



EXPERIENCE ADELAIDE

ADELAIDE CITY RETAIL STRATEGY 2015–20



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LORD MAYOR'S MESSAGE



A strong, vibrant retail sector is a key component of the City of Adelaide's position as **one city with many places**.

The 'Experience Adelaide' City Retail Strategy recognises that the retail sector can play a greater role in influencing the social and commercial fabric of the city, connecting people with places, linking the districts, inspiring confidence and providing customers with more authentic and remarkable experiences.

The city is in a stronger economic position, with per capita growth exceeding the Australian average over the past 10 years, however the retail sector has been affected by a lack of consumer confidence and increasing online and suburban competition. The city has entered a period of revitalisation which will change the face of our city centre.

A major \$30 million upgrade to Adelaide's shopping heart, Rundle Mall, will reinforce its position as South Australia's leading retail precinct. Council's investment in the Mall and an additional \$28 million investment in Victoria Square adds to the attractiveness and amenity of the city. The new Adelaide Oval Stadium is already bringing thousands of football and event patrons into the CBD who also want to shop, dine, relax and experience our city. This presents a myriad of fresh business opportunities.

Council is bringing vibrancy and confidence to the city in new and innovative ways. Co-funded by State Government, the Splash Adelaide program activates the city through pop-up projects like outdoor dining, mobile food vending, street parties and outdoor movies. The city can also offer many opportunities to new businesses locating themselves alongside 5000 other city businesses. Adelaide Oval, the Riverbank Precinct, new Royal Adelaide Hospital and SAHMRI building are positive signs of progress and future prosperity in the city.

The Smart Move transport plan focuses on providing a range of transport options that include making cycling and walking more attractive and circulating more foot traffic past city businesses. Council has a strong commitment to creating great places and supporting its mainstreet precincts to develop vibrant identities and a strong and loyal customer base. Through the strategy, new and beneficial partnerships will be developed with the retail sector to meet future challenges.

We invite you to Experience Adelaide.

Martin Haese
LORD MAYOR
City of Adelaide

The 'Experience Adelaide' City Retail Strategy has been developed to guide the city retail sector towards a sustainable future.



THE CITY HAS SO MUCH MORE TO OFFER INCLUDING MANY UNIQUE AND DIVERSE EXPERIENCES, EVENTS, THEATRES, MUSEUMS, RUNDLE MALL, MAINSTREETS AND THE CENTRAL MARKET.



*Over \$500 million work of development has been approved for future expansion of large suburban shopping centres including Marion and Tea Tree Plaza.

SETTING THE SCENE

The retail industry is experiencing a perfect storm as constant uncertainty in the market place directly affects their customers, their profitability and ultimately their survival. Retailers in cities, street precincts and shopping centres have been confronted by challenges such as digital disruption, flagging consumer confidence and relentless competition.

"The 'Experience Adelaide' City Retail Strategy has been developed to guide the city retail sector towards a sustainable future."

The city was previously the premier retail location of choice for flagship brand names until the retail pie was dissected by a proliferation of shopping centres, homemaker centres and a massive shift to online shopping. The erosion of the city retail market share to the suburbs lifted the profile of these shopping centres as desirable places for new businesses and adversely affected the city economy and vibrancy.

Adelaide shoppers are also travelling interstate seeking fashion and boutique brands not available here.

'Experience Adelaide' City Retail Strategy is important for the city as it quantifies the value of the retail sector and the role that it plays in attracting people to visit the city, extending their stay and determining what sets the city and its retailers apart from the competition.

The city can attract more customers by proactively targeting a mix of new and exciting national and international retail brand names to create a remarkable retail experience not available in

suburban centres. Promoting this exciting city offer of fashion boutiques, fresh food, quality restaurants, alfresco dining, entertainment and city events and venues, encourages visitation and spend by shoppers, workers, visitors and tourists.

The city has so much more to offer including many unique and diverse experiences, events, theatres, museums, Rundle Mall, mainstreets and the iconic Central Market. Retailers can start up business in a small arcade, a charming mainstreet, a trendy laneway or a unique precinct, with access to more than 220,000 daily visitors and city workers.

The city supports a broader range of functions than a suburban retail centre. Business and government offices, education and cultural institutions and the most extensive choice of retail and hospitality in the State are based in the city.

An authentic range of retailers, cafés and restaurants provides a competitive edge that creates the unique experience of working, shopping or visiting Adelaide. The flow-on effect of a healthy retail sector reflects the soul of a successful vibrant city.

‘Experience Adelaide’ promotes the many strengths and opportunities the city has to offer including compelling shopping and retail experiences. The City of Adelaide is the ‘retail capital’ of the State as it provides more flagship brand names, more unique independent retailers and more shopping choices than any of its competitors. Promoting this compelling shopping experience extensively online and through traditional media will draw customers and visitors from all over the state and interstate.

Our goal is to line the city streets, precincts, laneways and arcades with a high quality mix of retail stores that provide an immersive and authentic experience over and above a traditional retail offer. The city offer will meet the needs of many customer segments including the city workers, shoppers, residents, students, conference delegates and tourists. Maximising marketing opportunities created by

the city’s competitive strengths is a key element of the ‘Experience Adelaide’ Strategy.

“Developing and promoting the city as a retail destination of choice will focus on the brand pillars of the new Rundle Mall and the Adelaide Central Market, complemented by the unique places and brands within the main streets and precincts of the city.”

The city retail brand must engage city residents, workers, students and attract shoppers from a very large catchment area around it; to build a prosperous retail sector using both digital and traditional strategies.

The City User Profile 2013 identified that 33% of people were in the city for shopping and 97% of city workers nominated shopping as a key activity while they are in the city. The evening economy presents another competitive

advantage for the city. Suburban centres cannot match the unique city experience created by authentic small bars, pubs and clubs, theatres and evening events. The evening economy is an extremely valuable part of the city economy and the Adelaide City Council has developed the Good Evening Adelaide Strategy to capitalise on this opportunity.

‘Experience Adelaide’ pinpoints the need for retailers and property owners to harness their collective financial muscle and retail knowledge through collaboration and development of new partnerships. A working relationship between the City of Adelaide, State Government (Development, Tourism and Capital City Committee), retailers and property owners/developers is an integral element of the Strategy. Retail sector leadership is required to champion and guide the implementation of the Strategy and drive it forward with Council. ‘Experience Adelaide’ provides a framework to guide the investment by both Council and the retail sector to support a beneficial partnership that engages retailers, property owners and customers alike to develop a prosperous and competitive retail experience in the City of Adelaide.



The city retail brand must engage city residents, workers, students and attract shoppers from a very large catchment area around it; to build a prosperous retail sector using both digital and traditional strategies.

WHY HAVE A CITY RETAIL STRATEGY?

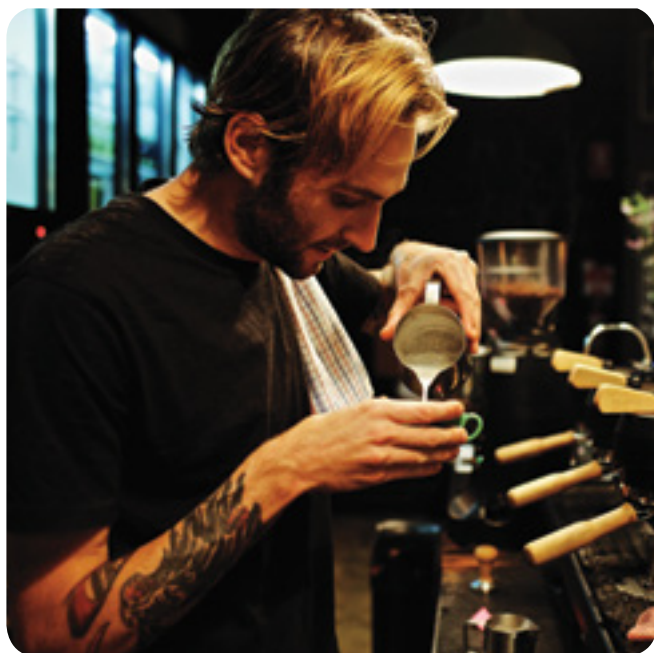
'Experience Adelaide' will act as a blueprint to improve the competitiveness of the city's retail sector as a critical component of the city economy. It is a framework for building greater capacity in a multi-channel environment, where customers are targeted with constant messages to win their custom and loyalty.

We need a way of arresting the leakage of sales to metropolitan, interstate and online competitors, reinvigorating an important sector of the city economy. 'Experience Adelaide' is critical to attracting investment and engaging with people living and working in the city, and visiting from metropolitan Adelaide, regional South Australia, interstate and overseas.

The health of the retail sector radiates through the city economy and retail employment has decreased by 2,200 staff and the contribution to the city economy had decreased by \$71 million. The annual turnover of the city's retail sector is estimated at \$18.3bn (2014/2015) - the aim is to stabilise the sector and inject new growth by 2020.

Rundle Mall is a key barometer and when it was officially commissioned as a pedestrian Mall in 1976 it commanded over 30% of greater Adelaide's annual retail spend but evidence suggests that its retail market share has been eroded to approximately 5% due to the rapid expansion of suburban centres and online shopping. The valuable retail and hospitality industry sectors in the city of Adelaide employ 16,575 people and account for approximately 14% of the total CBD workforce.

A 2013 'Your Say' consumer survey highlighted that an important driver of city visitation is the variety and quality of shops and services available.



A staggering 82% of respondents had travelled interstate to shop in the last 12 months. Attracting the best retailers will enhance the variety and choice available in the city and win back these shoppers by creating remarkable and unique experiences.

'Experience Adelaide' acknowledges the strengths and opportunities of the city as it forges a successful path toward building the ultimate shopping and retail experience.

The Strategy brings the private sector and public sector together side by side to challenge the current market conditions, support the retail contribution to the city economy and reinforce the leadership position of the city.

HOW DO WE DEFINE RETAIL?

Retailing is defined as any 'business or enterprise which engages and transacts with the general public over a counter within a shop front'. By adopting this wider definition of the term 'retail', the strategy includes 5000 small businesses and shop fronts located throughout the city of Adelaide which are servicing the needs of city users.

The strategy takes into account specialty retail shops, businesses providing services, restaurants, cafes, pubs, clubs and wine bars and mobile vendors.



The significance of retail to any modern city cannot be undervalued wherever it is in the world. It is one of the building blocks of many exceptional cities including Melbourne, Barcelona and London. A thriving and successful retail sector provides energy and vibrancy that radiates through and supports a sustainable city economy.

It also recognises the roles that hotels, conventions, sporting events such as AFL Football, arts, education, gaming and entertainment facilities and cultural events play in determining the health of the retail sector.

WHY IS RETAIL IMPORTANT TO THE CITY?

The significance of retail to any modern city cannot be undervalued wherever it is in the world. It is one of the building blocks of many exceptional cities including Melbourne, Barcelona and London. A thriving and successful retail sector provides energy and vibrancy that radiates through and supports a sustainable city economy.

'Experience Adelaide' acknowledges that the retail industry is facing unprecedented change and addresses the issues and opportunities challenging retailers in both the physical and digital environments. In the online environment where every stakeholder is experiencing some form of **'digital disruption'** to their business, many acknowledge that technology is both a threat and an opportunity. Building the digital capability of small city businesses is an integral part of our Strategy.

'Experience Adelaide' will also capitalise on the additional foot traffic and visitor numbers resulting from positive momentum created by the:

- Rundle Mall redevelopment;
- Adelaide Oval redevelopment;
- New Small Bar Licence;

- New Shop Trading Hours Legislation;
- Victoria Square redevelopment;
- River Bank Precinct;
- New Royal Adelaide Hospital;

These new developments and investments will open up new retail opportunities and experiences throughout the city including attracting new shoppers to Rundle Mall, marketing to event crowds visiting Adelaide Oval and other precincts as well as inviting workers to spend time after work in the city.

The Strategy will complement and build on other Council programs including Good Evening Adelaide, Connect Adelaide and Smart Move. A central element of the Placemaking Strategy is the development of District Plans. In the Market District, Council is working with key stakeholders and place users to find out how they want the Market District to look and feel in the future and to develop partnerships and harness aspirations to make it happen.

WHO BENEFITS?

'Experience Adelaide' emphasises the roles that the retail sector plays in enabling business ownership, providing employment, optimising use of city buildings and sustaining mainstreets as a key component of the city economic base.

"Retail is a core ingredient of the 'Economically Prosperous City' Strategy and Council's leadership role as a promoter and caretaker of the city retail brand will deliver beneficial economic outcomes."

'Experience Adelaide' will benefit many city stakeholders including retailers, employees, property owners, developers, investors, industry groups and State government. The Strategy will also engage and support small businesses and business groups in mainstreets across the city.





Providing a remarkable retail experience will benefit shoppers, workers, visitors, tourists and residents.

A vibrant attractive city has lively active streets and very few vacant buildings. Filling vacant shops and developing the quality of retail through a business attraction strategy will improve the retail mix and increase property values.

Attracting more customers and visitors will require promotion of the city's offer as a remarkable, desirable and compelling location to a broader audience. The extensive range of shopping, dining, leisure and entertainment opportunities provides more choice and activity than any other destination in the State. Rundle Mall, the Central Market, city offices, small bars, mainstreets, Adelaide Oval, university campuses, city hotels and tourists provide an extraordinary range of opportunities to increase visitation, customer circulation and retail spend.

All stakeholders will benefit from the development and promotion of a unique and authentic city retail brand led by the private sector with support of Council. Increasing foot traffic will benefit retailers in the city, mainstreets and precincts as a result of effective digital and traditional marketing delivery. Positioning the city as the 'retail capital' of South Australia will attract the attention of high profile brands and serious shoppers.

WHAT WILL BE DIFFERENT AS A RESULT OF 'EXPERIENCE ADELAIDE'?

“In the future, the city will boast a compelling retail offer which leverages the diversity of the cultural, tourism, health, educational and sporting assets of the city and reflects the needs and aspirations of its many visitors.”

The city retail mix will be unique and not easily duplicated. It will be a source of sustainable competitive advantage for the city and a means of business and investment attraction.

The city will also be recognised as a destination of choice for residents, workers, visitors and shoppers. Greater retail demand will be created and perceptions improved through branding, strategic marketing and online and offline communications.

The Strategy focus on building and promoting authenticity will create more remarkable experiences. Retailers will view their shops as being far more than a point of distribution for their goods or services. Instead, city retail shops will become places to visit and interact as an essential component in experiencing the overall vibrancy of the city of Adelaide.

“Adelaide's retail sector will consist of innovative, efficiently run and prosperous businesses which enhance the city's credentials as a desirable place to open a business or invest.”

The Rundle Mall development will re-energise the precinct complemented by the Myer and David Jones upgrades to attract more customers while enhancing the customer experience. Tiffany, Apple and the Rundle Place development will provide a catalyst for more upmarket stores to arrive in the Mall and North Terrace.

Council will take a leadership role in supporting the city-wide retail brand including the sub-brands of Rundle Mall, Central Market, main streets and unique clusters of small retailers. The 'Experience Adelaide' retail brand will be supported by big brands, flagship stores and department stores. The suburban centres will continue to attack the city market position but 'Experience Adelaide' will capture the unique combination of retail, business, tourism, events and entertainment.

Council will facilitate greater innovation and collaboration with the private sector, guide and implement the strategies and deliver the benefits to retailers and all stakeholders.



“Increased foot traffic and customer spend will invigorate employment and a prosperous city economy shared by retailers, property owners, Government and Council now and into the future.”

City retailers will benefit from loyal city workers shopping frequently in their stores and staying into the early evening to socialise at new small bars, pubs, restaurants and cafes while enjoying the many activities the city has to offer. Tourists and visitors are visiting Central Market, shopping in Rundle Mall and exploring city streets to find unique gifts and authentic experiences.

WHAT NEEDS TO HAPPEN?

Developing remarkable retail and city experiences, a compelling retail offer and creating a city retail brand will require the collective support of the retail sector and extensive marketing. Forums and workshops will be conducted to capture the sector's input.

The creation of a Retail Social Enterprise Network (SEN) will increase communication between Council and the retail sector and between retailers themselves. Building the digital capability of retailers will enhance the effective delivery and use of online channels to target customer segments. **Bricks and mortar businesses will benefit from multiple channel marketing and traditional marketing that connects them with customers.**

A target list of desired businesses will be pursued through various channels including a leasing brochure, retail leasing website and frequent communications with property managers, leasing agents and retail head office staff. Matching potential retailers with vacant opportunities will be closely monitored.

A city retail brand will be established bringing together the key retailers in Rundle Mall, Central Market and the many city mainstreets. The city retail offer will be positioned as the **‘destination of choice’** for South Australian shoppers and visitors as it offers the best retail range and variety coupled with remarkable retail experiences.

Extensive marketing and promotion of the city retail brand will include digital marketing and traditional marketing including television, radio, print and press to a wide range of customer segments. Residents, city workers, students, tourists and inner suburban residents will be targeted to ensure they consider city shopping opportunities and act on it.

A citywide database will be monitored in key locations to track the impact of actions delivered. Results will be measured and outcomes reported to the Retailer Network and Council as key partners. Rewarding and showcasing retail best practices throughout the year will culminate in an Award ceremony that promotes remarkable retail experiences and customer service standards delivered by city businesses.

Council is engaging with mainstreet stakeholders to develop the unique character and identity of city streets for future promotion and customer attraction strategies.

The overall city brand will provide an umbrella brand that encompasses the unique characteristics of great places that have developed throughout the city.

Council is engaging with mainstreet stakeholders to develop the unique character and identity of city streets for future promotion and customer attraction strategies.



**THE STRATEGY FOCUS ON
BUILDING AND PROMOTING
AUTHENTICITY WILL CREATE
MORE REMARKABLE
EXPERIENCES.**





QUICK FACTS

\$1.56 Billion

estimated retail spend in city businesses each year

5,000+

businesses located within the city boundary

175,000

(est) households are located within 10km of the city

12.6% vs 0.6%

growth in online retail sales vs bricks and mortar sales (2013)

220,000

workers and visitors into the city each day - 97% of workers shop in the city

14% (16,575)

of all city workers are employed in the retail and hospitality sector

82%

survey respondents travelled interstate in the last 12 months to shop

\$8.5 Million

people visit the Central Market each year

310,000 m²

of space is leased by city retailers (major shopping centres within 25 minutes manage 390,000 sqm)

\$5.2 Billion

is spent every year in South Australia by tourists

\$23 Million

people visit Rundle Mall each year

63,439

seats at city cafes and restaurants

↑ 7.9% ↑ 5%

Overseas arrivals (2014) local visitor nights (2014)

700,000+

residents live within 25 minutes drive of the city

175,000

delegates attended conferences and exhibitions at the Convention Centre last year

Sources of Data: NAB Online Retail Sales Index December 2013, Your Say Adelaide Retail Survey 2013, Savills Quarter Times Adelaide Retail Q4 2013, 2010/11 Shopping Centre News, Pitney Bowes Business Insight, Jones Lang LaSalle 2012, ABS 2011 Census, ACCLUE Survey July 2011, ACC City User Population Research 2012-2013, Rundle Mall Management Authority, Adelaide Central Market Authority, Customised ABS Data.

OUR GUIDING PRINCIPLES

Adelaide City Retail will be;



1. Remarkable

Good is no longer good enough. Being remarkable gets noticed. By surprising and delighting customers and exceeding expectations, the city of Adelaide's many immersive and authentic retail experiences will be a key topic of conversations across the State and beyond.



2. Connected

The city retailers and businesses will be more connected with their customers through increased levels of digital capability and customer service interactions. The retail sector will also be more connected with each other and the world at large.



3. Collaborative

Achieving greatness requires leadership and collaboration. The retail sector including retailers, business managers, property owners and developers will be encouraged to work in a collaborative partnership with the public sector to deliver the desired benefits.



4. Competitive

The retail sector is extremely competitive and challenging. Retailers in the city will maximise the unique opportunities available to them in a prime retail location.



5. Creative

The city of Adelaide's passion for creative thinking, new ideas, innovation and commercialisation will be reflected through the retail and business sector.



6. Dynamic and flexible

City retailers and businesses will be dynamic and flexible in the fluid customer market and able to respond to customer needs and trends quickly.

OUR VISION

The city of Adelaide offers a remarkable shopping experience complemented by authentic and unique city experiences creating a prosperous city economy.





The vision calls for the city to create and promote remarkable, diverse and unique experience for customers and visitors. It also challenges stakeholders to think beyond being merely 'good' and to improve their competitiveness by providing their customers with truly remarkable experiences. Laneways, mainstreets and authentic arcades can be truly great retail places.

Striving for a compelling shopping destination in the city will demand a proactive approach to attract the best retailers in the State, interstate and overseas. A diverse tenancy mix with flagship brands, independent shops and quirky small businesses can create a unique proposition the mind of the customer.

The city will be perceived as a destination of choice for a broad range of customers and visitors. The compelling retail offer will continue to develop as visitor numbers increase and successful retailers expand and grow.

The retail sector is working with greater unity and teamwork in collaborative and effective way.

To achieve this vision, four key strategic outcomes have been identified for the 'Experience Adelaide' Retail Strategy:

- ***A Remarkable Experience***
- ***A Compelling Retail Offer***
- ***A Destination of Choice***
- ***A Prosperous Retail Sector***





STRATEGY AT A GLANCE

OUTCOME 1:

A Remarkable Experience

- Improve the retail experience
- Develop a unique City experience
- Develop great retail places
- Leverage City events

OUTCOME 2:

A Compelling Retail Offer

- Attract recognised retail brands
- Assist new unique start-ups
- Assist existing retailers to improve their offer
- Assist existing city retailers to expand

OUTCOME 3:

A Destination of Choice

- Create a City retail brand
- Promote the City retail brand and sub-brands
- Promote the experiential nature of the City retail offer
- Improve access into and around the City

OUTCOME 4:

A Prosperous Retail Sector

- Build a collaborative Retail Sector
- Support individual businesses

OUTCOME 1: A REMARKABLE EXPERIENCE

GOAL: THE CITY OF ADELAIDE'S RETAIL SECTOR WILL EMBRACE THE NEED FOR EXCEPTIONAL EXPERIENCES AND ENGAGEMENT WITH CUSTOMERS, COMMUNITIES AND CITY PLACES. CUSTOMERS WILL BENEFIT FROM NEW RETAILER OFFERINGS AND A RICHER RETAIL EXPERIENCE.



The city offers customers and visitors a great range of retail experiences including a refurbished leading edge pedestrian Mall, character mainstreets, shopping centres, historic arcades and fresh food in a unique market. The authentic experience in a city environment cannot easily be duplicated by the more replicable suburban centre offer.

The great selection of unique high quality independent businesses in the city offers customers and visitors an amazing variety of shopping and dining experiences.

A great retail experience encompasses the key elements of building quality and shopfront presentation to internal fittings, range and depth of products, customer service interactions and targeted communication.

Truly remarkable experiences can be created in the city when unique independent retailers establish authentic businesses and offer diverse, quirky, individual experiences for their customers and visitors.

City experiences can be enhanced by activating and improving the public realm to make great places and attracting more people to enjoy them. In addition the aim is to develop remarkable retail experiences in the city by capturing the vibrant atmosphere of stores and events that engage the customer's attention and appeal to their need for authentic and unique experiences.

The breadth of retail experiences available in the city can be a significant advantage if harnessed.

An upmarket Rundle Mall with numerous brand names in an outdoor pedestrian mall is complemented by the unique atmosphere found in the Central Market, while laneways in between are now populated with quirky one-off bars and restaurants.

In a great city experience you could be visiting the cluster of high quality women's and men's fashion stores on show in Rundle Street before enjoying a unique dining experience looking over Victoria Square or Hindmarsh Square.



CASE STUDY:

Boudin Bakery - An Original San Francisco Company – a great experience!

At Boudin Bakery, Fisherman's Wharf San Francisco, the experience on offer is multi-sensory, whether you make a delicious purchase or not. At their flagship location, bakers make bread with a recipe they've used since 1849, using a portion of the original mother dough they've nurtured for over 150 years to start every batch.

Passers-by can peer through the 30-foot window into the demonstration bakery, where the dough is mixed 20 feet above ground and then tossed down to the bakers who shape 3,000 loaves a day by hand.

Branded an authentic taste of San Francisco, you can order clam chowder in a bread bowl in the cafe, shop for gourmet gifts in the marketplace, send the gift of sourdough, or pay a visit to the on site museum to learn about Boudin's history. For locals there's click to order and collect, event hire or catering and a regulars' rewards program. Even if you're just visiting you can simply enjoy watching the finished loaves as they travel from the bakery to the cafe in wire baskets above your head and the smell of freshly baked sourdough.

CASE STUDY:

Nike

The Nike Brand Experience stores (Nike, NIKETOWN and Nike Running) feature the latest technology, accessories and clothing. The Las Vegas store is a flagship "Brand Experience" store. Located in the Forum Shops of Caesar's Palace, it is a massive, two-floor showcase of display product.

A Nike brand worshippers mecca, floor space isn't just for shopping, there are multiple areas each centred on a display theme, such as a historical chronology of Air Jordan's and walls adorned by inspiring quotes from sporting pros in their prime, charting Nike's relationship with and impact on the world of sport.

CASE STUDY:

Christmas Pageant - A unique city event for the state

The annual Christmas Pageant attracts crowds in excess of 300,000 into the City that could be leveraged by retailers. Visitors from all over the State descend on the City Centre to experience this unique Adelaide event.





CITY EXPERIENCES CAN BE ENHANCED BY ACTIVATING AND IMPROVING THE PUBLIC REALM TO MAKE GREAT PLACES...



MAKING GREAT PLACES

Placemaking is providing the city of Adelaide with a competitive advantage that has the capacity to draw even greater numbers of people into and through the city's districts and great places. By taking a strategic approach, placemaking can catalyse more permanent retail outcomes, and the strategy encourages stronger linkages between place led initiatives and the retail sector to achieve this.

GREAT RETAIL PLACES IN THE CITY OF ADELAIDE

The city has many quirky and unique businesses that line the streets in clusters to provide customers with a myriad of choices and experiences.

**High-end fashion
boutiques, award
winning restaurants
and independent
cafes create a
unique character
and identity for each
precinct.**

Fresh food, gifts, homewares, fashion accessories and small bars attract city workers, tourists, visitors and shoppers to discover the hidden gems found in streets and laneways.

In the context of a city, great experiences take on a wider meaning. Making great places through the Placemaking agenda can drive foot traffic through retail districts, yet many retailers have not as yet bought into the concept and see temporary activations and pop-up

businesses as a threat to their livelihood. In reality they can activate underused public spaces and create flow across the city that keeps people coming back for more and enhances vibrancy.

PLACE / RETAIL OFFER:

Hutt Street

The unique 'Village in the City' offers convenience and service for customers. The development of the business mix including more comparison retail will enhance the range and variety of shopping available and support the local business and residential community.

PLACE / RETAIL OFFER:

O'Connell Street

Clusters of independent restaurants and cafes line O'Connell Street in stately North Adelaide surrounded by historic homes and buildings. New opportunities for retail will be created when a new shopping development is completed including a high quality hotel. More upmarket comparison retail could sit comfortably alongside the extensive choice of international restaurants.

THE EARLY EVENING ECONOMY OPPORTUNITY

The change in small bar legislation and focus on the early evening economy has opened up new opportunities for city retailers.

Encouraging retailers to stay open longer won't change the habits of city users and sustain a retailer's business in isolation. Three essential

requirements that must be present in order for people to stay longer in the city;

1. Encouraging more retailers to take advantage of early evening trading opportunities and extending their offer.

2. Encouraging customers to stay longer in the city by improving car park closing times, removing penalties for extending earlybird car parking, creating a more flexible public transport schedule, ensuring a safe city environment and encouraging a critical mass of retailers to be open for trade.

3. Promoting the unique experience and compelling offer to city workers and residents and beyond.

ENHANCING CUSTOMER SERVICE

Raising customer service standards is an essential ingredient for creating great retail experiences.

Many retailers pride themselves on their customer service standards and many rank it high on their list of what differentiates them from their competitors.

"Customer service is needed more than ever as many of us crave human interaction after spending so much time staring at a screen."

When asked, many customers frequently complain about their customer service experience. Improving the customer experience of visiting the city is an integral part of the Strategy.





**I BELIEVE THAT THE
LEVEL OF CUSTOMER
SERVICE IN THE RETAIL
AND HOSPITALITY
INDUSTRIES
HAS DECLINED
DRAMATICALLY OVER
THE LAST FIVE YEARS.
IT'S TIME TO ENGAGE
BUSINESSES TO
DEVELOP CUSTOMER
FOCUSSED TRAINING
TO ENHANCE
THE EXPERIENCE
OF SHOPPING,
DINING AND BEING
ENTERTAINED IN
THE CITY.**



Retailers will need to re-imagine the purpose of their bricks and mortar stores and develop ways to offer more than just convenience in the 21st century.

DIGITAL DISRUPTION OPENS UP THE WORLD

Digital technology is affecting the retail industry in ways that could not have been imagined five years ago. Some retailers are using technology to successfully reach new markets and build stronger businesses whilst others are struggling to keep pace.

Online retail has disrupted the industry, making transacting easier than ever before. New digital solutions can engage customers online, complemented by in-store experiences and the delivery of remarkable customer service face to face.

A digital strategy for retailers must include much more than a marketing and e-commerce bias as digital technologies have the potential to improve nearly every aspect of a retailer's business ranging from customer retention management, wayfinding, procurement through to collaboration with like-minded retailers.

According to a YourGov survey commissioned by Venda, 38% of 2,043 respondents have left stores without making an intended purchase as the item they wanted was unavailable. In a survey of over 10,000 online shoppers, only 4% more people considered physical shopping to be more enjoyable than online, compared to a 25% gap 18 months ago.

Retailers will need to re-imagine the purpose of their bricks and mortar stores and develop ways to offer more than just convenience in the 21st century. Product information, social media feeds, related news, retail events, store access, videos and point-of-purchase promotions are some examples of digital adding value to the overall shopping experience. Allowing customers to pick up and return products ordered online, in-store, is another example.



**DIGITAL TECHNOLOGY
IS AFFECTING THE
RETAIL INDUSTRY IN
WAYS THAT COULD
NOT HAVE BEEN
IMAGINED FIVE
YEARS AGO.**

Utilising augmented reality or cost effective QR codes for information and reviews for each product offers a convenient and seamless experience for smart phone users while some retailers have installed virtual fitting rooms, mobile point of sale systems and equipped their staff with product shelf locations and real-time inventory information in an effort to better serve their consumers and enhance the in-store experience.



Retailers are using QR barcodes for a range of marketing activities. A quick scan of a QR code and you are directed to a mobile website.

Customers save time and avoid the frustrations of typing complicated URLs into a web-browser and they can be provided with paperless travel tickets and electronic concert or event tickets.

QR codes are great for advertisers, publishers and brands because they connect the physical world to the interactive world and drive traffic to their internet site.

OUTCOME 1: STRATEGIES AND KEY ACTIONS

STRATEGY	KEY ACTIONS
1. Improve the retail experience	<ul style="list-style-type: none"> Target unique one-off boutiques and independent stores that offer genuine customer service and create an authentic business mix not duplicated in the suburbs.
	<ul style="list-style-type: none"> Promote the benefits of developing remarkable retail experiences through enhanced customer service to all retailers through the Retail Social Enterprise Network (SEN).
	<ul style="list-style-type: none"> Promote examples of best practice customer service case studies using digital engagement with the retail sector.
	<ul style="list-style-type: none"> Encourage retailers to utilise in-store digital technology including visuals and interaction to deliver remarkable customer experiences.
	<ul style="list-style-type: none"> Demonstrate how traditional retailers can benefit by adopting experiential practices implemented by similar business success stories locally and overseas using the SEN.
	<ul style="list-style-type: none"> Encourage the enhancement of facades, signage, lighting, shopfronts and general maintenance to improve the overall appearance and presentation of retail stores.
	<ul style="list-style-type: none"> Include a specific customer service award within a new city retail award system to reward high standards and upcoming young retail professionals.
	<ul style="list-style-type: none"> Explore the feasibility of a citywide digital customer service feedback APP enabling customers to rate the level of service they have received.
2. Develop a unique city experience	<ul style="list-style-type: none"> Improve the links between districts and precincts through signage, public realm improvements and business mix.
	<ul style="list-style-type: none"> Explore the feasibility of a city-wide, digital wayfinding solution in the form of a mobile APP which is consistent with physical wayfinding solutions.
	<ul style="list-style-type: none"> Encourage retailers and cultural institutions to open throughout the city in the early evening starting with Friday late night trading and First Fridays at the Art Gallery.
	<ul style="list-style-type: none"> Utilise multi-lingual signage throughout key streets to assist overseas visitors.
	<ul style="list-style-type: none"> Investigate the introduction of digital touch screens in the highest pedestrian traffic areas with the same physical appearance and information, consistent with an APP and physical wayfinding.
	<ul style="list-style-type: none"> Use public art and creative lighting to enhance the visitor experience in the city during the evening.
	<ul style="list-style-type: none"> Use social media to alert workers and shoppers about after 5pm specials and offers.
	<ul style="list-style-type: none"> Encourage the State Government to introduce a second inter-peak public transport fare from 7pm until 9pm weekdays.

STRATEGY	KEY ACTIONS
	<ul style="list-style-type: none"> Encourage businesses to promote parking information to their customers to enhance the experience of a visit to the city. Support early evening and weekend parking incentives with all car park operators to attract shoppers and encourage economic outcomes. Promote Adelaide's free public Wi-Fi network in all visitor collateral and via the provision of promotional signage in the public domain. Explore opportunities to attract an icon experience as a major visitor destination to the city.
3. Develop great retail places	<ul style="list-style-type: none"> Encourage retail development on city streets and laneways to add value to the quality of streetscapes, fine grain detail and sense of place. Link design and presentation improvements in mainstreets with potential retailers and clusters to complement the theme and sense of place. Leverage the Urban Design Framework to support public realm improvements and make great places that link precincts and districts, attract retail investment, improve customer comfort and encourage the uniqueness of districts. Engage with local businesses to develop the unique character and identity of their mainstreet – leveraging the differentiated retail precincts with their associated sub-brands in positioning and promoting the city. Facilitate collaboration between precincts to ensure that they complement each other rather than compete with each other. Work with property owners to attract quality retailers to lease their buildings in streets, laneways and precincts. Advocate with the South Australian Government to ensure that the potential to develop the retail sector in the city of Adelaide is not diminished by ongoing changes to the planning system. Create opportunities for visitors within precincts and city mainstreets and promote them as points of difference for each unique place.
4. Leverage city events	<ul style="list-style-type: none"> Leverage key events and activities that attract visitors to the city by maximising opportunities with the Adelaide Convention Bureau and city retailers. Promote offers using online and traditional mediums and link to events/festivals such as Womadelaide, Fringe, AFL Football and the Christmas Pageant. Assist local businesses and associations to complement key events with local street activities and promotions to develop the mainstreet offer.

OUTCOME 1: MEASURES OF SUCCESS

KEY MEASUREMENTS	HOW	TARGET BY 2020
1. Increased city visitor numbers	Survey	+5%
2. Increased customer satisfaction levels	Survey	+5%
3. Customers staying longer in the city	Survey	+10%
4. Increased customer spending	Survey	+5%
5. More retailers open until 7pm, Sundays and public holidays	Survey	+10%





OUTCOME 2: A COMPELLING RETAIL OFFER



“The city would benefit from having a number of higher end stores ... and also some international fashion retailers such as H&M, Zara, Top Shop (Top Man), The Gap and Abercrombie & Fitch. The growth in the number of (independent) wine bars and cafes is a very welcome addition!”

Your Say survey

GOAL: THE CITY OF ADELAIDE WILL BOAST A COMPELLING RETAIL OFFER WHICH LEVERAGES THE DIVERSITY OF THE CULTURAL, TOURISM, HEALTH, EDUCATIONAL AND SPORTING ASSETS OF THE CITY AND REFLECT THE NEEDS AND ASPIRATIONS OF ITS MANY VISITORS. THE CITY RETAIL MIX IS UNIQUE AND CANNOT BE EASILY DUPLICATED. IT IS A SOURCE OF SUSTAINABLE COMPETITIVE ADVANTAGE FOR THE CITY AND A MEANS OF BUSINESS AND INVESTMENT ATTRACTION.

Consultation with shoppers demonstrated they found it difficult to find a point of difference between the city and the metropolitan shopping centres. However 75% of survey respondents indicated that when they shopped in the city it was the variety of stores they enjoyed.

Some shoppers questioned the proliferation of the usual 'chain stores' whilst demanding unique brands in addition to recognised overseas brands. Shoppers are clearly looking for a more compelling offer and something different from what they find in the suburbs.

Encouraging and supporting new unique start-ups and entrepreneurs will provide diverse and unique experiences for customers. Assisting retailers to improve and expand their offer will form the basis of the business attraction and retention strategy.

"I want to see a bigger range of stores - more boutique brands. I want unique, creative and interesting gifts, clothes and places which offer something new. There is no real reason to go to the city unless it offers something different. To make it worth the visit, it must be an 'experience' that you can't get online. People want to make real connections and encounter something personal."

"I would like to see greater variety rather than the usual chain stores. There are some great hidden gems, but they are hard to find."

A precinct with vintage shops, record stores and book shops (both new and second hand) - perhaps use an arcade."

"The city would benefit from having a number of higher end stores ... and also some international fashion retailers such as H&M, Zara, Top Shop (Top Man), The Gap and Abercrombie & Fitch. The growth in the number of (independent) wine bars and cafes is a very welcome addition!"

"Let's have greater diversity and quirkiness." City Shoppers surveyed in Your Say 2013

INVESTMENT ATTRACTION

Attracting recognised flagship brand retailers will build on the competitive strengths of the city and improve the quality and attractiveness of the retail offer.

Attracting new private investment will complement the investment made by Council in promoting the city and building visitation and providing new opportunities for quality retail brands to establish themselves.

New retail developments and major upgrades of existing assets will provide opportunities for new flagship brands to establish in the city centre.

'Experience Adelaide' will encourage the flow of greater investment capital from existing businesses and to generate new investment capital from external sources. New investments in the city often include a retail component complemented by office and residential space.

The benefits for our city include increased employment, higher building occupancy, more reliable and sustainable revenues, residential demand, vibrancy and other socio-cultural outcomes.

NEW RETAILERS

A wave of 'New Retailers' has emerged demonstrating commonalities and behavioural sets which transcend their size and market sector. 'New Retailers' are not always identified by their age, the size of their business, their country of origin or the retail sector in which they operate. Instead, it is more about a new retail mind-set which can be defined in three key words; Lighter, Quicker, Cheaper.

LIGHTER, QUICKER, CHEAPER

Lighter – ‘New Retailers’ are able to make changes to their businesses without significant disruption. This illustrates the relevance of mobile, temporary, semi-permanent and permanent retailers to the overall health, attractiveness and competitiveness of the city’s retail sector.

Quicker – ‘New Retailers’ build their clientele through social media; they are more connected to their customers and a dynamic supply chain ensures they are responsive to act on new product trends and customer feedback faster.

Cheaper – ‘New Retailers’ focus on creating remarkable products and curating engaging experiences and then rely on word of mouth for communication. Communication and marketing is usually carried out through social media rather than expensive advertising campaigns.

The ‘Lighter, Quicker, Cheaper’ mindset informs every facet of a ‘New Retailer’s’ business, from marketing to shop fit.

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THE CITY WOULD BENEFIT FROM HAVING A NUMBER OF HIGHER END STORES ... AND ALSO SOME INTERNATIONAL FASHION RETAILERS SUCH AS H&M, ZARA, TOP SHOP, GAP AND ABERCROMBIE & FITCH. THE GROWTH IN THE NUMBER OF (INDEPENDENT) WINE BARS AND CAFES IS A VERY WELCOME ADDITION

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CASE STUDY:

Australian Fashion labels

Australian Fashion labels commenced as an online fashion distributor and now they have grown the business to a bricks and mortar brand BNKR in Rundle Mall. The home grown Adelaide company now has 130 staff based in Currie Street with two new outlets to open in North Terrace over the next 12 months.



OUTCOME 2: STRATEGIES AND KEY ACTIONS

STRATEGY	KEY ACTIONS
1. Attract recognised flagship retail brands	<ul style="list-style-type: none">• Develop a retail investment attraction website and printed business attraction material to promote and sell the case for Adelaide city to a target list of local, national and international retail businesses including upmarket brands.• Identify and target retailers that enhance the variety and choice of the retail offer to appeal to a wide range of customer segments to increase city visitation.• Attract New Retail brands to enhance the mix of retail stores and add value to the unique city experience• Develop a Leasing Opportunities business attraction brochure that supports the property agents and property owners to lease vacant retail and office spaces to quality businesses, increasing footfall and city vibrancy.• Encourage clusters of similar flagship retail brands to locate in key locations.

STRATEGY	KEY ACTIONS
	<ul style="list-style-type: none"> Consider supporting the development of a luxury goods cluster along North Terrace supported by Tiffany, Max Mara and Jamie Oliver. Work with property owners to develop suitable locations to accommodate flagship retail brands and clusters of like retailers. Provide a single point of contact to support flagship brands through Council planning and regulatory process Continue to liaise with the Office of the Agent General in London to promote Adelaide directly to European retail head offices.
2. Assist new unique start-ups and entrepreneurs	<ul style="list-style-type: none"> Identify retail niche and cluster locations throughout the city network of mainstreets, laneways and precincts to provide opportunities for new businesses. Develop laneways, linkages between districts and prominent corner sites to encourage diverse unique start-up retailers and entrepreneurs. Assign case managers to facilitate and support unique small businesses through the Council application process. Encourage pop-up stores to occupy vacant spaces and shops through services provided by Renew Adelaide.
3. Assist existing retailers to improve their retail offer	<ul style="list-style-type: none"> Improve the retail offer through promotion of best practices and sharing knowledge. Showcase and reward high quality customer service throughout the city. Help existing retailers to embrace the concepts of New Retail within their stores.
4. Assist existing city retailers to expand to other parts of the city	<ul style="list-style-type: none"> Identify successful retailers and encourage them to expand their city offer into additional locations across the city.

OUTCOME 2: MEASURES OF SUCCESS

KEY MEASUREMENTS	HOW	TARGET BY 2020
1. Flagship brands opening new outlets in the city	Street survey	10 new flagships open
2. New unique start-ups open in the city	Street survey	40 new start-ups open





OUTCOME 3: A DESTINATION OF CHOICE

GOAL: THE CITY WILL BE PERCEIVED AS A DESTINATION OF CHOICE FOR RESIDENTS, WORKERS, VISITORS AND SHOPPERS. GREATER RETAIL DEMAND IS CREATED AND PERCEPTIONS IMPROVED THROUGH BRANDING, STRATEGIC MARKETING AND ONLINE AND OFFLINE COMMUNICATIONS.

There is growing confidence in the city reflected by major public realm upgrades including Rundle Mall, Victoria Square, the Riverbank, Adelaide Oval and the new Hospital. The city has also experienced the emergence of a new small bar culture following licence changes making it more flexible for retailers to operate. It is now time to capitalise on these opportunities created by the extensive choice of events and activities including AFL Football, Festivals, Theatres, Splash Events and Markets by promoting Adelaide as the great city that it is.

Adelaide is well positioned to be a destination of choice for interstate and international visitors.

ADELAIDE RESIDENTS ARE CURRENTLY HEADING INTERSTATE TO SHOP.

More than 80% of shoppers interviewed in 2013 said that they had travelled interstate for the purpose of shopping within the last 12 months. Capturing this market would have a positive effect on the City economy.

The city is the retail capital of the State and creating a brand truly representative of the unique city retail offer will strengthen the perception of the retail sector in the customers minds. The brand will capture the strength of recognised retail

brand names complemented by the diversity of unique small businesses and independents. In addition the brand will include sub-brands of mainstreets and retail clusters. Council is the key player with a stake in the citywide brand as it includes the CBD and North Adelaide.

The brand will encapsulate the unique experiences available in the city with the aim to attract more customers, visitors, tourists and shoppers. Promoting the brand to customer market segments will involve a commitment to digital and traditional media to make the city more competitive.

The Strategy will complement the relaunch of the new Rundle Mall brand and positioning strategy and promotional activities of the Adelaide Central Market.

Working closely with the tourism and convention sectors will be an integral part of the strategies and actions.

Improved access in and around the city for customers and visitors will include public transport options and parking information availability.

There is growing confidence in the city reflected by major public realm upgrades including Rundle Mall, Victoria Square, the Riverbank, Adelaide Oval and the new Hospital.



IT HAPPENS IN CONCENTRIC CIRCLES. FIRST YOU GET THE LOCALS EXCITED ABOUT THEIR CITY; THE INCREASED ACTIVITY MAKES IT MORE ATTRACTIVE TO INTERSTATE VISITORS AND THEN IT'S JUST NATURAL THAT OVERSEAS TOURISTS WILL FOLLOW.



The city is the retail capital of the State and creating a brand truly representative of the unique city retail offer will strengthen the perception of the retail sector in the customers minds.

OUTCOME 3: STRATEGIES AND KEY ACTIONS

STRATEGY	KEY ACTIONS
1. Create a city retail brand	<ul style="list-style-type: none"> • Develop a city retail brand to encompass the diverse mix of retail and hospitality businesses throughout the city.
	<ul style="list-style-type: none"> • Engage with local businesses and groups to develop mainstreet brands that capture the character of businesses in each district under the city retail brand.
	<ul style="list-style-type: none"> • Support independent small businesses through 'shop local' promotional campaigns.
	<ul style="list-style-type: none"> • Create a promotional calendar that supports the retail brands during seasonal retail periods including Christmas.
	<ul style="list-style-type: none"> • Link with key tourism activities to involve city retail businesses and attract visitors.
	<ul style="list-style-type: none"> • Promote and market a city retail positioning statement for the city of Adelaide's retail and hospitality sectors.
2. Promote the city retail brand and sub-brands	<ul style="list-style-type: none"> • Implement a strategic marketing campaign directed at metropolitan Adelaide and the wider South Australian marketplace.
	<ul style="list-style-type: none"> • Maximise Council's investment in the Mall by supporting the Rundle Mall Management Authority repositioning campaign as a key driver in attracting increased foot traffic and customer spend.
	<ul style="list-style-type: none"> • Support and complement the Rundle Mall Management Authority marketing efforts that benefit all retailers, increase sales and attract interest from potential retailers looking for successful sites in the premier location.
	<ul style="list-style-type: none"> • Support the Adelaide Central Market promotional campaigns and activities to improve the sustainability of food businesses in the Market.
	<ul style="list-style-type: none"> • Investigate the development of a unique city shopping gift card that can be used in the majority of stores in Rundle Mall and the CBD.
	<ul style="list-style-type: none"> • Use digital and traditional media to promote the city's retail sector and unique independent businesses and mainstreets to workers, shoppers and visitors.
	<ul style="list-style-type: none"> • Use digital media to alert city workers and shoppers about 12-2pm lunchtime specials to encourage visitation and spend.
	<ul style="list-style-type: none"> • Encourage retailers to update their information in search engines such as Google Places for use by third party APPs.
	<ul style="list-style-type: none"> • Engage with the retail sector stakeholder groups to develop ways to co-create sustainable funding sources to increase the marketing capacity of the city.
	<ul style="list-style-type: none"> • Explore the introduction of a customer loyalty card to benefit customers visiting the city frequently.
	<ul style="list-style-type: none"> • Coordinate with the Adelaide Convention Bureau and convention sector to promote to businesses the opportunities of conventions through special retail offers for delegates.

STRATEGY	KEY ACTIONS
	<ul style="list-style-type: none"> • Influence and engage the SA Tourism Commission to incorporate city shopping opportunities within the city as part of their annual marketing plan. • Engage individuals to act as ambassadors through online testimonials about the unique retail experiences within the city of Adelaide.
3. Promote the experiential nature of the city's retail sector	<ul style="list-style-type: none"> • Integrate the experiential nature of the city's retail sector throughout marketing and promotional messages. • Investigate the development of an APP designed to direct visitors to the unique experiences that the city of Adelaide has to offer to increase visitor circulation and discovery. • Commission high quality images to be used in business attraction material and online for publicity purposes to showcase the city retailers. • Target customer segments including city workers and residents to build loyalty for city businesses. • Utilise editorial and publicity to gain positive exposure and lift the profile of the unique offer. • Ensure retailers are Asian tourist ready by providing services such as Union Pay and in-store signage and co-create a course for retailers aimed at understanding Asian culture and behaviours.
4. Improve access into and around the city	<ul style="list-style-type: none"> • Promote public transport, cars, cycling and walking, for the purpose of shopping. • Investigate the development of a parking APP to assist customers to locate available parking to enhance their experience in the city. • Develop Councils' parking strategies in future parking strategies to identify creative opportunities to support city retailers by providing special offers to shoppers visiting the city. • Promote the convenience and affordability of short term parking at off-street city car parks. • Develop the relationship with the two Adelaide football clubs to explore the provision of special shopping offers for members which enables them to spend more time in the city before and after the game. • Explore promotional offers and incentives from retailers to encourage repeat visits and dwell time in the city.

OUTCOME 3: MEASURES OF SUCCESS

KEY MEASUREMENT	HOW	TARGET BY 2020
1. The city is the preferred shopping destination for Adelaide metropolitan shoppers	Survey	Improve ranking in Department store and fashion
2. Number of shoppers travelling interstate to shop	Survey	Reduced by 5%
3. Visitation to Rundle Mall	Traffic counts	Increased by 5%
4. Increased customer spending	Traffic counts	Increased by 5%
5. Increased parking transactions	Parking stats	Increased by 5%





OUTCOME 4: A PROSPEROUS RETAIL SECTOR

GOAL: THE CITY OF ADELAIDE'S RETAIL SECTOR CONSISTS OF INNOVATIVE, EFFICIENTLY RUN AND PROSPEROUS BUSINESSES WHICH ENHANCE THE CITY'S CREDENTIALS AS A DESIRABLE PLACE TO OPEN A BUSINESS OR INVEST.

It is therefore difficult to see how the retail industry will improve without sector leadership and greater buy-in from its retail stakeholders.



The retail sector is one of the most important elements of a city and certainly the most visible measure of vibrancy. Vacant shops and closing down sales can hamper efforts to attract new residents or visitors. Prosperous retail businesses contribute toward creating a climate for greater investment. A collaborative retail sector working in partnership with Council and stakeholders will achieve outcomes and results well above businesses working in isolation.

Creating a new online network for the retail sector will improve the level of communication and collaboration that encourages retailers to work together. A new award system will be developed to recognise and reward innovation, customer service and great retail experiences across the city.

“At the moment we only just have our heads above water but feel like we are working harder than ever before to stay there.”

Retailers spoke of their fear and frustration with providers of digital solutions, mentioning that their own lack of expertise left them vulnerable and this was re-iterated in the ‘Your Say Adelaide’ 2013 survey;

“We are in the early stages of moving towards online sales direct to our customers nationwide and anticipate going live mid-2014. Whilst we recognise the need to expand our offer from our traditional shop front into more households across Australia - it has proven very difficult to navigate the digital world. We don’t know what we don’t know and so making decisions can feel like a gamble. We have engaged outside help with the project but still tend to worry about what we don’t know and can sometimes question the objectivity of our external advisors.

EMBRACE THE OMNI-CHANNEL OFFER

Increased competition from e-commerce and the advent of the multi-channel consumer means it is no longer sufficient to rely on a bricks and mortar store alone. In just a few short years, many successful retailers have transformed from single-channel, brick and mortar stores, to multi-channel and omni-channel offerings. Omni-channel shopping is defined as providing an immersive and superior customer experience regardless of the channel.

However, many retailers still view “online” and “offline” as silos. Consumers expect an omni-channel experience which might include (a) purchasing from an e-commerce website or mobile app and collecting the purchase in the store, (b) purchasing from the store and having it delivered to their home address, (c) visiting a store and purchasing online elsewhere (showrooming) or even (d) accessing a retailer’s mobile website while in-store, comparing prices, and going to another physical store to purchase.

Building the digital capacity of small retailers across the city will optimise the link of online marketing, traditional marketing and the success of bricks and mortar businesses in city streets. Council can provide valuable assistance in supporting businesses wanting to expand their presence in the digital space.

Stakeholder engagement clearly highlighted that many Adelaide retailers see their competitors and sometimes even their neighbours as a threat.

The retail sector is highly fragmented with many stakeholders operating in isolation and rarely engaging with their street, district or the wider retail community.

“We also have shops in the suburbs and the difference between trading in the city and the suburban shopping centres is that out there, you get the feeling that we’re all in this together”

... said by a retailer at a Stakeholder Forum in 2013

Some retailers do not even see themselves as being a part of the city despite operating their business from a shopfront within the city of Adelaide.

“I do not go into the city unless I really have to” ... said another retailer operating a business in one of the city of Adelaide’s prominent mainstreets.

Comments such as these indicate that the city’s retail sector lacks cohesion at a time when teamwork, co-operation, partnerships and collaboration are pre-requisites in attracting customers back into city stores.

Industry groups such as the property and hospitality sectors are able to rely on the support, representation, advocacy and networking opportunities provided by their respective industry bodies. However, no adequately resourced organisation provides services on the ground for retailers within the Adelaide Central Business District.

It is therefore difficult to see how the retail industry will improve without sector leadership and greater buy-in from its retail stakeholders.



OUTCOME 4:

STRATEGIES AND KEY ACTIONS

STRATEGY	KEY ACTIONS
1. Build a collaborative retail sector	<ul style="list-style-type: none"> Engage with the retail sector, facilitate leadership and collaboration and co-create initiatives to develop the city of Adelaide as a great place for retail.
	<ul style="list-style-type: none"> Facilitate networking events and forums to enable better collaboration between sector groups, businesses and organisations.
	<ul style="list-style-type: none"> Introduce and encourage participation in a newly created online social enterprise network (SEN) which enables (online) communication between sector stakeholders using a City database.
	<ul style="list-style-type: none"> Develop a city retail awards recognition program that showcases Adelaide's best businesses and individuals demonstrating best practice retail marketing presentation and customer attraction.
	<ul style="list-style-type: none"> Engage and communicate with local business association members and non-members to identify and develop their mainstreet offer.
	<ul style="list-style-type: none"> Work with the retail sector and SA Tourism Commission to collaboratively promote the city and retail experience.
	<ul style="list-style-type: none"> Enable the city's retail stakeholders to capitalise on business tourism by engaging with peak bodies such as the Adelaide Convention Bureau and professional conference organisers.
2. Support individual businesses throughout the CBD	<ul style="list-style-type: none"> Provide an annual report card to key stakeholders to monitor progress of the Retail Strategy, supplemented by a six month interim headline report.
	<ul style="list-style-type: none"> Monitor movements in gross lettable retail area within the city boundary.
	<ul style="list-style-type: none"> Build the digital capability of city businesses to grow their presence in the businesses in the digital space.
	<ul style="list-style-type: none"> Encourage retailers to work together to harness the strength of coordinated marketing and promotional campaigns to attract customers to their local streets.
	<ul style="list-style-type: none"> Increase the communication with city workers to optimise sales for retail stores.
	<ul style="list-style-type: none"> Investigate an online directory which allows retailers to post their catalogues, define prices and offer access to their e-commerce stores.
	<ul style="list-style-type: none"> Encourage the development of a digital retail audit system which allows retailers to self-audit (online) and benchmark their use of digital space against other similar businesses.
	<ul style="list-style-type: none"> Encourage retailers to provide free Wi-Fi to their customers, by communicating the benefits and the low associated costs.
	<ul style="list-style-type: none"> Explore innovate approaches to making information available interactively to support establishment and growth of business.

OUTCOME 4: MEASURES OF SUCCESS

KEY INDICATOR	HOW	TARGET BY
1. Number of businesses engaged in the SEN	SEN member register	20%
2. Number of businesses attending retail forums	Attendance register	25%
3. Increased retail sales	Sample	5% increase
4. Increased retail employment	Land Use survey	5% increase
5. Reduced retail vacancies	Street sample	5% decrease
6. Gross lettable retail area	Rates data	2% increase

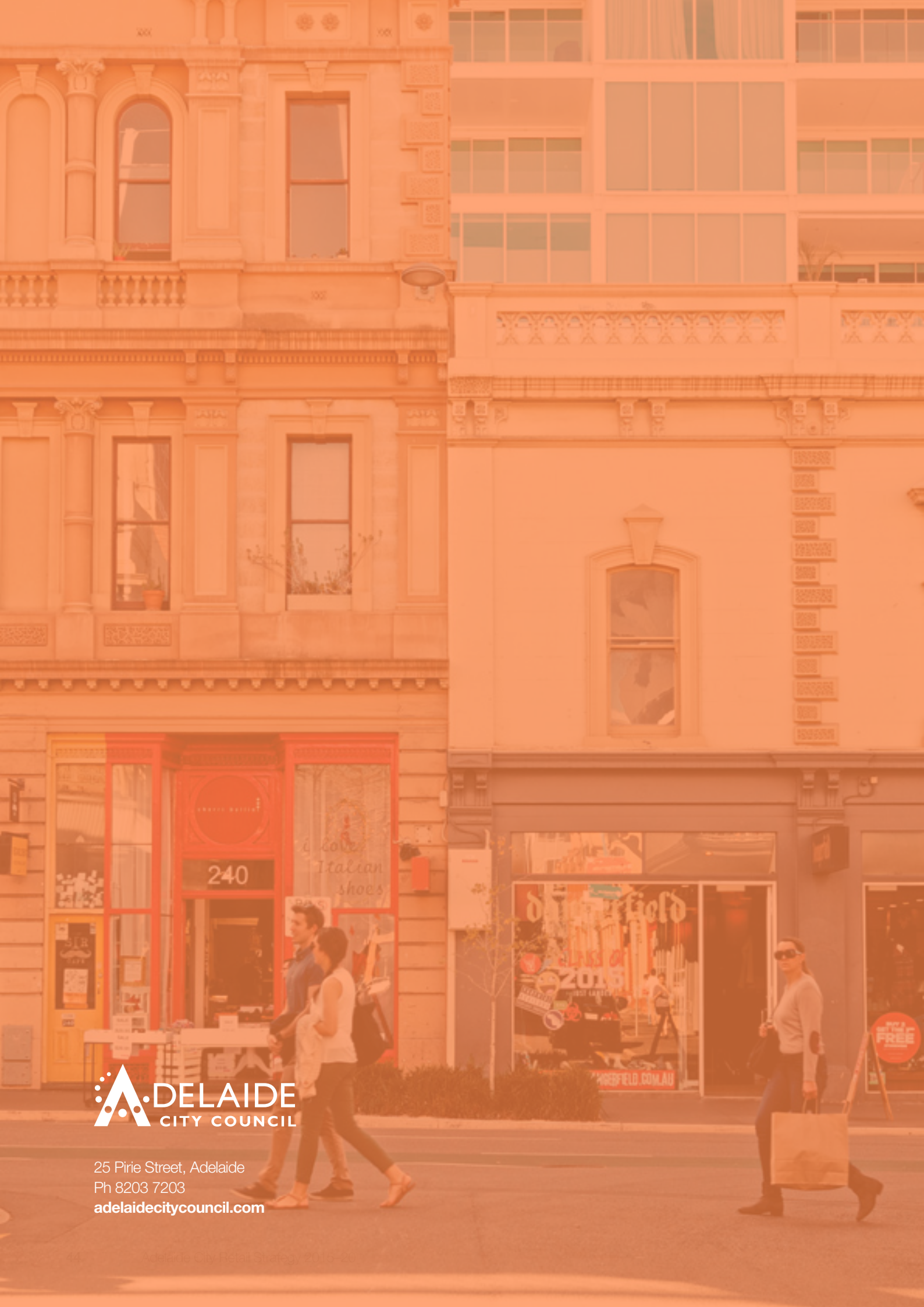


HOW YOU CAN BE INVOLVED

Join the **Adelaide City Retailers Network** to
stay informed of progress, forums and workshops

Visit adelaidecityretail.com.au

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