

Eltham Chamber of Commerce

Marketing Plan 2022-2023



Prepared for the Eltham Chamber of Commerce

July 2022

1. Aims and Purposes of Marketing Plan:

The Eltham Chamber of Commerce is an Incorporated Association whose primary function is to stimulate and create more business in Eltham through implementing various marketing strategies.

This document has been prepared by the Eltham Chamber of Commerce 2022-2023 Executive Committee and Marketing Coordinator and is intended to inform Association members and Nillumbik Council of the Eltham Town Traders future plans for the 12 months from July 2022 – June 2023.

This document has been prepared by the committee and is the culmination of ideas that have been discussed at meetings as well as speaking to traders and others.

This document outlines the proposed schedule of events that will be undertaken during the 12 months and within what time frame so that the committee and Marketing Coordinator can develop a budget and timeline for the marketing activities.

The Marketing Plan has been developed for the benefit of the members of the Eltham Chamber of Commerce which includes the traders and landlords.

The purpose is to improve across the Precinct by:

- Improve economic development practices and programs to assist local businesses
- Create vibrant activity centres and employment precincts in Eltham
- Facilitate economically and environmentally sustainable use of land within the Shire's green wedge
- Enhance the visitor economy showcasing natural, recreational and cultural strengths.

The Eltham Chamber of Commerce welcomes feedback and this can be forwarded to:

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2. Retail Mix

There are currently 178 special rated PROPERTIES – as the special rate is apportioned to buildings or the premises and not the business itself. Therefore; the number of businesses within the special rated boundary precinct fluctuates due to seasonal leases, rentals, vacancies and turnover of shops.

To understand the business mix and key industries within the special rated area, businesses were segmented into 13 categories (table 1).

Based on information obtained from ECCI database and the rated businesses within the precinct, the top four industries as categorised by us (based on business counts of approximately 190) are:

1	Cafes/restaurants/bars	14%
2	Food/liquor/takeaway	12%
3	Retail	11%
4	Business & Professional Services	9%















INDUSTRY	NO.	%
 RETAIL	21	11%
 CAFES/RESTAURANTS/BARS	27	14%
 FOOD/LIQUOR/TAKEAWAY	23	12%
 HAIR & BEAUTY	15	8%
 REAL ESTATE	6	3%
 SERVICES	16	8%
 FASHION, FOOTWEAR & ALTERATIONS	4	2%
 SPORT & FITNESS	5	3%
 BUSINESS & PROFESSIONAL SERVICES	17	9%
 MEDICAL & DENTAL	9	5%
 HEALTH & WELLBEING	13	7%
 FINANCIAL SERVICES	5	3%
 TRAVEL	4	2%
 UNCATEGORISED	25	13%

Table 1: ECCI Business Mix

Note: the above table was calculated and based on business counts of approximately 190 in the precinct. This number will always be fluid depending on current operating status of businesses.

3. SWOT Analysis

Strengths

- Open/spacious/environment
- Community
- Lots of people
- Long term traders
- New traders
- Loyalty of local community/repeat visitors
- Money/high socio-economic area/high disposable income/people have money to spend
- Banks/services
- Strategically a Major Activity Centre (MAC)
- People willing to spend
- Generational families
- Health services
- Beautiful/greenery/landscape
- Parking
- Independent stores
- Public transport links
- Variety of stores
- Well known around Melbourne/has a profile
- The feeling when you come here
- Diverse and strong community groups – abundance of these groups
- Lots of support from the locals
- Ambience
- Inviting
- Great businesses
- ECCI – good business nous
- Unique precinct
- Highly engaged community
- Wealthy community
- Location
- Desirable area to live
- Small area – village feel
- Not a 'shopping land'
- Little bit rural
- Boutique
- Real sense of township/community.

Areas of Improvement

- Parking – time limits, fragmented (doesn't allow customers to stay longer/spend more)
- Some traders not engaged or enthusiastic/in their own bubble/set in their ways/project negativity – not a strong trader community
- Empty shops/vacancy rates
- Beautification/streetscape
- 90% of Shire is green wedge – business growth and activity is restrictive
- Not enough focus on locals
- Support networks from Council not there
- Escape expenditure

- Customer service - varied
- Main Rd used as thoroughfare - many of the shops aren't seen from Main Rd. Lots of traffic passing by and they don't know what is available behind Main Rd.
- Council – red tape, inaction, businesses not a priority, lack of support for small business
- Not all locals first option – if they think of us first they won't go elsewhere
- Businesses don't market themselves well – do not understand their markets/local market
- Rubbish
- Digital marketing not done well by many – move with the times
- No anchor employer
- Lack of progress/development - Segments of the Public fear of over development or any development & are very vocal in objecting to even a whisper of change, making business growth a dirty word.
- Entrance to precinct – positive first impression is lacking. Main Rd, gives a bad first impression. Not good for pedestrians and is not conducive to stopping and shopping
- Welcome signage/sense of welcome
- Located on a hill – layout not so conducive/easily accessible to all
- Tired looking
- Disjointed/confusing layout/flow – hinders meandering
- Lack of signage – especially on Main Rd (if you don't live here/local you wouldn't know there are shops behind Main Rd and entering from railway station.
- No way-finding strategy/connection
- Businesses are hard to find if not familiar with area
- Pedestrian safety/accessibility/condition of walkways
- Traffic flow
- Very little awareness of ECCI
- Landlords – not always supportive of local businesses
- Business mix
- No connection between traders/networks
- Lack of engagement and connection with ECCI/not a lot of buy in from traders
- Advocacy – on a strategic level
- Training/business development
- ECCI – need actions/a team of doers. Need to be focused with clear direction/goals/leadership
- Current ECCI activities are not beneficial to traders
- Businesses tend to compete with each other rather than feed off each other
- Feels like a carpark with shops
- Nothing to keep you here – doesn't appeal as a 'day out'
- No unified look or feel to the precinct
- No clear brand/identity – disconnect between Eltham identity and Eltham Town
- Lack of love for Eltham Terrace – no activations/events
- Not a strong alliance between ECCI and Eltham Village shopping centre.

Opportunities

- Networking
- Training programs/business development/business improvement
- Vacant shops – activations or levy
- COVID
- Made people shop local – keep the momentum
- Wanting to spend more locally
- Wanting to support local shops
- Wanting to stay local

- Capitalise on lockdown changes to work habits
- Home-based businesses
- Tradies
- Capture some escape expenditure
- Interact more with local organisations
- Discover new customers – outside the area
- New energy & optimism within ECCI
- New ECCI member/traders
- Potential for new business/investors
- More 'destination' businesses
- Complementary businesses to existing businesses (add to current mix)
- Incentives to come here/invest
- Engage more traders
- Stronger Chamber – tiered membership/sub-groups for key issues
- Business mix – can be built on
- Traders pull together to collaborate more
- Use the town square more – great space
- Revitalisation of walkways/arcades/laneways – all connectors to the town centre
- Opportunity to align with key strategic documents already developed
- Eltham Major Activity Centre (MAC) Plan
- Nillumbik Shire Economic Development Strategy 2030
- Strengthen ties with Council – use as a conduit/support for traders
- Advocate for businesses and align priorities with local, state and federal govt policies
- There is appeal for outsiders to visit area
- Brand refresh – clear identity for the future – consistent in application across the board
- Sense of welcome
- Development of ECCI business plan
- Twilight market
- Yarra Valley Tourism (YVT) partnership
- Day trippers – growing market (be open/give them something to visit)
- Packaging and partnerships
- Tap into the volunteer ethos
- Extend rate base
- Green branding – capitalise and build on this (green/nature/trees/etc)
- Tap into the arts/heritage culture/history
- Markets – leverage off them all
- Work with local businesses more, learn more
- New customers who are now working from home on a more regular basis
- Exceptional customer service as a point of difference to larger shopping centres

Threats

- COVID-19
- Council – lack of understanding, support and engagement
- Lack of business growth/development
- Competition from larger shopping centres (eg: Doncaster)
- Low population growth
- Change In demographics and locals shopping habits
- New locals leaving the area for their shopping needs
- Change in Council policy or direction of economic development

4. Target Markets

CURRENT

Locals - Families, elderly, children, single, professionals, farmers market shoppers, customers, schools, employees.

Traders - Body corporates, retail, health, beauty & wellness services, hospitality, boutique, real estate agents.

Clubs - Rotary, football, netball, men's shed, Lions, basketball, scouts/girl guides, tennis, swimming, gym.

DEVELOPMENT

Locals – With low population growth and an aging population, these primary or core markets may not naturally grow like other regions.

Families - Increased competition and offerings from neighbouring and larger activity centres means this market must continue to be targeted with key initiatives to support this critical group.

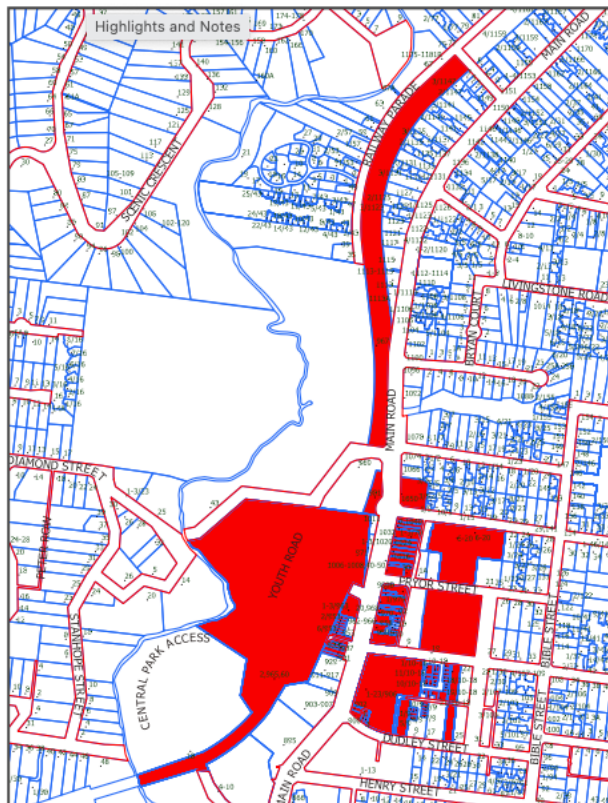
EMERGING/UNTAPPED

Lost locals – Locals who currently don't shop local - main reason locals shop now is because of convenience, so convert these locals to shoppers (quick win).

Destinationers – Visitors - mostly VFR and new tourists, people in the broader North region. Must give them a reason to come to the region - food, art, nature, etc.

Workers – Current workers who come to the region each day - give them a reason to come back with families and others to explore at their leisure outside work hours.

Home based - With such a high existence of home-based businesses and the trend towards even more in the future, this captive market must be tapped in to.



■ Special Rate
 □ Property Boundary
 □ Road Boundary

Eltham Town has a great opportunity to establish itself as a unique reputable shopping strip. It has the ability to service both the everyday local shopper as well as the specialty destination shopper.

5. Vision

- To be a one-stop-shop where locals think Eltham first
- To be a thriving, bustling destination offering a unique shopping experience
- To grow the ECCI membership beyond Eltham Town to all businesses within the 3095 postcode.

6. Focus Areas

ECCI must adapt to be more than a marketing organisation and rise to the challenge to create, and retain a thriving and sustainable precinct well into the future. It's role and place in the Eltham business landscape is even more critical than before considering the current economic climate.

Thus, combining all research and relevant feedback the following four focus areas have been developed to guide the strategic directions of this plan.

1	Leadership & Engagement	ECCI must strengthen its resolve as an organisation and advocate for all its members on issues that affect them. It must engage at a deeper level, and on a more regular basis with members and increase its awareness in the marketplace as an industry body representing Eltham businesses. Strengthening strategic partnerships to provide greater economic benefits to members should also be a focus.
2	Marketing	Continue to build on current marketing actions and initiatives already in place and develop more targeted marketing campaigns to meet niche target markets. Grow digital platforms and build brand awareness to encourage increased visitation from local and new markets. Embrace the emerging tourism market.
3	Professional Development	Focus should be on developing an ongoing and expansive business development and improvement program to meet business needs. Provide learning, training and networking opportunities for all businesses. Upskill businesses and provide them with the tools and capacity they need to improve their businesses and provide an outstanding customer experience.
4	Place	Support works to improve the overall visitor experience of the precinct. Improving the sense of arrival and welcome to the precinct, connecting sub-precincts ensuring an accessible and inclusive experience for all. In addition, addressing the empty shops and general streetscape and beautification, along with the visual appeal of individual businesses should be a focus to support the precinct to become a destination.

7. Business Plan 2021 – 2026 - Key Performance Indicators

Leadership & Engagement	Build a strong, united, and thriving ECCI representing all members and advocating for their businesses needs
	Improve participation in ECCI activities
	Increase awareness of ECCI from current members through a range of awareness programs
	Improve communication and engagement with ECCI members
	Increase membership
	Develop and further strengthen

	key strategic partnerships to yield greater economic outcomes for the area
	Support initiatives to improve the current businesses mix within the precinct and further develop Eltham as a destination
Marketing	Increase brand recognition of Eltham Town with the intention to raise awareness of the precinct to attract new/ more markets
	Increase visitation to the precinct through a range of targeted marketing initiatives
	Build on established digital platforms to increase digital footprint and reach new markets
	Encourage repeat visitation and increased spend within the precinct through a range of coordinated events and activations
	Strengthen partnerships with community organisations to develop new initiatives and increased support for traders
	Embrace the emerging tourism market to increase customer base
	Develop product packages to enhance precinct offerings and increase expenditure
Professional Development	Upskill businesses and equip them with the tools, knowledge and capacity to deliver consistent, quality experiences through a range of industry development activities
	Learn about businesses professional development needs to tailor training to suit their needs
	Support and facilitate networking activities between traders
	Improve the customer experience and service delivery by understanding market needs
Place	Address the issue of empty shops within the precinct by undertaking a range of short- term activations
	Support strategic transport projects to improve traffic flow and movement in and around the precinct
	Create a clearer and welcoming sense of arrival in the precinct
	Support initiatives that promote an inclusive precinct for all abilities
	Create a visually appealing and aesthetically pleasing precinct that encourages customers to stay longer and ultimately spend more
	Leverage off the green ethos and green branding of the Shire to target the green market

8. Budget 2022-2023

The Eltham Chamber of Commerce Special Rate was renewed in July 2021 for a period of 5 years. It will raise \$190,000 (excl GST) of traders funds annually (CPI adjusted).

General Admin. Breakdown	Cost
PO Box	\$ 120.00
Bookkeeping	\$ 5,220.00
XERO	\$ 600.00
AGM expenses	\$ 629.00
Web hosting & SSL	\$ 440.00
Public Insurance	\$ 3,381.00
ATO BAS	\$ 4,000.00
Auditor fees	\$ 600.00
Christmas storage	\$ 2,650.00
	\$ 17,640.00

Events	Cost
Easter	\$ 3,000.00
Mother's Day	\$ 2,500.00
Foodie Trail	
June School Holiday activity - Footy clinic - One on one Football (2 hours) - 29 June	\$ 500.00
Sept School Holiday (footy making)	\$ 700.00
Halloween/Twilight market	\$ 1,000.00
Christmas activations	\$ 14,518.65
Music in Rotunda	\$ 3,600.00
	\$ 22,218.65

Digital Marketing	Cost
Digital marketing costs (direct to FB)	\$ 7,000.00
Digital marketing mgt	\$ 24,750.00
social media designs	\$ 4,000.00
Copy Writing	\$ 4,000.00
	\$ 31,750.00

Precinct Marketing	Cost
ECCI Welcome package	\$ 1,000.00
Trader packs	\$ 200.00
Eltham activations PRMT-FUNDRAISE3	\$ 5,000.00
Business Networking Event - Xmas	NA
Artist Walk - open art gallery (\$5k)	
Precinct marketing (directory boards, signage)	\$ 500.00
Trader profiles	\$ 2,000.00
Engagement project (\$13k)	
Rotary Town Festival	\$ 2,000.00
Eltham growth plan	\$ 5,000.00
	\$ 15,700.00

9. Implementation

- Marketing Coordinator
- Eltham Town traders

President & Committee
Nillumbik Shire Council

10. Feedback

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