONSUMER BEHAVIOR
- HOUSEHOLD LEVEL



••• **PSYCHOGRAPHICS**  
 Tom King  
 1308 Center St  
 Shops at Costco  
 Drives Volvo  
 Eats at Olive Garden  
 Three Children  
 Prefers Movie Theaters

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## ASSESS YOUR CURRENT RETAIL STATE



Store Type	Potential	Estimated Sales	Surplus/Leakage
Motor Vehicle Parts & Dealers	706,751,617	150,310,054	0.2
Furniture & Home Furnishing Stores	57,749,014	108,300,398	1.9
Electronics & Appliance Stores	30,584,238	26,923,588	0.5
Building Material & Garden Equipment & Supply Dealers	132,497,426	139,118,155	1.0
Food & Beverage Stores	264,216,321	135,319,216	0.4
Health & Personal Care Stores	126,514,163	83,950,310	0.7
Clothing & Clothing Accessories Stores	158,399,930	160,852,990	1.0
Sporting Goods, Hobby, Book, & Music Stores	47,127,314	47,621,149	1.0
General Merchandise Stores	313,687,639	192,496,48	0.6
Miscellaneous Store Retailers	40,920,906	15,513,842	0.3
Foodservice & Drinking Places	290,481,441	251,590,521	0.9
<b>Total</b>	<b>2,208,940,989</b>	<b>1,296,795,809</b>	<b>0.6</b>

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## TAKING THE RIGHT STEPS

Step 1 - Know What You Need

Step 2 - Identify the Targets

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## UNDERSTAND YOUR COMMUNITY'S THUMBPRINT



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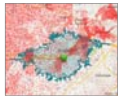
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## YOUR COMMUNITY'S THUMBPRINT



Consumers  
(Residents,  
Workers, &  
Visitors)

+



Drive-Time  
Trade Area

=



Your Retail Trade  
Area's Unique  
Thumbprint

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## IDENTIFY SPECIFIC RETAILERS FOR PURSUIT



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## TAKING THE RIGHT STEPS

Step 1 - Know What You Need

Step 2 - Identify the Targets

**Step 3 - Set the Stage**

Step 4 - Recruit to Win



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## PREPPING FOR RETAIL

Streamline the Approval Process



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## PREPPING FOR RETAIL

Develop Shovel-ready Sites



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## PREPPING FOR RETAIL

Pre-determine Incentive Policies



 Buxton

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## PREPPING FOR RETAIL

Identify Differentiators and Make Information Easy to Access



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## SPEAK LIKE A RETAILER



Drive-time



Competition & Co-Tenancy



Store Size & Format



Market Type/Region

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## TAKING THE RIGHT STEPS

Step 1 - Know What You Need

Step 2 - Identify the Targets

Step 3 - Set the Stage

**Step 4 - Recruit to Win**



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## MARKETING YOUR COMMUNITY

- Create custom marketing pitches for each retail or restaurant concept
- Identify customers around the site you're pitching

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## CASE STUDY EXAMPLE

ISOLATED CITY IN RURAL AREA

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CITY OF PORTERVILLE, CALIFORNIA



PROFILE:

- Great Central Valley region
- 55,000 residents
- Geographically isolated city surrounded by rural agricultural communities

NEED:

- Attract retail to improve quality of life; avoid becoming "bedroom community"

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PORTERVILLE: KNOW WHAT YOU NEED




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PORTERVILLE: IDENTIFY THE TARGETS

"It was eye-opening to see who we really were as a community."




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PORTERVILLE: SET THE STAGE

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Entered public/private partnership with a local developer to reinvigorate a struggling shopping center. Created custom marketing packages for the retailers they wanted to target.

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PORTERVILLE: RECRUIT TO WIN

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**KOHL'S**

Marshalls

Famous Footwear

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RAISING THE BAR:  
TEMECULA'S RETAIL RECRUITMENT  
STORY

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## WHO IS TEMECULA?

- Located Between San Diego & L.A.
- Median Age: 34.5
- Average Household Income: \$94,001
- Population: 109,064
- 27 Year Old City
- Sales Tax Per Capita: Top 15% Of Ca
- Tourism: 2.7M Annual Visitors
- \$690M Visitor Spending



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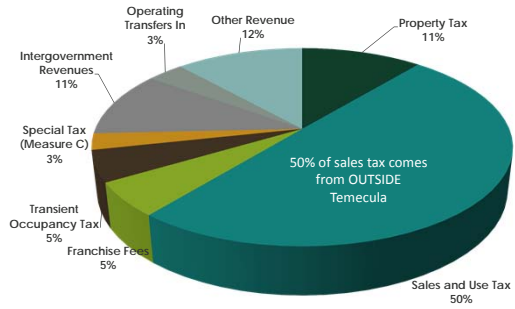
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## REVENUE



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## PER CAPITA SALES STATS

Agency Name	2015 Top Per Capita Sales in Riverside County
Palm Desert	\$31,750
Temecula	\$27,431
Rancho Mirage	\$24,538
Palm Springs	\$22,433
Corona	\$21,059

Top 5 Cities with Highest Sales Per Capita  
Temecula Ranked #2

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## TEMECULA RETAIL EXPENDITURES

	% Spent Above U.S. Average
Women's Apparel	30%
Men's Apparel	31%
Children's Apparel	35%
Household Furnishings	34%
Dining at Restaurants	30%
Entertainment/Recreation	31%

Sales per Capita rank #75 out of 539 entities in CA

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## SOME OF OUR RETAILERS



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## QUEENS & KINGS OF RETAIL, SO WE THOUGHT...



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LET'S BE REAL...WHO ARE WE?

- Is this IT for us? Did we reach the retail pinnacle?
- Do retailers know who we are? OR do they know of our perception?
- How do we evolve with consumer buying habits?
- How do we get those "most wanted retailers" on our list?



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WE STARTED WITH A SLIGHT HICCUP

- **Developed a "Most Wanted Retailer List" and started calling.....**
- **Developed Marketing Material**
  - Touted Central Location
  - Access To 12 Million People Within 1.5 Hours Drive
  - Promoted "Luxury" And "High-end"
  - High Quality Of Life

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OUR RETAIL RECRUITMENT RACE

- **ICSC: RECON Vegas**
  - Scheduled targeted meetings with retailers
  - Brought each retailer a bag:
    - Three brochures
    - Mini-bottle of champagne
    - glass flute

And crossed our fingers.....

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## HOW IT FELT RETAIL RECRUITING



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## LESSONS LEARNED

- Needed a Strategic Approach- stop wasting time on retailers that have NO plans on coming to Temecula in the next few years!
- Needed sophisticated data- specifically psycho-graphics
- Promote a realistic "trade area"
- Really understand who our consumers are and what they are buying
- Develop retail recruitment "ambassadors"
- ICSC RECon: Present target information to each meeting, less "stuff"

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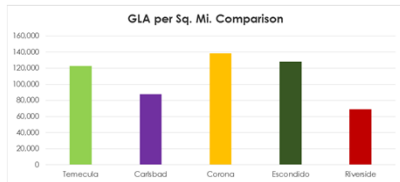
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## RETAIL: GROSS LEASABLE AREA (MAJOR SHOPPING CENTERS)



	Total GLA (sq. ft)	GLA per Sq. Mile	Sq. Mile Area
Temecula	3,703,533	122,529	37.18
Carlsbad	3,423,783	87,619	39
Escondido	4,728,671	128,353	37.3
Riverside	5,628,437	68,899	81.14
Corona	5,396,289	138,481	39.2

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## RUNNING SMARTER

- Ally with Commercial Real Estate Brokers, Land Developers, Mall and large shopping center owners
- Provide them with same demographic data, will create specific reports on their request
- Quarterly meetings individually with ambassadors
- RESULT = More people doing quality retail recruitment outreach!

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## RUNNING SMARTER

- ICSC RECon:
  - "Pre-meetings" With Partners, Ambassadors - Develop Game Plan
  - Demographics/Marketing Material On Flash Drives
  - Meeting And Information Is Tailored To Each Retailer Meeting
  - No More Bags Of STUFF
  - Immediate Follow-up After Conference

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## RESULTS

Halfway through first year with:

- In-In-depth conversations with identified retailers
- Correct demographic data!
- Efficient, savvy approach to ICSC RECon
- City of Temecula, partners, ambassadors on "same page"-united approach

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QUESTION & ANSWER

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