



# ST ALBANS TOWN CENTRE RETAIL PRECINCTS MARKETING AND BRANDING STRATEGY

MARKETING ACTION PLAN  
2010-2013

St Albans Town Centre Retail Precincts  
June 2011



**PLACE  
PARTNERS**  
Place Making Consultancy





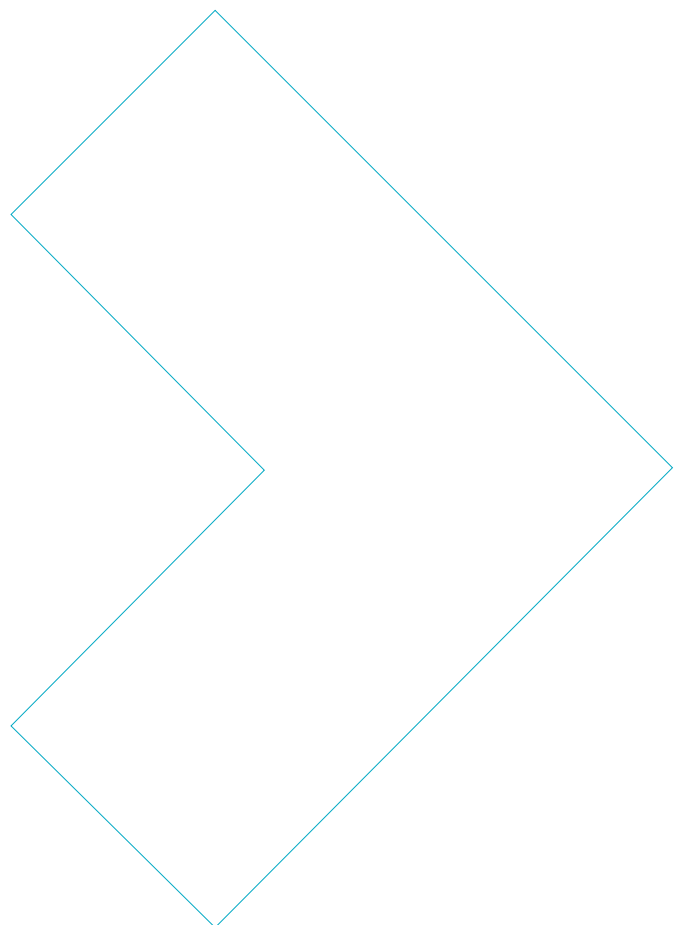
# TABLE OF CONTENTS

## PART A MARKETING & BRANDING STRATEGY

	Introduction	
01	St Albans Vision and Values	8
02	St Albans Town Centre Retail Precincts Brand	10
03	St Albans Market	12
04	Marketing Objectives	13
05	Marketing & Branding Strategy Action Plan	14

## PART B SITUATION ANALYSIS

	Introduction	
06	About St Albans	26
07	St Albans Town Centre Retail Precincts	28
08	Competition Analysis	34
09	Market Analysis	36
10	Community Engagement	38
11	Brand Development	46









# **PART A MARKETING & BRANDING STRATEGY**



# INTRODUCTION

The purpose of this Marketing and Branding Strategy is to capitalise on and promote the current retail activity generated in St Albans ensuring the future growth and potential of the centre.

The objectives of the St Albans Town Centre Retail Precincts Marketing and Branding Strategy are to:

- › Attract new customers
- › Promote the precinct
- › Extend the focus of the precinct beyond Alfrieda Street
- › Grow demand by attracting new businesses that would compliment the traditional mix of businesses
- › Develop tourism as an alternative attractor
- › Build on the precinct's unique trading atmosphere
- › Strengthen the membership base of the St Albans Business Association

Place Partners has been engaged by Brimbank City Council to prepare a Marketing and Branding Strategy for the St Albans Town Centre Retail Precincts. This Marketing and Branding Strategy provides the economic justification for future investment and support of the St Albans traders and entrepreneurs. The Marketing Actions detailed in this Strategy support its Vision and aim to see St Albans achieve its full potential.

Delivery of the Marketing and Branding Strategy is part of the wider reaching St Albans Connect Project. St Albans Connect is focused on community renewal and strengthening of St Albans through economic development initiatives. Key to the project is its commitment to community engagement, the aim being to enhance the community's sense of ownership of place and engage them in the regeneration of their own neighbourhood.

This report has been split into two sections:

- › Part A Marketing and Branding Strategy
- › Part B Situation Analysis.

Part A Marketing and Branding Strategy provides the vision and values of the Strategy, its directions, marketing objectives and marketing actions to fulfil the vision.

Part B Situation Analysis details the research that has informed the Marketing and Branding Strategy. This includes an analysis of the physical structure of St Albans, its people and values, identity and the existing role and function of the centre. These findings have been supported by a Business Audit and Traders Surveys workshops with the St Albans Business Association and Brimbank City Council conducted in May 2010. This section also includes a Market Analysis and an analysis of the activity centres providing competition for St Albans.

Place Partners is well placed to provide this Marketing and Branding Strategy due to our previous community engagement work in St Albans for the St Albans Activity Centre Plan. Extensive knowledge and experience of the Brimbank Local Government Area has been drawn upon to deliver this Marketing and Branding Strategy.

The St Albans Town Centre Retail Precincts Brand logo has been designed in collaboration with Cheryl Collins Design (CCD). The development of the logo involved the community and local traders with feedback gained used to inform the selection of the final logo.

The Marketing and Branding Strategy seeks to fulfil its objectives by implementing Marketing Actions based on market analysis and relevance to the community of St Albans. The Marketing and Branding Strategy responds to each of the marketing objectives as described in the table to the right:

## PROJECT ORGANISATIONAL STRUCTURE

# ST ALBANS CONNECT

## ST ALBANS ACTIVITY CENTRE PLAN

## ST ALBANS TOWN CENTRE RETAIL PRECINCTS MARKETING & BRANDING STRATEGY

Marketing Plan Objectives	St Albans Town Centre Precincts Marketing and Branding Strategy Response
▶ Attract new customers	All of the Marketing Actions aim to attract new customers, whether it be through increased exposure and information, improved presentation or additional attractions and events.
▶ Promote the precinct	All the Marketing Actions seek to promote St Albans activity centre as a unique and vibrant 'main street' shopping experience.
▶ Extend the focus of the precinct beyond Alfrieda Street	The Marketing and Branding Strategy seeks to promote the specialty shops which come from many different nationalities that are located outside of Alfrieda Street. They are attractors across all markets. The priority actions seek to promote St Albans as a whole displaying its whole offer without laying emphasis on Alfrieda Street.
▶ Grow demand by attracting new businesses that would compliment the traditional mix of businesses	New businesses will be attracted to the area as it becomes more popular with shoppers. As trade increases, new businesses will seek to establish themselves in St Albans.
▶ Develop tourism as an alternative attractor	The enhanced internet presence and cultural tours and cooking classes will assist in attracting tourists to the area. Although it is expected tourism to be limited in the short term, there is a great potential for it to increase.
▶ Build on the precinct's unique trading atmosphere	The Vision and actions all seek to build upon St Albans existing and unique Place Character. It informs its selling point as an international and exciting outdoor shopping and community hub.
▶ Strengthen the membership base of the St Albans Business Association	A key priority action recommended is for the St Albans Business Association to facilitate the media exposure campaign by organising businesses and community groups form all over the centre to write articles to be published by local newspapers and magazines.

**THE MARKETING VISION FOR RETAIL IN THE ST ALBANS TOWN CENTRE**

**TO PROMOTE ST ALBANS  
AS A COMMUNITY RETAIL  
CENTRE OFFERING AUTHENTIC  
INTERNATIONAL EATERIES AND  
CULTURALLY DIVERSE, FRESH  
FOOD SHOPPING IN A VIBRANT  
MAIN STREET ENVIRONMENT THAT  
WELCOMES ALL**



**ST ALBANS OF THE FUTURE**

**The St Albans of the future will be an interesting, welcoming place with a vibrant ambiance that accepts all people. It will be relaxed, with pride and self respect influencing the tidy and environmentally responsible centre. It will be more connected with Victoria University and local residents.**



The above 'St Albans of the Future' represents the views of the St Albans community from the Community Engagement conducted by Place Partners in February 2010 as part of the St Albans Activity Centre Plan.



St Albans is the hidden jewel in Brimbank, a unique local retail centre that reflects the diversity of its community through the great range of authentic cultural food offerings; from markets to asian grocers, european coffee shops to Vietnamese cafes and restaurants. St Albans offers an exciting shopping experience that is not found anywhere else in the west. The community is open and welcoming to all as exemplified by the exciting Lunar festival which attracts around 50,000 people per year. These pioneering migrants have worked hard to make St Albans what it is today, however if they are not supported there is a risk of losing this precious hub of economic and cultural activity that is loved by so many.

### THE ST. ALBANS CONNECT VISION

**“Respecting the existing vibrancy and diversity within the communities of Kings Park, Kealba and St Albans, St Albans Connect aims to build on the social, spiritual, cultural, economic and environmental values of these communities leading to enhanced community participation, wellbeing and connectedness.”**

### ST. ALBANS ACTIVITY CENTRE PLAN VISION

“In 2040, the St. Albans Activity Centre will be:

- |                   |  |
|-------------------|--|
| <b>Accessible</b> | – A pedestrian friendly place that is accessible to all  |
| <b>Attractive</b> | – A clean and attractive place the community are proud of  |
| <b>Lively</b>     | – A place with a vibrant economy, a range of housing options and an active street life                         |
| <b>Safe</b>       | – A place where all people feel safe at all times  |
| <b>Diverse</b>    | – A culturally rich place with a mix of services and shopping experiences that meet the needs of the community |
| <b>Inviting</b>   | – A place with a range of community spaces, where all people feel they belong”                                 |

### ST ALBANS MARKETING VISION

The Marketing Vision has emerged in relationship to the Vision for St Albans Connect and the St Albans Activity Centre Plan Vision.

**TO PROMOTE ST ALBANS AS A COMMUNITY RETAIL CENTRE OFFERING AUTHENTIC INTERNATIONAL EATERIES AND CULTURALLY DIVERSE, FRESH FOOD SHOPPING IN A VIBRANT MAIN STREET ENVIRONMENT THAT WELCOMES ALL**



## 02 ST ALBANS TOWN CENTRE RETAIL PRECINCTS BRAND

### BRAND THEMES

The St Albans Town Centre Retail Precincts Brand is built on five key brand themes:

#### INTERNATIONAL FOOD OFFER



Fresh food and groceries, many Vietnamese restaurants and Asian grocers, delis, grocers and specialty food stores from a number of niche cultural groups

#### FRESH FOOD



Many fresh food grocers, butchers and seafood shops

#### AFFORDABLE



Competitively priced, affordable products and services, inexpensive haircuts

#### LOCAL SERVICES



All your local services including accountants, lawyers, beauticians, community services, job centres

#### MULTICULTURAL COMMUNITY



Strong community, family bonds, everyone knows each other, welcoming of outsiders and migrants

### THE ST ALBANS TOWN CENTRE RETAIL PRECINCTS UNIQUE BRAND

The vibrant main street experience of St Albans exudes a sensory experience that cannot be matched by nearby enclosed shopping malls. It offers international cuisine and specialty stores from over 14 countries in the world including Vietnam, India, Serbia, Croatia, the Philippines, Fiji and Sri Lanka. There are over 18 fresh food grocers from a variety of cultures serving the diverse local communities and beyond. Everyday retail and commercial needs are well provided for with over 86 affordable services.

St Albans is a fresh food hub full of vegetables you will have to be told the name of, as well as glistening piles of fish, prawns, crabs and pipis. The friendly shop owners are

happy to explain to you how to use their exotic herbs and ingredients to cook authentic dishes from many nationalities. The Lunar Festival, run by the St Albans Business Association is held annually on Alfrieda Street and is one of the most well attended and popular festivals attracting between 50-60,000 people from the region, with strong metropolitan potential.

St Albans has a rich heritage that is evident in its people and lively streets. The migrant built suburb was not always Vietnamese, it was the Serbian, Croatian, Macedonian, Greek and Italian migrants who contributed to the establishment and development of this diverse and energetic neighbourhood. These migrant groups are present and active in St Albans today and their cafes, delis and speciality stores are unique in Melbourne.

# ST ALBANS TOWN CENTRE, A COMMUNITY RETAIL CENTRE OFFERING AUTHENTIC INTERNATIONAL EATERIES AND CULTURALLY DIVERSE, FRESH FOOD SHOPPING IN A VIBRANT MAIN STREET ENVIRONMENT THAT WELCOMES ALL



## THE LOGO DESIGN

The St Albans Town Centre Retail Precincts logo represents the diversity of cultures and flavours that exist in the area and brings these cultures together in a unified symbol. The yam daisy is the sum of St Albans' many parts and connects to the sculpture that will be built. We have used a variety of icons to represent the diversity of cultures. For example: bread represents the bakeries, an open book represents the library, the bowl and chopsticks represent the Vietnamese culture, the coffee represents the Europeans, etc. These symbols are easy to understand and make the logo accessible and tangible, they have a sense of movement. As much as St Albans is a melting pot, the unifying element is that all the residents have chosen Australia as their home represented by the Southern Cross made from the red petals that extend

from the yam daisy. Strong warm colours have been chosen to symbolise the friendliness and openness of the St Albans residents and also ensure that the logo will stand out in a busy environment. Red has been used as the main colour as it represents happiness, celebration and strength. The St Albans Town Centre Retail Precincts logo type has been designed specifically for this logo. It is a hand written type and not computer generated as to give the logo a human touch and indicate the unique qualities of St Albans that are made by its people.

## 03 ST ALBANS MARKET

The St Albans Town Centre Retail Precincts Marketing and Branding Strategy has identified three key markets for the St Albans Town Centre Retail Precincts: local, regional and metropolitan.

A more detailed analysis of each market is contained in Section 9 of this report. The offer and objectives of each market is summarised below:

### Who are the sub groups in this market?

### What is the attractor/offer for each market?

#### LOCAL

St Albans local residents  
Northern Brimbank Local Government Area  
Victoria University students



- › Variety of local services with a lower price point
- › Daily, affordable local shopping needs including fresh food and grocers
- › ‘Sense of Community’
- › Supermarkets
- › Unique cultural specialty stores
- › Vibrant ‘main street’ shopping experience
- › Lunar Festival

#### REGIONAL

Western suburbs residents, workers and visitors



- › A ‘main street’ alternative to regional shopping malls
- › Weekly and monthly shopping for fresh food
- › Asian, Baltic and other cultural specialty foods and community experiences
- › Competitive prices for services such as hairdressing
- › Lunar Festival

#### METROPOLITAN

Melbourne residents, workers and visitors



- › Competitively priced fresh food shopping and international restaurants and cafes
- › Hard to find cultural goods
- › Small ethnic and migrant community experience
- › Cultural events such as the Lunar Festival



## 04 MARKETING OBJECTIVES

You can taste the difference at St Albans with its diversity of cultural flavours. The St Albans Town Centre Retail Precincts Marketing and Branding Strategy aims to promote the unique offer that St Albans provides as a culturally diverse fresh food destination in Melbourne's West. The following marketing objectives respond to the three identified markets: local, regional and metropolitan.

### Your everyday shopping and service needs

- L1 Promote an everyday, local shopping experience offering competitive prices
- L2 Provide a range of services catering to everyday needs
- L3 Ensure a quality fresh food and grocery offer
- L4 Build the offer to expand night time dining experiences for locals and university students

### Purpose driven shopping

- R1 Promote a purpose driven shopping experience offering competitive prices within the local region
- R2 Promote St Albans as a destination offering competitive specialist services, eg. hairdressing
- R3 Offer a range of specialty foods and cuisine, unique for Melbourne's western region
- R4 Build on the unique, cultural food offer for a vibrant night time economy

### A destinalional shopping & event experience

- M1 Share the unique cultural diversity through the specialist cultural food offer
- M2 Build on the range of specialist foods on offer
- M3 Promote the affordable high quality international cuisine
- M4 Grow associated events to support and showcase the diverse offer, eg. Lunar Festival



# 05 MARKETING & BRANDING STRATEGY ACTION PLAN

The following marketing actions have been developed to promote the Marketing Vision, meet the aims of the Marketing Objectives for St Albans Town Centre Retail Precincts, and respond to trader feedback for appropriate marketing for St Albans.

## THE ACTION PLAN

The action plan is divided into 4 categories of activity:

- **Events and Programs:** Organised events and activities to be activated in the St Albans Town Centre Retail Precincts to attract customers and promote the centre.
- **Communication:** Strategies and activities that communicate and promote St Albans Town Centre Retail Precincts across all markets.
- **Identity:** Physical elements, promotional material and branding that communicates and defines the St Albans identity.
- **Business Development:** Organised activities and programs that act to extend and develop the capability of existing businesses in St Albans Retail Precincts.

Actions have been given priority based on the expected marketing value of resources allocated. At this time the Marketing and Branding Strategy is largely unfunded and will be used as a tool to facilitate funding delivery.

A second consideration in the development of the actions was trader interest and value in certain activities. The percentage of traders who voted for the action in the survey is indicated in the first column. A '–' is inserted where the marketing activity was not included in the survey. Crosses are allocated for each objective that the marketing action satisfies. Each action has been allocated a time frame from occurring annually to short, medium and long term.

## MEASUREMENT

In order to assess the success of the St Albans Town Centre Retail Precincts Marketing and Branding Strategy, its actions need to be measured. This Marketing and Branding Strategy provides methods of measurement for its priority actions on the facing page. For the remaining future actions methods of measurement and Key Performance Indicators (KPIs) will need to be developed during the planning and implementation of each marketing action. Methods of measurement may include recording attendance numbers at events using ticketing or competition draws; conducting feedback surveys or recording the economic performance of local businesses.



## FUNDING

This Marketing and Branding Strategy is designed as a tool to attract funding. While there is a current budget available for the priority projects, there is no available funding for the delivery of the Marketing Actions. However, in order to develop a budget each action has been allocated a low, medium of high cost.

Low: Up to \$5000

Med: Up to \$15,000

High: Over \$15,000

## PRIORITY PROJECTS

In addition to the marketing actions allocated within each category, a number of priority projects have been nominated to be implemented immediately using the \$15,000 budget allocation. These priority projects, listed below, are key to the early adoption of the brand and strengthening the market base through publication of promotional material about St Albans Town Centre Retail Precincts.

### 1. INTERNET PRESENCE

St Albans Town Centre Retail Precincts has very little presence on the internet, a key tool and reference point for regional and metropolitan specialty shoppers. This Marketing and Branding Strategy recommends the prioritisation of a web strategy that includes the development of an easy to amend HTML web site, with local events, business promotions, digital business directory and access/location map. The web site should be linked to the City of Brimbank web site and the Lunar Festival web site. Key words and tags should be added to increase the amount of 'hits' and internet presence. St Albans should feature highly in internet searches for its name and key attributes such as 'Vietnamese restaurant and community', 'Lunar Festival', 'Balkan' and other cultural specialty stores, 'inexpensive haircuts', 'Asian grocers and shops' and 'fresh food' and 'fresh food market'.

The success of this action will be measured by web site data displaying the amount of 'hits', which pages people are viewing and for how long, where people viewing the web site are coming from and whether site visitation is increasing over time.

**Web site budget including on-line business directory: \$5-7,000**

### 2. MEDIA

A low cost, high impact opportunity is the development of a series of interesting and exciting media releases to distribute to local, regional and metro media agencies. The media campaign should focus on general interest stories, specialty cultural groups and their food stories, local characters and their food stories, restaurant reviews etc. A high quality suite of photos should be available for each release. Local traders and members of the St Albans Business Association and Council could write these articles to gain a spread in a local paper or magazine. There is a key opportunity for the St Albans Business Association to facilitate this.

To complement the reviews and articles in local paper and online a series of advertisements in local newspapers will be run over a three month period to launch the brand identity and promote St Albans Town Centre Retail Precincts across a broader audience. The success of the media campaign will be the amount of articles published and the readership base of the publications.

**Newspaper ad campaign budget: \$5,000**

### 3. BRAND VISIBILITY

The brand identity and logo will be launched in the St Albans Town Centre Retail Precincts by installing banners on the existing banner poles on Alfrieda Street. This low cost physical branding will complement the media and internet branding and will create a cohesive spread across several media formats. The banners will improve the appearance of the centre and improve the overall visual image to attract more shoppers and traders. Stickers depicting the St Albans Town Centre Retail Precincts logo can be created to put in shop fronts and distributed to the community to increase the visibility of the brand.

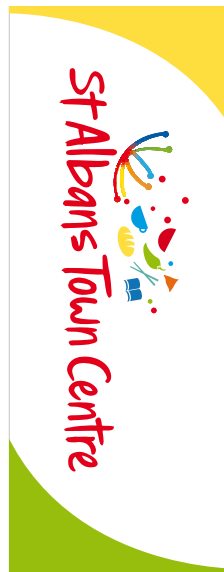
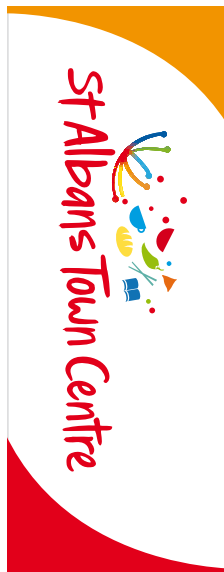
**Branding budget including 250 St Albans Stickers and 20 hanging street banners: \$3500**

## ST ALBANS TOWN CENTRE RETAIL PRECINCTS LOGO APPLICATIONS

The following images are indicative only, and represent possible applications of the logo onto a variety of mediums.







# EVENTS AND PROGRAMS

ACTION	DESCRIPTION	TRADER RESPONSE	MARKETING OBJECTIVES			TIMING			
			L	R	M	ANNUAL	SHORT	MED	LONG
Festivals and street fairs	Continue to support the annual Lunar Festival through broader metropolitan marketing and local business support.	76%	xxxx	xxxx	xxxx	Low			
	Investigate options for other street based activities to coincide with other programs such as Diversity Week, Youth Week etc.	68%	xxx	xxx				High	
Christmas/ Easter decorations	Continue to decorate streets at key holidays.	59%	xxx			Low			
Holiday promotions	Encourage Business Association and traders to promote holiday activities and events. Competitions could be held for best displays encouraging community participation.	-	xxx	x		Low			
Best 'Pho' in town	Run a yearly competition between the local Vietnamese restaurants for the best local Pho. Announce the winner at a lunchtime judging and presentation ceremony with a 'Pho Off' on Alfrieda St. The competitors could offer soup specials on the day to encourage everyone to participate.	62%	xxxx	xxxx	xx			Low	
Markets	Run monthly night food markets allowing shops to trade out onto street to build a vibrant night time economy.	65%	xxxx	xxxx	xxx		Med		
	Hold cultural food markets biannually to add to the shopping experience.	65%	xxxx	xxxx	xxxx			Med	
Cultural Food Tour	Run cultural food tours of St Albans' diverse food offer. These could offer a degustation menu across a number of different restaurants and run monthly.	-	xxxx	xxxx	xxx			Low	
Cooking Classes	Offer authentic cultural cooking experiences through cooking classes in local restaurants.	-	xx	xxx	xxx			Low	
Buy Local Program	Support local businesses with a Buy Local initiative to boost local economy. There could be monthly cash prizes and giveaways to those locals who show the most support.	44%	xxxx						Low
Student Discount Program	Support local businesses to offer a student discount scheme to encourage increased interaction between students and the St Albans Town Centre Retail Precincts.	-	xxxx						Low

# EVENTS AND PROGRAMS

# COMMUNICATION

ACTION	DESCRIPTION	TRADER RESPONSE	MARKETING OBJECTIVES				TIMING			
			L	R	M		ANNUAL	SHORT	MED	LONG
St Albans Town Centre Retail Precincts Website	Build a cohesive and comprehensive Internet presence that is easy to use and navigate, and links to the Lunar Festival website.	59%	xxxx	xxxx	xxxx		Low			
Web presence	Develop Web links and tags that link to the St Albans Town Centre Retail Precincts site.	-		xxxx	xx			Low		
Local Restaurant Guide	Develop a local restaurant guide to showcase the offer. The guide could feature contact details and takeaway prices as well as recipes and chef profiles; putting names to local faces and building local support for industry.	79%	xxxx	xxxx	xx			Med		
Local Business Directory	Market local business in a St Albans local business directory. It could be St Albans own mini 'yellow' pages, and linked to website as a digital resource.	68%	xxxx	xxxx	xxx			Low		
Brand Awareness Campaign	Run a newspaper campaign launching the brand and St Albans diverse retail and services offer. Opportunity for trader co-sponsorship of monthly feature advertisements.	62%	xxxx	xxxx				Med		
	Bus stop, train station or train interiors ad campaign focused on building awareness for the St Albans Town Centre Retail Precincts offer in new markets.	-	xxxx	xxxx	xx				Med	
Media relations	Monthly media releases focussing on St Albans unique offer and personalities. Stories could include: restaurant reviews, special events, local characters etc.	62%	xxxx	xxxx	xxxx		Low			
Avant Card	Regional and metropolitan distribution of postcards highlighting St Albans Town Centre Retail Precincts unique offer.	-		xxxx	xxxx					Low
Multicultural Radio Stations	Promotion of the centre on multicultural radio stations.	47%	xxxx	xxxx						Med

# COMMUNICATION

ACTION	DESCRIPTION	TRADER RESPONSE	MARKETING OBJECTIVES			TIMING			
			L	R	M	ANNUAL	SHORT	MED	LONG
Street signage and maps (wayfinding)	Install St Albans Town Centre Retail Precincts branded directional street and wayfinding signage and maps to build ownership of place, and to improve town centre accessibility.	79%	xxxx				High		
Shopfront and business signage improvements	Refresh the street with a makeover of paint and business signage to signal the new fresh face of St Albans Town Centre Retail Precincts - through a Small Grants Scheme.	62%	xxxx				High		
Banners on Alfrieda Street	Introduce the new St Albans brand with a flourish along Alfrieda St to start the visual marketing and branding of the ad campaign.	74%	xxxx				Low		
Branding on bins and other street furniture	Incorporate branding on street bins to refresh the town centre bins and build the St Albans story.	-	xxxx					Low	
Welcome to St Albans signage for car and public transport gateways, wayfinding	Signal the entry points to St Albans Town Centre Retail Precincts to welcome shoppers and identify the activity centre.	79%	xxxx	xx				High	
Public Art	Integrate public art into the streetscape at key points including the town centre and main entries to enhance visual appeal of centre.	-	xxxx	xx			High		
Streetscape improvements	Improve pedestrian amenity through footpath improvements to make it easier and more pleasant to shop in St Albans.	-	xxxx	xx			High		
Location Map and Directories	Provide location maps with business information directories in the bus stops and train stations to give public transport users information about the centre upon entry, and guide their way through the centre.	79%	xxxx	x				Med	
Street Decorations	Improve shopper experience in the centre with street decorations such as hanging flower baskets, flowers in planter boxes and pavement art.	65%	xxxx						Low
St Albans Town Centre Retail Precincts eco shopping bag	Ban the plastic shopping bag and market St Albans Town Centre Retail Precincts with a specially designed eco shopping bag, first bag free to customers - cosponsored by traders.	53%	xxxx	xxx			Low		



## BUSINESS DEVELOPMENT

ACTION	DESCRIPTION	TRADER RESPONSE	MARKETING OBJECTIVES			TIMING			
			L	R	M	ANNUAL	SHORT	MED	LONG
Customer Service Training	Provide free Customer Service training workshops through Council, to build a quality customer service story for the centre.	68%	xxxx	x					Low
Visual Merchandising Training & Shop Layout	Provide free Visual Merchandising and shop layout training workshops through Council, to improve the appearance of retail shop fronts and improve access for people with a disability .	68%	xxxx	x				Med	
St Albans Business Awards	Run a yearly event through the Traders Association to recognise the hard work of the local business community. These awards could be as voted by business as well as customers.	41%	xxxx	xxxx				Med	

## BUSINESS DEVELOPMENT





## **PART B**

# **SITUATION ANALYSIS**

## **BACKGROUND RESEARCH**





# INTRODUCTION

This Situation Analysis identifies how the St Albans Town Centre Retail Precincts are operating now and their current offer. It details: competition analysis, market analysis and the research and results of the community engagement that has been carried out for this project. It contains the findings from all primary and secondary research conducted as part of the process of developing the Marketing and Branding Strategy for the St Albans Town Centre Retail Precincts.

The Situation Analysis seeks to satisfy the objectives of the Marketing and Branding Strategy which are:

The objectives of the Marketing and Branding Strategy are to:

- ▶ Attract new customers
- ▶ Promote the precinct
- ▶ Extend the focus of the precinct beyond Alfrieda Street
- ▶ Grow demand by attracting new businesses that would compliment the traditional mix of businesses
- ▶ Develop tourism as an alternative attractor
- ▶ Build on the precinct's unique trading atmosphere
- ▶ Strengthen the membership base of the St Albans Business Association

## METHODOLOGY

The following research has informed the development of the Marketing and Branding Strategy. The community engagement conducted by Place Partners for the St Albans Activity Centre Plan in February 2010 has also been used to inform the Strategy.

- ▶ Desktop research, review of past consultation, marketing activities and a competition and market analysis
- ▶ A survey of 34 St Albans traders, conducted on 3 May 2010
- ▶ Workshop – conducted with members of the St Albans Business Association and other local traders on 3 May 2010
- ▶ Workshop – conducted with employees of Brimbank City Council on 3 May 2010
- ▶ Business Audit of ground floor shops in the St Albans Town Centre – conducted on 3 May 2010
- ▶ 46 intercept surveys (20 traders and 20 shoppers) to vote and give feedback on the three draft brand logos – 7 June 2010

The trader survey was conducted to gain insight into which marketing activities were working, who the current market is and how the traders wished to market themselves and St Albans in the future. The two workshops were conducted to determine St Albans' point of difference and identity and discuss marketing ideas.

The findings from the consultation, a review of the competition and the Business Audit were used to inform the development of three brand options and the Draft Marketing and Branding Strategy. 40 intercept surveys asking residents to rate the three brand options were conducted on June 7th to determine the preferred option. The Draft Marketing and Branding Strategy was circulated to Council where feedback was collected.

## 06 ABOUT ST ALBANS

### LOCATION

St Albans is a suburb in the western suburbs of Melbourne located 15Km north-west of the CBD. It is part of the City of Brimbank Local Government Area and at the 2006 Census had a population of 33, 511.

The activity centre is St Albans' main commercial and shopping precinct and is located on Main Road East, Main Road West, Alfrieda Street and East Esplanade. The St Albans Railway Station is located here and is on the Sydenham Line. Collocated here is the bus interchange which connects St Albans to Brimbank Central Shopping Centre, Watergardens, Highpoint Shopping Centre, Caroline Springs and Delahey.

### PEOPLE

The people of St Albans could be described as hardworking, diverse and determined. The original settlers were migrant pioneering people who left family and friends back home but have developed strong bonds with their new neighbours in their new home. St Albans is a culturally diverse area with the predominance of residents being born overseas (51.3%) and less than average (39.9%) being born in Australia. 29.2% of St Albans residents do not speak English or do not speak it well.

The St Albans community consists of many cultures. Past waves of European migration are more recently being replaced by Asian and African migrants. Historically, it has been European migrants which have predominated but recently there have been migrants from Asia and all over the world. There has been particular growth recently of the Vietnamese community, which is the fastest growing and visible in St Albans in the street life, built form and the economic function of the centre. Vietnamese restaurants, grocers and specialty goods stores dominate Alfrieda Street and give it an 'Asian feel'. In other parts of the centre there are several other shops from many other nationalities.

The 2006 Census rated St Albans' level of disadvantage as four out of five, with five being the most disadvantaged bracket. St Albans residents are predominantly low-income earners and have lower levels of education when compared with the Melbourne metropolitan area. Brimbank is one of the largest industrial areas of Melbourne with several factories and industry located around St Albans. However, St Albans suburb is characterised by a large residential population. Like many centres in the western suburbs there are problems with crime and the perception of public safety.

### VALUES

The findings of the community engagement from the St Albans Activity Centre Plan revealed four key themes in which associated community values were derived to inform the development of the Marketing Vision for St Albans Town Centre.

Community Theme	Community Values
PIONEERING SPIRIT	Determined Integrity Hardworking
RELATIONSHIP	Supportive Sociable Willingness to help Open Family
MULTIPLICITY	Diverse cultures Many peoples
DISCONNECT	Forgotten Neglected Not welcome Tension

## PLACE CHARACTER

St Albans' Place Character can best be described as a 'Dynamic Mosaic'. St Albans' ideal place character is depicted below. It describes existing inherent characteristics of St Albans which give it meaning. It describes the St Albans of the future - a goal that this Marketing Plan aspires to.

### ST ALBANS' IDEAL FUTURE PLACE CHARACTER



Like a Dynamic Mosaic, St Albans is the common foundation for the diverse and multi-dimensional elements that contribute to its changeable nature and cultural character.

St Albans' unique place character is a reflection of the values and aspirations of its people. As a place it is the common home to a multiplicity of ideas, businesses, cultures, relationships, stories and landscapes. It provides a strong foundation and framework that supports difference but encourages connections at all levels.

Like a dynamic mosaic, St Albans allows for flexibility, change and growth and shifts shape to include and welcome the new. It is a multi-dimensional landscape which has at its core a resilient and energetic community spirit. The unique character of St Albans is manifested in the town centre through the diversity of buildings and businesses, colours and textures, homes and public spaces, events and cultural influences.

St Albans is more than the sum of its individual elements because when brought together they create a colourful, interesting and responsive whole that is best described as a Dynamic Mosaic.

The above St Albans 'Ideal Future Place Character (Vision)' is from the community engagement conducted by Place Partners for the St Albans Activity Centre Plan in February 2010.

St Albans is a local, main street shopping precinct located in the centre of the Brimbank Local Government Area. It is a pivotal community hub that is valued as a centre that people like to visit, shop and socialise in due to the colourful and dynamic multiplicity of cultures present.

The St Albans shopping precinct supports retail, commercial, recreational and community facilities. The major features of the centre are that it:

- › is anchored by two supermarkets and a fresh food market
- › has an extensive range of convenience shopping facilities including culturally specific grocery stores, fresh food outlets, chemists, newsagents and personal and professional services
- › has many restaurants and cafes, predominantly Vietnamese and many European delis and cafes
- › has a generally limited range of high order shopping facilities such as clothing and footwear
- › has a broad range of community services

The activity centre draws from a wide catchment area and is considered to have a good mix of shops, an emerging retail food culture, and an extremely high occupancy rate. The precinct is also well served by public transport and offers a unique selling position that needs to be capitalised on to achieve its maximum economic potential and be successful in the future. Melbourne is characterised by highly successful shopping strips including Acland Street, Chapel Street and Brunswick Street which have built their success by not competing with the larger centres but by offering an alternative shopping experience.

The centre needs to build on the existing multiplicity of cultures and the street life and vitality that the active community exudes. A successful St Albans of the future will build on the rich, dynamic and unpredictable experience founded on a permeable 'main street' shopping experience.

## IDENTITY

The identity of St Albans is made up of the character of the place, the values of its community, its physical structure and its reputation. The identity was formed through the research of the St Albans Activity Centre Plan.

St Albans' place character can be described as a dynamic mosaic. As a place it consists of a multiplicity of ideas, businesses, cultures, relationships, stories and landscapes. The unique character of St Albans is manifested in the activity centre through the diversity of buildings, colours, textures, events and cultural influences. Like a mosaic, the many parts and aspects create a whole picture rather than competing against each other. The shadow of St Albans is its perception as an unsafe area, particularly at night.

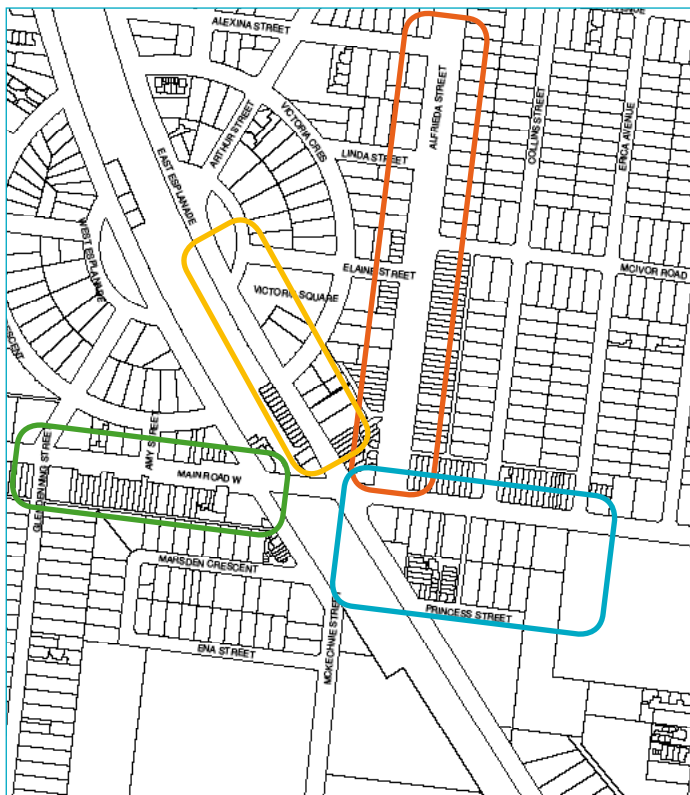
Overall, the diverse range of people and cultures living together in St Albans creates a vibrant centre, where people from all over the world are welcomed. This migrant suburb is proud of its pioneering history and seeks to better itself through economic revitalisation and growth, community activities and involvement and physical improvements.

## STRUCTURE

The physical structure of St Albans consists of predominantly single and two storey buildings. There is a mix of retail and commercial uses along four main intersecting streets. These streets can be categorised into precincts, each with their own character and uses:

- › **Alfrieda Street:** holds most of the Vietnamese restaurants and has acquired an 'Asian feel'
- › **Main Road East:** holds a clustering of ethnic speciality stores and grocers and includes some Western franchises
- › **Main Road West:** dominated by larger grain government services and a small Balkan and European enclave
- › **East Esplanade:** mix of fresh food and specialty cultural stores

These precincts are depicted on the facing page.



**St Albans Activity Centre Precincts**

- Alfrieda Street
- Main Road (West)
- Main Road (East)
- East Esplanade

## ROLE AND FUNCTION

The role and function of the St Albans Town Centre Retail Precincts is as a local, affordable service centre with a night time economy based around international restaurants.

## TRADING HOURS

The trading hours of the centre are typical of a busy and active local shopping centre. Businesses in St Albans have a variety of operating hours with many cafes and restaurants supporting a night time economy. Most grocery and specialty food shops shut by 5 or 6pm. IGA is open from 8am until 8:30pm and is open from 7am – 11pm. Several restaurants throughout St Albans are open every night until 10pm. Most bakeries close in the afternoon, at 1pm on Saturday and are closed on Sundays. Most services, real estate agents and commercial activities are open 9-5 or 5:30pm. Most hairdressers are open 9-5, later on Thursday and on Saturdays.

## UNIQUE SELLING POINT

The future of the St Albans shopping precinct centres on its ability to capitalise on its unique selling position, and to celebrate its cultural diversity. An assessment of the retail and commercial offer of St Albans has identified characteristics of its unique selling point. The unique selling point of St Albans is its:

- › Multicultural food offer
- › Affordable, good quality cuisine and fresh food
- › Culturally specific, hard to find specialty stores
- › 'Main street' shopping with unique character and vitality
- › Alfresco dining and cafes which create a friendly atmosphere and community
- › Permeable streets
- › Unpredictable experience



## BUSINESS AUDIT

A Business Audit of the ground floor businesses in St Albans was conducted on 3 May 2010 by Place Partners to capture the current offer of the Centre. Businesses were recorded according to their location in the following street precincts:

- › Alfrieda Street
- › Main Road East
- › Main Road West
- › East Esplanade

The following table shows a summary of the results of the audit.

	Alfrieda St	Main Road East	Main Road West	East Esp.	TOTAL	
Vietnamese Cafes/Rest	8			1	9	<b>73 (Food)</b>
Other Cafes/Rest	3	6	7	7	23	
Bakeries/Cakes	6	1	1		8	
Asian Grocers/Grocers	7	11		8	26	
Fresh Meat/Seafood	4	2	1		7	
Hairdressers	7	2	4	6	19	<b>125 (Non Food)</b>
Banks	2	2			4	
Services*	9	8	18	12	26	
Medical	7	6	3	1	17	
Phone Shops	4	1	1	1	7	
Retail (other)*	8	7	9	5	29	
Ent*			3		3	
<b>TOTAL</b>					<b>198</b>	

\*Services\* includes all Government agencies, real estate agents, and businesses providing a service excluding banks, medical services and hairdressers which have been defined separately. 'Retail (other)' includes all retail shops excluding phone stores and food shops which have been defined separately. 'Ent' stands for 'Entertainment'.

The Business Audit reveals that St Albans is a retail and commercial local service and daily shopping centre. There is:

- › 198 ground floor businesses
- › 73 Food shops (37%)
- › Of these food businesses 41 sold fresh produce (56% of food shops)
- › 125 Non Food (63%)
- › There are 86 services (48%)
- › 19 hairdressers (10% of total businesses)
- › 7 mobile phone shops

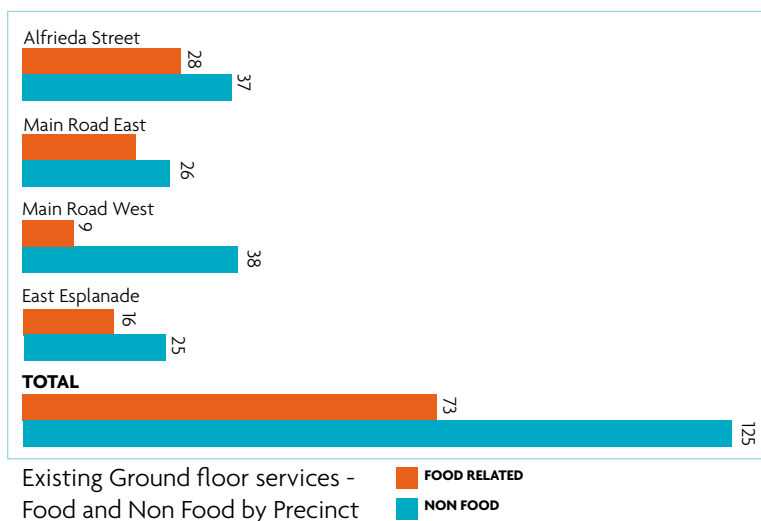
There is a clustering of certain services and shops in each precinct which assists in defining the individual place characters shown in the following table:

Street Precinct	Functions
<b>Alfrieda Street</b>	Strong Vietnamese character with 8 out of 9 Vietnamese cafes/restaurants, 6 Asian grocers, 4/7 fresh meat/seafood
<b>Main Road East</b>	Clustering of Ethnic speciality stores and grocers 12 Ethnic speciality stores/grocers
<b>Main Road West</b>	Service dominated – holds most government services (54% of audited businesses) with a small enclave of Balkan and European cafes and delis, service based,
<b>East Esplanade</b>	Mix of fresh food and speciality cultural stores

The bar graph below displays the break down of Food and Non Food businesses by precinct. Alfrieda Street has the largest number of businesses and the highest amount of food shops. It is noticeably the most vibrant and busy precinct in the St Albans Town Centre.

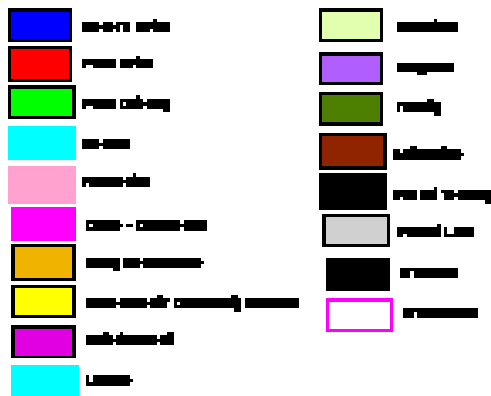
Main Street West has a significantly lower number of food shops and has the highest amount of Non Food Services across any precinct. This precinct is dominated by community services and larger grain government services which has resulted in its reduced economic performance when compared to the more vibrant precincts which offer a better mix of businesses.

With such a high proportion of 'Food' related businesses it is evident that St Albans Town Centre is acting as a local 'day to day' service centre. There are few 'higher order' retail shops which take a larger share in the sub regional centres. As daily shopping centres are visited more frequently throughout the week they offer a closer community where people know each other. This is an opportunity for St Albans to retain its local catchment for all their food shopping needs by nurturing the local community and improved public meeting spaces for them to congregate.





Scale: 1:10,000



### ST ALBANS TOWN CENTRE LAND USE

Illustrating the break down of business uses including 'Food Retail' and 'General Retail'.

Source: The St Albans Activity Centre Plan

## STRENGTHS

'Main Street' Shopping Experience  
 Friendly community  
 Fresh Food  
 Variety  
 Affordable  
 Exotic ethnic food  
 Cultural specialty stores  
 Entrepreneurial business owners  
 Unpretentious  
 Permeable  
 Convenient  
 Exciting  
 Evening Economy

## WEAKNESSES

Unsafe perception  
 Lack of public gathering places  
 Lack of carparking  
 Lack of facilities, play areas for children  
 Lack of comfortable places to sit  
 Untidy in parts  
 Lack of comprehensive retail offer

## OPPORTUNITIES

Improve facilities  
 Encourage local festivals based on represented cultures  
 Celebrate the diversity  
 Improve amenity and public access  
 Promote the specialty cultural offer  
 Hold night time and weekend markets  
 Build on evening economy

## THREATS

Lack of access may threaten viability of businesses  
 Competition from larger local shopping malls  
 Lack of entertainment for youth and children  
 Perceived as unsafe, crime and gang tension is visible on the street

### SWOT ANALYSIS

The above SWOT Analysis has assessed the Strengths, Weaknesses, Opportunities and Threats of the St Albans Activity Centre as it exists today.

### MARKETING INITIATIVES

Several initiatives are already being undertaken by Brimbank City Council to improve the marketability of St Albans Activity Centre. Pavement improvements, increased car parking, a new pedestrian crossing and public art projects are being carried out throughout 2010 to improve the image and usability of St Albans.

The primary initiative being conducted by Council in St Albans currently is the St Albans Connect Project. It is a three year community renewal program funded by Brimbank City Council and the Victorian Department of Planning and Community Development. It seeks to increase the social and economic wellbeing of the St Albans community by building on the community's existing strengths by working with local residents. Community participation is central to the success of the project and it includes a shop front where the community can drop in and talk about current projects. The St Albans Activity Centre Plan is currently in progress managed by St Albans Connect. The Vision for the Plan has been considered and incorporated into this Marketing and Branding Strategy. In 2040, the St Albans Town Centre Retail Precincts will be:

- › Accessible – A pedestrian friendly place that is accessible to all
- › Attractive – A clean and attractive place the community are proud of
- › Lively – A place with a vibrant economy, a range of housing opportunities and an active street life
- › Safe – A place where all people feel safe at all times
- › Diverse – A culturally rich place with a mix of services and shopping experiences that meet the needs of the community
- › Inviting – A place with a range of community spaces, where all people feel they belong

## 08 COMPETITION ANALYSIS

The following centres have been identified as competitors to St Albans Town Centre Retail Precincts. The nearby local centres have been identified as providing the greatest competition to St Albans, as they compete for its main market – the local market. Footscray provides the most competition at the regional level and Richmond at the Metropolitan level.

### LOCAL COMPETITION

#### KEILOR DOWNS - CENTRO

The Centro shopping centre at Keilor Downs is the closest to St Albans. It offers larger grain retail which is not provided at St Albans including Kmart, Kmart Tyre and Auto and Millers based around two supermarkets: Coles and ALDI. It provides competition for St Albans at the local level as the closest local shops offering a missing large retailers.

#### BRIMBANK CENTRAL – DEER PARK

Brimbank Central is an indoor shopping centre with over 100 speciality stores including Kmart, Target, Safeway, Coles and a foodcourt. It is located 4km from St Albans and has extensive parking facilities. It is attracting local shoppers from St Albans who want to easy parking and the convenience of buying weekly groceries with the benefits of adjacent speciality fashion and services.

#### WATERGARDENS – TAYLOR LAKES

Watergardens at Taylor Lakes is an indoor shopping mall located 6km from St Albans on the Melton Highway. It houses over 240 speciality stores on one level including Big W, Target, Coles, two Safeways, three homemakers and Hoyts. It has seven restaurants which include outdoor dining which is open in the evening from Thursday – Saturday. Watergardens provides competition for St Albans as a weekly grocery and service centre as it has ample parking and collocation of retail, services and entertainment attractions.

### REGIONAL COMPETITION

#### FOOTSCRAY

Footscray is a suburb 5km west of the Melbourne CBD with a similar character and history to St Albans. They both are melting pots for

a multitude of cultures and welcome migrants from all over the world. The Footscray Market offers fresh food and seafood and caters to the various ethnicities and local restaurants. Fresh food and cultural restaurants are a strong part of the Footscray identity.

Footscray has a similar Lunar New Year Festival to St Albans 'East Meets West' festival and hosts the Biannual 'Big West'. Footscray also holds a well known Progressive Dinner. All these cultural activities are similar in character to St Albans, on a larger scale and are more established. They offer competition to St Albans at a regional level and to a certain extent at the metropolitan level.

### METROPOLITAN COMPETITION

#### RICHMOND

Richmond is Melbourne's 'Little Saigon' and is recognised as the heart of the Vietnamese community in Melbourne. It is located 2km southeast of the CBD and has numerous Vietnamese restaurants, bakeries and Asian grocers and an increasing offer of food from other ethnicities. It offers competition to the Vietnamese offer of St Albans at a metropolitan level, however it has little impact at either the local or regional level.

#### CHINATOWN

Melbourne's Chinatown is the oldest continual Chinese settlement in the western world. It is located close to Melbourne's CBD and is a busy social and economic centre for the Chinese community operating 24 hours. It includes many Chinese and other Asian restaurants and grocers. It holds the Chinese New Year festivities and the Asian Food Festival. It offer some competition to St Albans at a metropolitan level as a destinational Asian experience.

#### DANDENONG

Dandenong is a multicultural city 30km east of Melbourne's CBD. It is the home of 'Little India' and has more than 55.5% of its residents born overseas. The Dandenong Market is an iconic attraction in Melbourne. This multicultural hub provides metropolitan competition to St Albans for cultural experience and speciality stores including Indian, Thai, African and Vietnamese. However due to the great distance between them it has little impact on the local and regional markets.





The above map locates the centres that provide competition for St Albans

## 09 MARKET ANALYSIS

St Albans offers a range of products and services with the potential to attract different segments of the markets for different reasons. The three key market groups identified by this Strategy are the local community, regional and metropolitan communities. Each market is defined here.

**St Albans Profile** (Brimbank Retail Economic Report, Essential Economics 2008)

- Role in Hierarchy: Community Activity Centre
- Melbourne 2030 Designation: Major Activity Centre
- Retail Floorspace: 27,620m<sup>2</sup>
- Vacancy Rate for Retail: approximately 5% which is typical for a well-trading conventional strip shopping centre
- Total retail sales: \$145 million (estimate)
- Average Retail Sales per m<sup>2</sup>: \$5,300/m<sup>2</sup> (estimate)
- Other Activities: a range of professional services, health facilities, community facilities, library
- Residents living within a 2km radius of the St Albans Activity Centre tend to have a lower profile compared with the municipal average in terms of socioeconomic status, especially in regard to household income, home ownership and occupational status. They tend to have a higher unemployment rate compared with other parts of the municipality.

### LOCAL MARKET

The primary and strongest market of St Albans is its local community. It is a local service centre offering a good range of fresh food shopping and everyday services to cater to the needs of its local residents many who access the centre by walking. There are four major bank branches, a number of government services, a community centre, library and a variety of retail shops. St Albans offers local shoppers an exotic and exciting outdoor main street shopping experience as opposed to the stark and clinical interiors of shopping malls. The majority of current customers in St Albans are locals who form a friendly, supportive and welcoming community. This Marketing and Branding Strategy seeks to strengthen local community bonds by reinforcing the special characteristics that St Albans offers.

### CATCHMENT AREA

The local catchment includes the St Albans local residents, residents from northern Brimbank and Victoria University students. Currently St Albans is serving the local residents well as a day to day shopping centre and attracting residents from other parts of Brimbank for an alternate shopping experience and Ethnic offer. Attracting university students is currently under utilised and is a great opportunity for the future.

### REGIONAL MARKET

St Albans has a variety of unique cultural specialty stores that have the potential to attract customers from the western suburbs of Melbourne and beyond. The 'best kept secret' of St Albans is its Baltic, Serbian and Pacific Islander specialty stores. The opportunity exists to attract new customers and members of these communities from around Melbourne.

### CATCHMENT AREA

The regional catchment includes residents, workers and visitors to the western suburbs of Melbourne. There is much to offer this market yet poor market knowledge and lack of visibility on the internet and in media means that it is not achieving its potential.

### METROPOLITAN MARKET

At a metropolitan level, distinctive cultural events such as the existing Lunar Festival and a potential new events such as street fairs have the potential to attract a wider base of visitors who come to experience the cultural melting pot of St Albans.

### CATCHMENT AREA

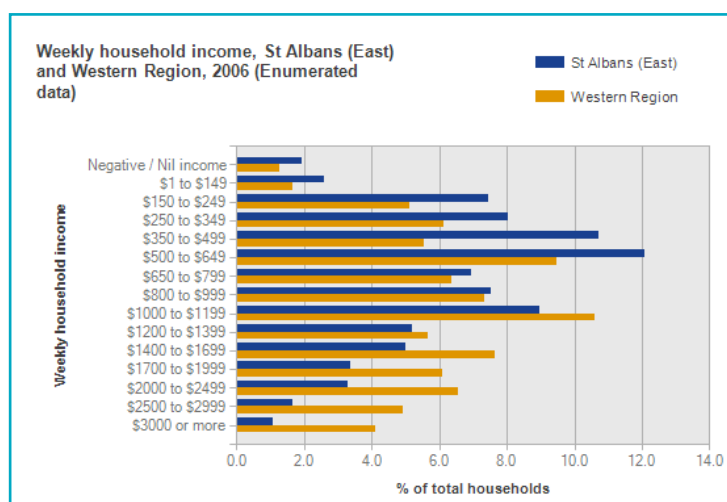
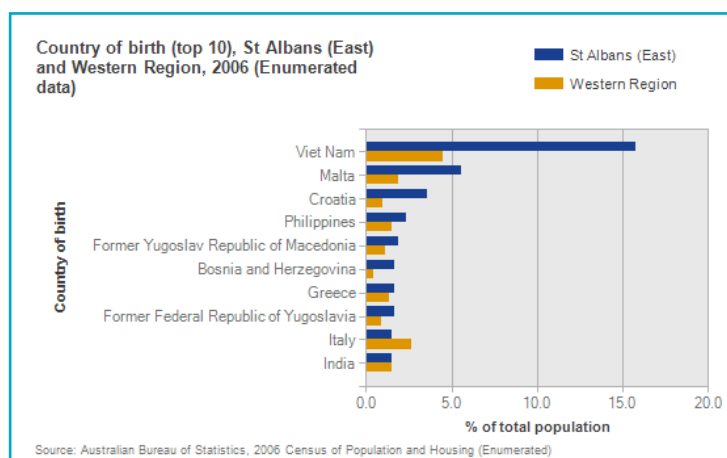
The metropolitan catchment includes residents, workers and tourists from Melbourne. Currently this market is represented as there are other more established centres in Melbourne that have a similar character and offer to St Albans and are more accessible. However, there is potential to increase this market share through improved advertising of St Albans' festivals and events across all media types in Melbourne. The Lunar Festival currently attracts between 50-60,000 people and has the potential to grow further.

## DEMOGRAPHIC COMPARISON

The 2006 Census data results of St Albans (East) have been compared to the Western Region Statistical Division for the country of birth and income levels. The tables below reflect the top 10 countries of birth, and the household income in St Albans (east) and compares them to the statistics for the Western Statistical Region.

### Country of Birth

Analysis of the country of birth of the population in St Albans (East) in 2006 compared to Western Region shows that there was a larger proportion of people born overseas as well as a larger proportion of people from a non-English speaking background.



Both tables are sourced from the 2006 Census, they compare St Albans (East) to the Western Melbourne Statistical Division.

Overall, 54.5% of the population was born overseas, and 52.0% were from a non-English speaking background, compared with 32.8% and 27.6% respectively for Western Region. The dominant non-English speaking country of birth in St Albans (East) was Vietnam, where 15.7% of the population, or 3,295 people, were born.

The major differences between the countries of birth of the population in St Albans (East) and Western Region were:

- ▶ A larger percentage of people born in Vietnam (15.7% compared to 4.5%);
- ▶ A larger percentage of people born in Malta (5.6% compared to 1.9%), and;
- ▶ A larger percentage of people born in Croatia (3.5% compared to 1.0%).
- ▶ The largest changes in birthplace countries of the population in this area between 2001 and 2006 were for those born in:

This data reflects the great ethnic diversity of St Albans, even when compared with the Western suburbs of Melbourne. It stands out as being a centre of high multiculturalism.

### Income

The income data shows that overall the household income levels in St Albans are below the Western Statistical Division.

Analysis of household income levels in St Albans (East) in 2006 compared to Western Region shows that there was a smaller proportion of high income households (those earning \$1,700 per week or more) but a larger proportion of low income households (those earning less than \$500 per week).

Overall, 9.5% of the households earned a high income, and 30.7% were low income households, compared with 21.6% and 19.7% respectively for Western Region.

The need to maintain the lower price point and affordability of St Albans is key to its success, particularly with its strongest market; the local residents.

# 10 COMMUNITY ENGAGEMENT

Extensive engagement with the community regarding St Albans has occurred during the past two years. In addition to considering these documents Place Partners has also conducted new primary research specific to this project.

## PAST COMMUNITY ENGAGEMENT

The following community engagement documents have been considered in informing this Marketing and Branding Strategy:

- › Community Engagement for the St Albans Activity Centre Plan (Place Partners February 2010)
- › Draft Brimbank Activity Centre Plan Background Report Leisure Guide 2010
- › St Albans Connect Community Consultation (Village Well 2008 - 2009)
- › Consultation with Vietnamese Business owners (Brimbank Council September 2008)
- › Community Comments from the Brimbank Community Plan, St Albans Expo, St Albans Access, Mobility and Car Parking Strategy and the Brimbank Activity Centres Strategy
- › Community Workshop Notes (Brimbank Council July 2008)
- › Brimbank Community Plan 'Community Conversations' (June 2008)

Of specific relevance to the Marketing Plan is the most recently completed community engagement by Place Partners as part of the Activity Centre Plan in February 2010 which consisted of intercept surveys, in-depth interviews and community workshops. The key findings are summarised below:

### Economic Performance:

- › St Albans is a bustling, vibrant activity centre with a supportive local customer base. The centre is run by many small businesses who provide an excellent level of friendly service to their customers.
- › Long term locals are loyal to specific shops within the centre, and many people interviewed, as well as surveyed, loved the friendly service from their favourite shops.

- › While the influx of the Vietnamese community has been identified as a key reason for the rebirth of the dying retail centre, there was a level of concern that St Albans retail centre was in another downward spiral with only a small window of opportunity to reverse the descent. This spiral was blamed on the traffic problem resulting from the level-crossing, the lack of customer parking, the lack of retail variety and crime within the area.
- › Big box retail does not suit the area. St Albans is about small traders offering a high level of service. (However, customers are being drawn to other shopping centres for the big box retail).
- › There is currently very little retail choice, too many Vietnamese restaurants, hairdressers, \$2 shops.

### Community Identified Opportunities

- › Vibrant multicultural street life on Alfrieda Street
- › Established community centres, library, places of worship, leisure centre
- › Opportunities for legal graffiti for youth
- › Provision of more meeting spaces
- › Clean up the centre
- › Grade separation of Rail Level Crossing
- › Provide better bike paths
- › Improve pedestrian connects from carparks to the train station
- › Broad range of retail activities, specialty goods
- › Diverse shops, multicultural restaurants – anchor for local residents
- › Multicultural area with strong Vietnamese presence, predominance of residents born overseas
- › Established community networks for overseas arrivals, welcoming
- › Public art to represent the community (Vietnamese)

## MARKETING PLAN COMMUNITY ENGAGEMENT

### TRADERS SURVEY

A total of 34 surveys were conducted with St Albans traders on 3 May 2010 to gain information about their customers, the St Albans offer, current marketing initiatives and their preference for future activities. Data from these surveys was used to inform the St Albans' point of difference, its identity and desired current and future marketing activities.

Surveys were conducted in English and Vietnamese by three surveyors during business hours. They were conducted across a broad spread of business types within each of the precincts. The results of the surveys are detailed below.

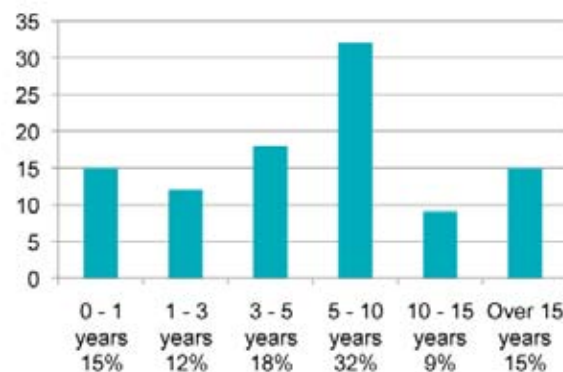
#### Survey Respondents Business Profile

Of the 34 businesses surveyed 15 sold 'Food' and 19 were 'Non-Food' businesses. Of the businesses surveyed

- ▶ 15 were located in Alfrieda Street
- ▶ 6 were located in Main Road East
- ▶ 8 were located in Main Road West
- ▶ 5 were located in East Esplanade

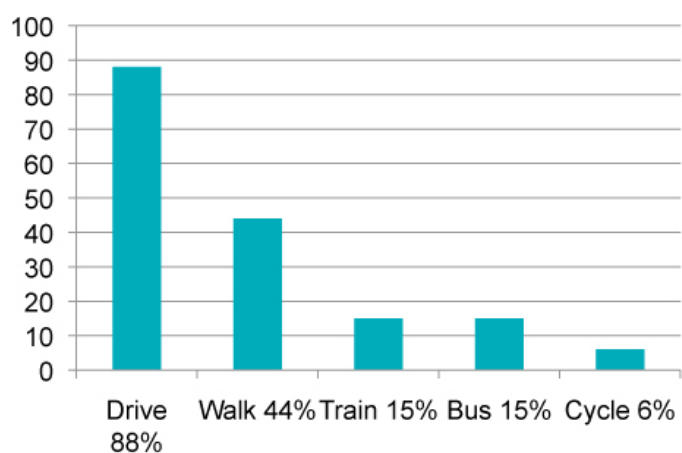
The businesses surveyed were predominantly micro-businesses, with 28 traders employing between 1-4 employees. The remaining five businesses are small businesses with between four and 20 employees.

The following bar graph shows how long the businesses surveyed have been operating. The length of time that the businesses have been open was predominantly 5 – 10 years with 32% falling into this category. Most businesses on Main Road East and West have been open at least five years. Most businesses on Alfrieda Street have been open under 10 years. Most businesses on East Esplanade have been open under five years. This shows that there are more established businesses on Main Road East and West which are often owned by the European migrants who have been in the area longer. The Vietnamese community have been active in St Albans for approximately 10 years which is also reflected in the length of time that the businesses have been operating.



St Albans Businesses; Number of Years Operating





How do most people get to your business?



	Local Residents	Local Workers	Students	Visitors from Western Melbourne	Visitors from Metro Melbourne	Other bus.
Alfrieda Street	13	9	8	5	0	4
Main Road East	6	3	2	1	0	0
Main Road West	7	2	4	3	3	2
East Esplanade	3	0	2	3	0	0
TOTAL	29	14	16	12	3	6

Which of the above customer groups would you like to increase?

### About the customers

Questions 3 – 5 were on the customers of the business surveyed. They asked about transport, who are the customer groups and which ones they would like to increase. Traders ticked multiple boxes for each item.

#### Q 3 How do most people get to your business?

The following bar graph shows how most customers get to the surveyed businesses. Driving stands out as the most common mode of transport followed by walking across all precincts. Public transport appears to be under-utilised as a way to access businesses in St Albans. However, this may be a perceptions by business owners rather than a reality as previous shopper surveys showed a higher utilisation of public transport.

#### Q 4 Who are your main customers?

Across all precincts the outstanding customer group was 'local residents' reflecting St Albans' role as a local centre. Local workers, students and visitors from the western region of Melbourne were the next most common. Few businesses stated that they had customers coming from greater Melbourne or beyond, which shows that currently St Albans does not have a strong metropolitan presence.

#### Q 5 Which of the above customer groups would you like to increase?

When asked which of the above customer groups would you like to increase most respondents on Alfrieda Street stated 'all'. Respondents on Main Road East were most interested in attracting students and respondents on Main Road West were most interested in attracting people from the western region. Very few respondents answered this question on East Esplanade to be statistically significant.

The following table displays the responses to this question according to location of their respondent's business.

### About the St Albans offer

The following table displays the results for questions 6-8 which deal with the St Albans offer.

Street Precinct	Q 6 What is St Albans best known for in terms of businesses?	Q 7 What does St Albans offer that is unique and different from other businesses?	Q 8 What would you like St Albans to be best known for?
Alfrieda Street	Vietnamese culture Cheap food, not expensive Cheap Asian groceries Cheap food, fruit and vegetables Vietnamese food, groceries and restaurants Businesses that serve local needs One stop shop, has everything Crowded, exciting Mobile phones Fresh seafood	Easy to get there by train and bus Convenience Cheap food, restaurants and groceries It has everything Boring It is more friendly than other areas Asian culture Cultural diversity	Safe Cleaner Best restaurants in Brimbank Affordable Good night out with good food at a cheap restaurant Community Happy place Cheapest shopping in Brimbank
Main Road East	Nice mix of culture and shops Asian grocery shopping Food Food and Alfrieda Street Vietnamese Restaurants	No response	Nice variety of food Nice people, friendly More upmarket Good quality Something for everyone East to get anywhere Asian food and culture
Main Road West	Cheap area Sam's Market Oriental food, diverse restaurants	Roasting coffee, good coffee Cultural variety – Indian, European, Vietnamese, Middle Eastern Cheap food Good restaurants Laid back. Not hectic	Coffee No traffic You can get whatever you need Good food Friendly environment and reputation Nice outdoor space New square Asian food Safe place to be Good customer service
East Esplanade	Vegetables, fresh and cheap Asian shops Banks The local centre for residents from Northern Brimbank LGA	Main Street shopping, not shopping centre Everything in one place Variety	Cheap and fresh food Variety of cultural shops Lots of car parking Has everything

## Marketing

Questions 9 and 10 are concerned with the current and future marketing actions in St Albans.

### Q 9 Which of these marketing actions do you think helps your business now?

The following table shows the results given when the traders were asked which marketing activities were helping their business right now. The table on the left shows the results by precinct and the second table shows the results when comparing 'Food' and 'Non-Food' businesses.

The Lunar New Year Festival received the most votes overall, most of them coming from Alfrieda Street. Advertising in non-English newspapers and local newspapers were also proving successful. It should be noted that although all respondents voted for the Lunar New Year Festival on Alfrieda Street more people were surveyed on Alfrieda Street than any other precinct. The right shows the results for the existing marketing actions helping businesses broken into 'Food' and 'Non-Food' businesses. It appears that in most cases marketing activities that are working are not affected whether the business is 'Food' or 'Non Food'. It does appear that some actions including the Brimbank Business Directory, Banners on Alfrieda Street and Advertising in local newspapers are working for the 'Non-Food' businesses.

	Alfrieda Street	Main Road East	Main Road West	East Esplanade	Total		Food	Non-Food	Total
Lunar New Year Festival	15*	2	2	2	21		9	12	21
Brimbank Business Newsletter	2	3	2	0	7		3	4	7
Brimbank Business Directory	1	3	2	1	7		2	5	7
Banners on Alfrieda Street	2	3	0	2	7		1	6	7
Advertising in local newspapers	1	2	5	1	9		1	8	9
Advertising in non-english newspapers	6	3	3	0	12		5	6	11
Advertising on English radio	3	1	3	0	7		3	4	7
Advertising on multicultural radio stations	1	3	4	0	8		3	5	8
Total surveyed	15*	6	8	5	34		15	19	34

\* Note that a significantly higher number of businesses were surveyed in Alfrieda Street

**Q 10 Which of the following marketing activities do you think will attract new customers to the area?**

Respondents were asked to tick the box for which marketing activities they think would attract new customers to the area.

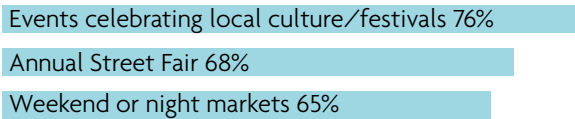
The adjacent bar graph shows the summary of the results of the top three actions by category under ‘Events and Programs’, ‘Communication’, ‘Identity’ and ‘Business Development’. The results indicate what percentage of respondents selected the relevant action.

In the ‘Events and Programs’ category, ‘Events celebrating local culture/festivals’ was the most desired with the highest percentage of respondents selecting it at 76%. The highest ranked ‘Communication’ activity was ‘Local Restaurant Guide’ at 79%. This was interestingly ranked number one (86%) by food and number two (74%) by non-food respondents. The highest ranked activity for the ‘Identity’ category was ‘Street signage and maps’ at 79% and the highest Businesses Development activity was ‘Customer and visual merchandising’ at 68%.

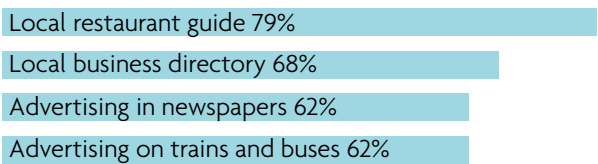
When the results were calculated by ‘Food’ and ‘Non-Food’ businesses the highest ranked activity by the ‘Food’ traders was ‘Local Restaurant Guide’ and ‘Street signage and maps’ at 86%. The highest ‘Non-Food’ related activity was ‘Events celebrating local culture/festivals’ at 79%.

When calculated by area, only Alfrieda Street had one activity ranked first with 73% of respondents claiming that ‘Local Restaurant Guide’ would help them in the future. A broader spread of advertising activities were recorded for the other parts of St Albans with the ‘Local Restaurant Guide’ ranked first by Main Road East and East Esplanade along with several additional activities.

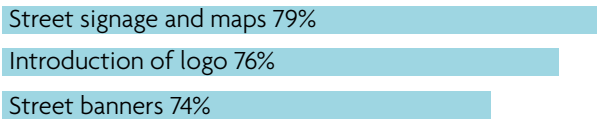
**Events and Programs**



**Communication**



**Identity**



**Business Development**



## INTERNAL WORKSHOP

An internal workshop was conducted at Brimbank Council on 3 May 2010. Workshop participants were asked to contribute to uncovering the St Albans point of difference, and marketing ideas and priorities.

The workshop was attended by the following people: Brian O'Dwyer, Michelle Wyatt, Julie Bowlow, Adrian Gray, Dean Michael, Angillee Grasso, Tanasi Gudov, Christine McAllister, Marion Alli, Simon Vittorio, Kylie Legge and Cheryl Collins.

### Point of Difference

Workshop participants described the St Albans point of difference as:

- › Great fresh food
- › Authentic Vietnamese food
- › Compact, intense space
- › Dynamic, vibrant shopping precinct
- › Wide diversity of cultures and flavours
- › Affordable – cheaper produce and services
- › Strong blend of culture
- › Affordable housing
- › Culturally specific stores
- › Unpretentious

### Marketing Ideas and Priorities

The following contains some key comments collected about marketing ideas and priorities for St Albans.

#### Events and Programs

- › Expand the Lunar Festival to the metropolitan scale
- › Hold a Council staff progressive dinner
- › Introduce night markets
- › Introduce weekend markets
- › Hold more competitions

- › More festivals
- › Hold cultural tours
- › Install night lights

### Communication

- › Promote local stories in the media
- › Introduce postcards
- › Promote St Albans using the internet and email
- › Local mail drops
- › School newsletters
- › Metropolitan/regional profiles, distribute outside of St Albans

### Identity

- › Install street banners
- › Hold an advertising campaign
- › Install more public art and laneways art
- › Improve wayfinding
- › Develop guides to the area
- › Improve links with the western region

### Business Development

- › St Albans Business Awards, Design Awards, Sustainability Awards, Shopfront Awards
- › Training on visual merchandising and customer services
- › Networking opportunities
- › Link to university students
- › Best 'Pho', best 'bubblecup'
- › Business guides – shopping and restaurant
- › Cultural shopping maps



## EXTERNAL WORKSHOP

A workshop was held with the St Albans Business Association and other business owners on the evening of Monday 3rd May 2010. The workshop participants were asked to describe the St Albans point of difference, identify marketing objectives and discuss past and future marketing activities. CC Design presented a number of logos and colour ways for feedback and consultation, to inform the brief for the development of the St Albans logo.

It was attended predominantly by members of the St Albans Business Association with a couple of Vietnamese Business owners also attending. Brian O'Dwyer, Michelle Wyatt, Kylie Legge and Cheryl Collins also contributed.

### Point of Difference

The workshop participants described the point of difference as:

- › Permeable street market atmosphere
- › Asian cuisine, fresh food, high quality
- › Cultural diversity
- › Low prices
- › Variety
- › Friendly place
- › Convenience
- › Young with fresh ideas for a multicultural market

### Marketing Objectives

The traders identified the following ideas and issues as being relevant to inform the marketing objectives:

- › Focus on the local area, Sunshine and Melton
- › Competition with regional centres, can't compete on fashion but can on culture and the entertainment experience

- › Resurgence of the Main Street
- › Local experience
- › Night Market
- › Diverse culture, Alfrieda Street

### Marketing Ideas and Priorities

Past marketing activities were discussed to determine what is working now and what isn't. The workshop participants named a number of past and existing events including:

- › The annual Lunar Festival; a very successful event that is run on a volunteer basis with minimal external funding (funded through local sponsorship, Council and volunteer support and attracting around 50-60,000 people to St Albans on a Sunday usually early in January. The business group felt that additional Council support in the form of a paid coordinator would have the highest value in supporting this event. The ongoing sustainability of the Lunar Festival was considered a priority by the group.
- › In the past the business group has funded advertising and holiday promotions (mother's, father's day, Easter and Christmas) through a special levy, which is no longer collected.
- › In the past the traders organised Sunday sidewalk sale once a year to clear stock at discount prices. This was considered a success.
- › The group expressed a desire for more events, more often; preferably weekly.
- › Other ideas discussed included LCD advertising screens throughout the centre, re-activating the street sound system to play music and an on-line business directory.

# 11 BRAND DEVELOPMENT

Cheryl Collins Design (CCD) has been engaged by Place Partners to corroboratively develop a logo to represent the brand identity for the St Albans Town Centre Retail Precincts.

During the External Workshop participants were shown six sets of colour combinations based on colour research by CCD. Of the six colour schemes shown combination 1 and 3 received the most votes. It was noted that red and yellow were popular amongst many participants. The Vietnamese traders noted however that red and yellow represent communism. Red and blue are the colours of the St Albans football team and grouping red, yellow and blue appears to match colour preferences.



Participants were shown five sample logos and were asked to vote for their preferred logos and to give feedback. Logos 2, 3 and 5 received the most votes and positive feedback. From the feedback given about the logos the following guidelines were identified as being important to the development of the logo:

- › incorporate or signify a unifying element that holds the diverse offer of St Albans together
- › incorporate strong colours – this is needed in a busy/competitive visual environment
- › be meaningful to the local community
- › be specific to St Albans referencing its diversity, culture and flavours
- › be structured
- › incorporate bold imagery
- › not be abstract, it should be tangible and literal, easily read by the local community

These guidelines were incorporated into the design brief given to CCD to develop the three brand options.

From the design brief CCD developed several logo options.



Three draft options were selected by Brimbank Council to be incorporated into a survey for shoppers and traders to vote on their preferred logo and tagline.

## INTERCEPT SURVEY

A mix of shoppers and business owners were shown the following three logo options and taglines in an intercept survey on June 7th 2010. They were evenly spread across the four precincts. 84 respondents were surveyed which included 40 shoppers and 44 business owners. A total of 54% male and 46% female respondents were surveyed.

Logo 1 and Logo 3 scored very closely receiving the most votes with only 3 votes between them. Logo 3 was chosen as the final option to refine as it was preferred by external specialists and internally within the Council. There were many positive comments recorded for the font of Logo 1, and therefore was the font chosen for the final logo.

Three taglines were included in the survey for vote:

- › Experience the Flavour
- › Taste the Difference
- › The Flavour of the West

‘The Flavour of the West’ was chosen as the tagline as it received the most votes with 40% of the votes followed by ‘Experience the Flavour’ at 37%.

Logo	Businesses	Shoppers	TOTAL
1	22	13	35
2	6	11	17
3	16	16	32
TOTAL	44	40	84

Tagline	Votes
Experience the Flavour	29
Taste the Difference	18
The Flavour of the West	32
TOTAL	79

## DRAFT LOGOS



Draft Logo 1 - Preferred font



Draft Logo 2



Draft Logo 3 - Preferred logo to be refined

## FINAL LOGO



The St Albans Town Centre Retail Precincts logo represents the diversity of cultures and flavours that exist in the area and brings these cultures together in a unified symbol. The yam daisy is the sum of St Albans' many parts and connects to the sculpture that will be built. We have used a variety of icons to represent the diversity of cultures. For example: bread represents the bakeries, an open book represents the library, the bowl and chopsticks represent the Vietnamese culture, the coffee represents the Europeans, etc. These symbols are easy to understand and make the logo accessible and tangible, they have a sense of movement. As much as St Albans is a melting pot, the unifying element is that all the residents have chosen Australia as their home represented by the Southern Cross made from the red petals that extend from the yam daisy. Strong warm colours have been chosen to symbolise the friendliness and openness of the St Albans residents and also ensure that the logo will stand out in a busy environment. Red has been used as the main colour as it represents happiness, celebration and strength. The St Albans Town Centre Retail Precincts logo type has been designed specifically for this logo. It is a hand written type and not computer generated as to give the logo a human touch and indicate the unique qualities of St Albans that are made by its people.