

# CARNEGIE

KOORNANG ROAD

2017 - 2022

## Business & Marketing Plan



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## Executive Summary

### Introduction

The marketing and business development program has been in place in Carnegie for over 20 years including over 200 properties in this program. Each contributes to the program through the Special Marketing Rate Program.

The program is driven by Carnegie Mainstreet for the benefit of all local business and property owners.

The program has been very successful over time. It has resulted in a better profile for Carnegie Shopping Centre, creation of more customer loyalty, more opportunities for local businesses and a voice for all local business owners, operators and property owners.

Continuation of this rate is very important to the ongoing marketing of your street, especially over the next 2 years through the level crossing removal works.

### Main Achievements

- Organisation of a variety of successful promotional events such as Mother's Day, Easter, Christmas and Lunar New Year
- New Christmas Decorations and Branding Banners
- Creation and maintenance of the website, Facebook and Instagram pages
- Graffiti removal from all affected and visible areas
- Strong contacts with all levels of government, including the Level Crossing Removal Authority
- Strong relationships with the community and community groups
- A successful application for a Federal Government Grant for CCTV cameras and additional lighting

### Continuation of the Program

- Ongoing marketing, branding and promotion of the Centre
- Effective communication with all businesses
- Graffiti removal from all affected and visible areas
- A strong voice to the Glen Eira City Council to address issues such as car parking, safety and lighting
- A strong voice to the State and Federal Governments to advocate issues of importance to retailers

### Marketing Strategies

Marketing Strategies will focus on the following areas:

- Carnegie Railway Station development
- Retail highlights including Christmas, Easter, Mother's Day, Father's Day and Lunar New Year
- Presentation of the street with Christmas Decorations, Carnegie Branded Bin Wraps & Banners and Art projects
- Ongoing Digital Marketing
- A community focus
- Ongoing communication with local businesses
- Business Development & Support

### Conclusion

The Special Marketing Rate Program has allowed Carnegie to prosper as never before. This business plan sets out the path for the future which relies on the continuation of this program.

## Background

### Introduction

The marketing and business development program has been in place in Carnegie for over 20 years: it is a longstanding initiative. There are over 200 properties in this program. Each contributes to the program through the Special Marketing Rate Program. This program is organised by Council and can be found on the rate notices for each property. The amount contributed by each business varies in line with the value of each property thus reflecting its size and location within the centre.

The program is driven by Carnegie Mainstreet (the Association). The Association administers the Special Marketing Rate Program under Council guidelines and with Council support.

The key objectives of the program are:

- To implement the Carnegie Main Street's Business Plan
- To monitor and report progress on a regular basis
- To initiate physical improvements to the Centre
- To foster effective relations between businesses, Glen Eira City Council, State and Federal Government.

### Vision

The 2017 and onwards marketing vision for the Carnegie Shopping area is:

*"to sustain and develop our vibrant shopping centre, give businesses support,  
attract new attract investments and develop strong partnerships"*



## The Association

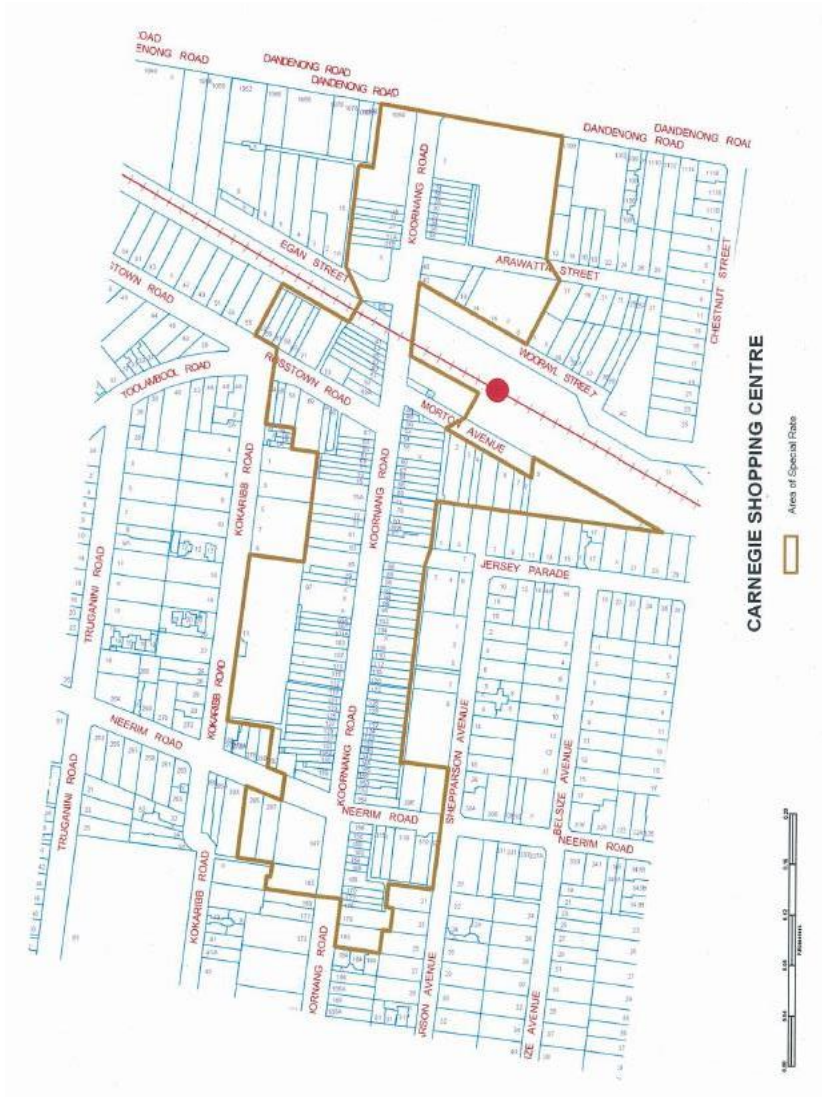
Carnegie Mainstreet is an incorporated body representing all business and property owners in the Carnegie Koornang Road Shopping Centre (the Centre). Carnegie Mainstreet is managed by a Committee consisting of Carnegie business operators and property owners. The members are elected annually to the committee. These committee members give their time voluntarily. They aim to develop a better place for Carnegie's businesses, property owners and the local community.

The Association is restricted to a geographical area. The map on the left outlines the boundaries of the properties included in the Association.

The Association is managed by the Carnegie Mainstreet Committee (the Committee). This Committee is assisted by a professional marketing and management company (the Marketing Team).

Over the past couple of years Carnegie has attracted new investors and developments to improve Carnegie. There has been a steady increase in many category groups.

The Association adapts and changes as Carnegie grows. This is reflected in the way funds are allocated.



The Committee works closely with their partners to create an even safer, more attractive and fun place to visit. The partners include Carnegie Central, Glen Eira Council, State and Federal Governments, Police, Local community groups and Schools and the LCA (Level Crossing Authority) during the construction of the new railway station.

## What has the Program achieved?

Some outcomes from having a Special Marketing Rate Program and an active committee representing the Centre and your street would include:

- The ability to engage the services of the YMP Mainstreet team to develop, organize and oversee the promotional activity, website and social media as per Marketing Plan
- Organisation of a variety of successful promotional events such as Valentine's Day, Easter, Mother's Day, Christmas and Lunar New Year
- Advertising in local papers and Radio where necessary
- Regular informative hardcopy newsletters combined with frequent email updates on matters of importance to all local businesses
- Management and updating of the website, Facebook and Instagram pages
- Boosting Facebook pages for events and trader features
- Maintaining an online directory of all businesses in the Centre, easily accessible on mobile devices
- Participation in the City of Glen Eira's "Think Local First" campaign
- Participation in State Government initiatives such as "Support Small Business Day"
- Creating and nurturing strong contacts with all levels of government; this provided useful communication and dialogue.
- Provision of a convenient conduit for businesses and property owners through which to channel any concerns or needs
- Stronger relationships with the community and community groups
- Investment into promotional activity to attract consumers during the level crossing construction period
- Involvement of community groups with promotional activity throughout the level crossing construction period and beyond
- Sponsoring the cost of business training events
- A successful application for a Federal Government Grant for CCTV cameras and additional lighting to be installed in the Centre
- A representation working with the Level Crossing Removal Authority. With this we have input into what will be achieved under and around the finished railway and station
- Successful lobbying for additional funding from different levels of government
- Lobbying and supporting the upgrade of the Library forecourt

The Committee has deformed as much of the committee functions as legally allowed and incorporated several less formal activities during the year such as Business breakfasts with special guests.

## What will the continuation of the Program achieve?

Important issues facing Carnegie Koornang Road Shopping Centre require a united voice as well as an opportunity for comment and communication to all business operators and property owners in Carnegie. Continuation of the Special Marketing Rate Program would include the following:

- Ongoing marketing and promotion of the Centre
- Ongoing branding and positioning of the Centre
- Effective communication with all businesses
- Graffiti removal from all affected and visible areas including individual properties, **free of charge**.
- A strong voice to the Glen Eira City Council to address issues such as car parking, safety and lighting
- A strong voice to the State and Federal Governments to advocate issues of importance to retailers
- Continuation of the presence in local residents' minds of Carnegie as a preferred place to shop with an aim to lessen the impact of other nearby centres
- Continuation of networking and special information events for businesses to meet and greet.

## Overview

### Profile

Carnegie is a suburb in Melbourne, Victoria, Australia, 12 km south-east from Melbourne's central business district. Its local government area is the City of Glen Eira. Its postcode is 3163.

At the 2011 Census, Carnegie had a population of 16,299. The 2015 Estimated Resident Population for Carnegie is 17,787 which is a growth of 9% over 4 years.

Originally called Rosstown a name change came about due to Ross' failed speculative developments. In 1909 it was renamed Carnegie after the philanthropist Andrew Carnegie.

The suburb's main shopping precinct is on Koornang Road, between Dandenong Road and Neerim Road. On Koornang Road are restaurants and grocers offering Malaysian, Korean, Chinese, Thai, Japanese, Italian, Greek, French and Russian foods, as well as the Rosstown Hotel.

Major features of the area include Carnegie Shopping Centre, Carnegie Swim Centre, Koornang Park, Lord Reserve, Packer Park and several schools.

Over the years, Carnegie has evolved into a hub, a scene and an experience for all to enjoy.

### Marketing and Business Development

The Association uses the funds of the Special Marketing Rate Program for marketing of the Centre as a preferred shopping destination. Numerous events and promotions are being organised. These are marketed separately using a variety of media appropriate to each event.

The Association offers individual businesses a variety of opportunities to improve their business. These range from targeted advice for individual businesses to subsidising training in cooperation with Council.

### Survey Results

A survey was conducted among all businesses in the second half of 2016. This survey focused on several key areas relevant to the marketing and management of the Centre. These results are available separately. Some of the salient findings include:

- Respondents liked the atmosphere and community feel, promotions, diversity and café culture in the Centre
- 100% of respondents said the image of the Centre has improved over the last three years
- Several retail categories were suggested to supplement the current retail offer
- More than 90% of respondents regarded Christmas decorations and activities, Easter activities, branding banners, networking events, the website, advocacy and graffiti cleaning as important.
- 75% of respondents reported that the continuation of the Special Marketing Rate Program was important or very important for the ongoing development and success of the Centre.

### Council and Government Policies

The Special Marketing Rate Program is regulated in the Local Government Act 1989, sections 163-166 and 185. Council implements this Act through the declaration of a Special Marketing Rate Program Scheme for the Carnegie Koornang Road Shopping Area. The proceeds of these funds are administered by the Association. The activities and actions of the Association are vetted by Council through a contract drawn up between Council and the Association.



## SWOT Analysis

### Strengths

- The access to the centre is excellent due to a railway station in the middle of the centre and the proximity of the Nepean Highway passing right next to the Centre.
- The Centre has a vibrant café and restaurant culture which is a drawcard for the local community.
- The Centre has a communal library in the middle of the Centre. With the current streetscaping between the Library and Koornang road, this forms the heart of the Centre.
- The Centre has several strong anchors in Woolworths, Spotlight and the Rosstown Hotel.
- There is an active Committee dedicated to the positive development of the Centre through the Special Marketing Rate Program.

### Weaknesses

- In several areas, there is insufficient lighting.
- In some places the street and buildings look old and tired.
- The railway crossing is a physical and emotional barrier between the Northern and Southern parts of the Centre.
- Car parking is often difficult to get for both customers and local business owners and staff.

### Opportunities

- Once finished, the removal of the level crossing will provide an opportunity to re-unite the strip.
- The Association is to work with Council to create a new Structure Plan for the Centre.
- Installation of security cameras and additional lighting through a Government Grant can improve the perception of safety of the Centre.
- Changing demographics provide opportunities to extend the retail offer and hence the image of the centre through wider Melbourne.

### Threats

- The reduction in the variety in the retail offer can be a threat to the overall attractiveness of the Centre.
- The main competition to Carnegie Mainstreet is the major regional shopping centre Chadstone and other local strip centres. It is very difficult to compete with major regional centres but Carnegie is well positioned to compete with other strip centres. If the Association continues to market and present Carnegie as the place to meet, shop local and dine this will further enhance the customers experience.
- The current development of a railway overpass by the Level Crossing Removal Authority may cause disruptions to trade.

## Marketing Strategies

### Overview

The Marketing Strategies of the Centre have been focusing on the following main areas:

- Creation of specific events and promotions to stimulate and raise awareness of Carnegie Shopping Centre
- Raising the profile of all businesses through innovative and effective marketing activities
- Creative of a pleasant ambiance and attractive shopping destination
- Facilitation of a clean and attractive environment.

### Carnegie Railway Station development

Skyrail and the new Carnegie Station are currently being built. They are due for completion in 2018. When completed this new railway crossing and station will have a positive effect on the Centre. The Committee and the Marketing Team are working with the Level Crossing Project group (LCP) to support the businesses during this development.

#### Objective

The objective is to assist traders with the expected disruptions and road and station closures during this time.

#### Strategy

Apart from the other promotions in this plan funds are to be allocated to support a digital advertising strategy for businesses. It will also encourage people to “Think Local First” and shop at Carnegie to create loyalty with our customers.

### Father’s Day

#### Objective

To encourage people to come to Carnegie Main Street to celebrate Father’s Day and to make Dad feel special.

#### Strategy

A special website/digital marketing campaign to encourage people to use Carnegie website and join/follow Carnegie on Social Media. This will then allow the customer database to be developed further for the Committee to use to promote events and their businesses.

### Christmas Decorations

#### Objective

To create a colourful, stylish and welcoming atmosphere during this major merchandising period for businesses and customers

#### Strategy

To develop Christmas decorations further to create more Christmas sparkle in the centre

## Christmas Fun Day

### Objective

The objective of the Christmas promotions is to create an active and fun atmosphere to attract families to join in the spirit of Christmas at Carnegie. It is also to encourage customers to stay, to shop and eat while they soak up the entertainment and atmosphere of the centre. This is an important event during the construction of the new railway station to retain customers and attract new ones for people to “Think Local First”.

### Strategy

- Continue to develop the current Christmas Fun Day with activities for the whole centre for the community to enjoy
- Develop a website/digital marketing campaign to encourage people to use the Carnegie website and join/follow Carnegie on Social Media. This will then allow the customer database to be developed further for Carnegie MainStreet Committee to use to promote events and their businesses.

## Lunar New Year

### Objective

To create an active and fun atmosphere to celebrate the Asian restaurants and culture of the local community.

### Strategy

- The traditional Asian red and gold colour theme of 2017 will be continued with various displays, banners throughout the centre and staging area
- Create a traditional Lunar New Year event for the whole family to attract people to Carnegie businesses.

## Easter

### Objective

To create a family orientated Easter promotion in the centre for customers purchasing their Easter supplies.

### Strategy

- The very popular Easter Bunny and Alice’s Wonderland will be in the street the Thursday before Easter to have fun with customers and give away Easter eggs
- To develop further an Easter website/digital marketing campaign to encourage people to use the Carnegie website and join/follow Carnegie on Social Media. This will then allow the customer database to be developed further for Carnegie MainStreet Committee to use to promote events and their businesses.

## Carnegie Branded Bin Wraps & Banners

### Objective

To create a very welcome addition to the centre that further develops the Carnegie brand at eye level as people move through the centre.

### Strategy

- To develop corflute bin wraps that are colourful and attractive as people walk and drive throughout Carnegie
- To continue to install Branding banners in Carnegie

## Mother's Day

### Objectives

The objectives of the Mother's Day promotions are:

- To create a promotion to encourage people to "Think Local First" for their Mother's Day gifts and dining
- To create an exciting atmosphere in the street that will attract people to stay a while and enjoy Carnegie businesses
- To further develop the customer database

### Strategy

- Create a promotion for businesses during normal trading hours to attract customers
- Create a welcoming and colourful atmosphere for Mother's Day
- Develop a website/digital marketing campaign for Mother's Day. This will not only encourage customers to join our e-news database and follow Carnegie on social media but also give Mums a chance to win a great prize in the Mother's Day competition.

## Digital Marketing/Website

***“We don’t go on line now - we live on line.”***

Latest statistics indicate:

- 16 million+ people spend 23hours per week over 3 hours a day on their mobile or tablet
- 9 out of 10 use Internet to assist them purchase decisions
- Over 50% of Australians engage with the brands/businesses on social media

Because of this, there is no question that shopping centres must compete in the digital world as well. For Carnegie to be able to compete in the digital world it must extend its branding into that space. For shopping centres, both hardtops and strip centres, Facebook and Instagram, supported by a well-designed and informative website, are currently widely seen as the most important channels for marketing. The reason is that the main target market is using those channels and can be reached that way effectively. Both channels provide a large variety of online marketing tools that help targeting specific groups. When the campaign is over, they allow evaluation of the effectiveness of the campaign

### Objective

A digital marketing strategy will be further developed to improve visits, awareness and reach of the website, social media and digital tools. This has become one of the most important tools for marketing the centre and its businesses.

### Strategy

- The Carnegie website, Facebook and Instagram will continue to be developed to support businesses with their events and special offers
- To develop a Digital Marketing Plan each year to be in line with our marketing plan to link to assist Carnegie businesses in other areas that are still evolving
- Competition from online and other retail formats will continue to grow. It is important that Carnegie Mainstreet continue to support their businesses in developing their own digital strategies



## Community

### Objective

To continue to support local community groups, schools etc. to further develop their loyalty to Carnegie.

### Strategy

To develop further communication with the local community groups and schools to support their organisation.

## Art Projects

### Objective

To continue to create a welcoming statement as people continue the art journey created in Carnegie over the past few years.

### Strategy

To develop art projects that are collaborating and building relationships with others. Projects like this improve local community participation, cohesion and contribute to community vibrancy and viability.

## Other Projects

If funds are available proposed projects to add to the Business and Marketing Plan include:

- A Food Festival
- A film Festival  
This could have a youth focus and be partnered with a University
- Light up Carnegie
- Market Nights

## Communication

### Newsletters and flyers

Regular hard copy and e-newsletters will be continued to be given to traders to keep them updated on what is happening in their centre. Regular face to face communication with businesses by the Marketing Team and the committee has proved successful in businesses being aware of what is happening and vice versa. Likewise, businesses are comfortable contacting the Marketing Team and Committee if they have issues they wish to discuss.

As our customer database develops, regular eNews to market the centre and its businesses will be sent.

Carnegie Mainstreet and their Marketing team will continually look for new ways to communicate with their customers to market their centre. Currently they use local newspapers, radio and digital marketing.

## Presentation

Carnegie is now attracting new residential developments and it is very important to create a “Pride of Place” for residents, customers and businesses.

### Objective

- To have a graffiti free shopping and business centre that creates a clean and welcoming environment. This also assists in controlling vandalism.
- To develop with Council a vibrant and viable shopping strip that considers economic needs, private development, transport and parking, open space and place making opportunities.

### Strategy

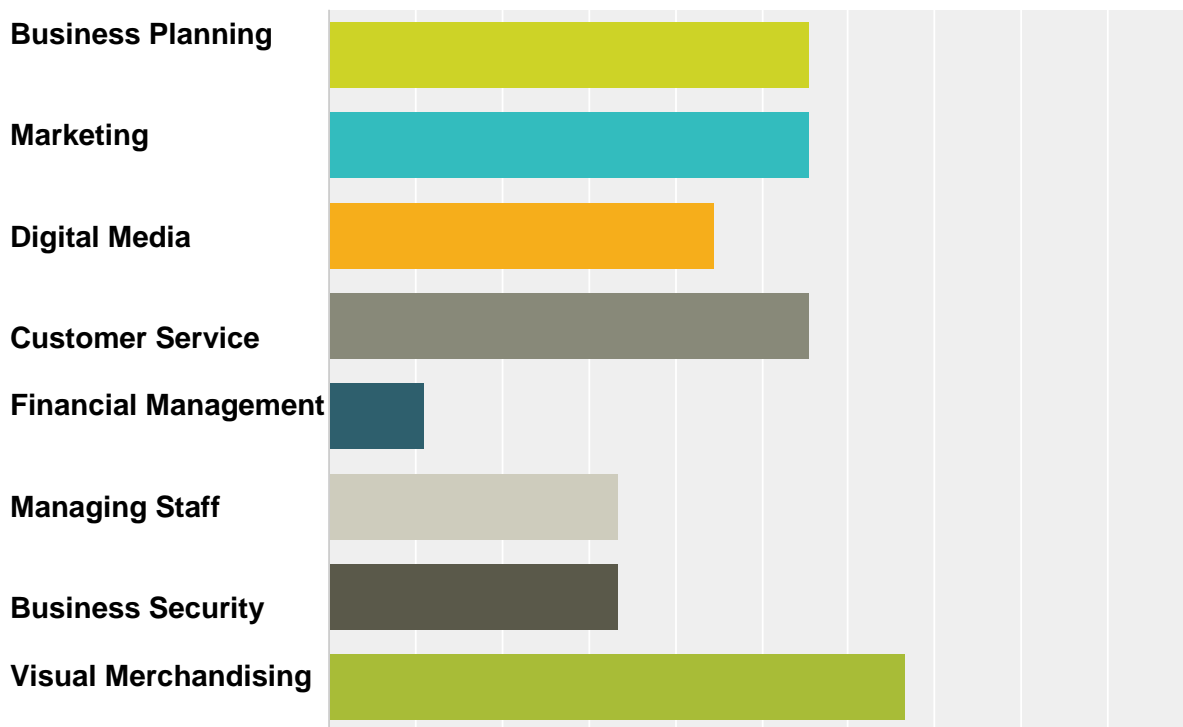
- To continue to contract a cleaning company to clean off graffiti and paint areas that are visual to customers
- To continue to lobby Council and other parties to develop achieve our objectives
- To further investigate grants to support future planning

## Business Development & Support

Carnegie Mainstreet Committee constantly look at new ways to support and develop their businesses.

- **Trader meetings**  
Funds are allocated each year for Carnegie businesses to network at functions. Examples include the Annual General Meetings, planning events and committee meetings.
- **Seminars/Training**  
The Carnegie Mainstreet Committee supports business training workshops, seminars and events run by Glen Eira Council and Mainstreet Australia by paying for traders to attend.
- **Membership**  
A yearly membership fee is paid to Mainstreet Australia. They are a highly-respected association, providing valuable networking, education, support and strategic direction for all stakeholders, to promote and ensure that Community Business Centres remain the beating heart of our communities.

The below shows the results of the survey with regards to the training required.



Answer Choices	
Business Planning	56%
Marketing	56%
Digital Media	45%
Customer Service	56%
Financial Management	11%
Managing Staff	35%
Business Security	35%
Visual Merchandising	67%

## Issues facing Carnegie

### Overview

People like to feel safe and have a “Pride of Place” at their local shopping and business centre. Carnegie Mainstreet has continually lobbied Council to have clean and safe footpaths, good streetscapes, extra car parking, gardens and effective lighting to create an environment that is welcoming for customers to visit.

Carnegie Mainstreet will continue to lobby Council, State Government and other government bodies where appropriate to develop Carnegie into a more attractive centre for the community and businesses.

### Lighting/Security

#### Objective

To create a safer and more friendly environment for our community and businesses.

#### Strategy

The Committee was successful in 2016 in obtaining a substantial grant from the Federal Government towards installation of security features. These include lighting and cameras. Installation and maintenance of this infrastructure is a longer-term project and will be incorporated into Carnegie’s core activities.

### Car Parking

#### Objective

To provide sufficient car parking as Carnegie grows with the new residents and customers

#### Strategy

- To continue to lobby Council to provide further car parking areas
- To regular evaluate the various times for car parking to see if it continues to suit the needs of that area

### Level Crossing Removal

The Level Crossing Removals throughout Melbourne have indicated that the disruption to the local trade and the local businesses can be significant.

Council will provide support through this period with a vision to help make the most of the opportunity to create a better shopping centre long-term. Council is expected to run community forums in early 2017 to explore options and hear views about issues and opportunities.

The Association is working with Council and the Level Crossing Removal Authority to mitigate the consequences as much as possible.

### Structure Plan

Over the past few years the Carnegie Mainstreet Committee has been concerned about several issues relating to the presentation of their shopping centre. They have lobbied Glen Eira Council to develop a structure plan to further enhance their centre. This structure plan consultation process by the City of Glen Eira commenced in December 2016.

## Administration

### Implementation

Administration and implementation of the Carnegie Mainstreet Marketing and Business Plan requires experienced and passionate people. YMP Mainstreet are currently contracted to carry out this role and they report to the Carnegie Mainstreet Committee.

Their fee covers the cost of their management/marketing team to carry out the actions of Carnegie annual Marketing Plan, developments of the future budgets, accounting requirements for the Committee and Council, and many other activities. It also includes office rental and running costs, stationery and postage for monthly mail outs excluding major mail outs, all necessary insurance cover required under the contract.

Other administration costs include accountancy for GST returns and audits, bank charges, other fees, insurance, bulk postage such as for AGM and post box rental.

### Financial Strategies

#### Special Marketing Rate Program

The Special Marketing Rate Program is a necessary requirement for the Association to be able to reach its goals for the benefit of the Carnegie businesses and the local community. As the benefit of the Special Marketing Rate Program are well-recognised by the local business community, the Association will continue to support, administer and extend the Special Marketing Rate Program for the Centre.

#### Government Grants

From time to time Local, State and Federal Governments make available grants for activities or infrastructure that would benefit the Centre. When a suitable opportunity has been identified, the Association will seek to apply for such grants. When successful the Association will implement them.

### Measurement and Review

It is important that the outcomes of the plan are measured and that there are processes in place to gather information and data.

Below is a list of key indicators that will be used to measure the outcomes:

- event attendances
- meeting attendances
- business responses/involvement to marketing campaigns
- website traffic and metrics
- social media engagement
- foot traffic increases