

# Market Hall Marketing Plan 2016-17



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## **Executive Summary**

Burton Market Hall underwent a £1.5 million pound refurbishment in 2013/14 and reopened to the public in June 2014.

Burton Market Hall is positioned as an alternative retail venue in a competitive market, made up of a number of private sector competitors, mainly Coopers Square Shopping Centre, Burton Place Shopping Centre, The Octagon Centre and The High Street. The venue will aim to remain competitive in this market by developing a unique place in the minds of local people, giving a unique experience to visitors, whilst becoming more commercially aware. This will be underpinned by improving marketing planning, enhancing and developing its relationship with new and existing customers.

Developing a unique offer is a key challenge for Burton Market Hall in its bid to develop its position in the market place, given the competitive environment and potential threat of large brands in the retail sector.

As the availability of internet and broadband has increased, online technology has become more readily available and affordable, with the vast majority of residents increasingly technologically capable, with access to a computer or tablet at home and most of all with smart phones, allowing people to check the news and interact on the go.

Harnessing this technology will enable to the Market Hall to improve its online and digital brand awareness to new audiences, whilst still remaining mindful of existing customers who are still more reliant on traditional marketing methods.

The Market Hall will encourage a varied and unique range of traders to the hall, offering visitors a personal service which will drive retention and repeat visits, helping sustain a consistent footfall which will support local traders.

We have identified the potential for investing in online and digital tools which will help improve brand awareness, whilst encouraging a unique range of traders which will help build relationships with local people and drive repeat visits and revenue.

We plan to implement a plan to improve brand awareness via digital and online channels, which will help develop new audiences, whilst also encouraging a varied range of traders.

**Marketing Audit**

*Kotler and Keller (2011 p643) defines the marketing audit as, ‘a systematic and periodic examination of the company’s environment, objectives, strategies and activities to determine problem areas and opportunities’.*

The following marketing audit has been undertaken to assess the current business environment in relation to improving brand awareness of the Market Hall whilst improving visits through improvements in the range of traders.

**Macro Environment**

**Competitive Environment**

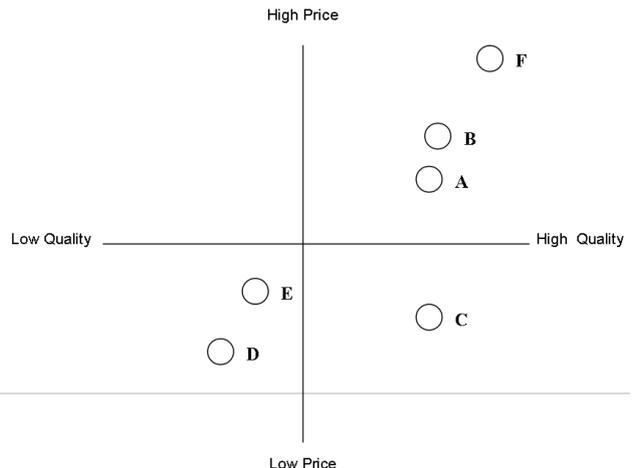
Burton Market Hall is positioned as a retail venue unlike the modern shopping centres featuring local small traders as opposed to national and international brands. Along with developments in technology, purchasing goods online or order and collect programmes, has left traditional Market venues with an ever decreasing audience who are willing to support local businesses. With this in mind Burton Market Hall must offer customers a unique experience which cannot be gained online or through shopping with major brands at other venues. The Market Hall needs to develop this approach whilst encouraging a new range of visitors to the hall, which will be done through a targeted approach, utilising digital and online methods.

External market overview and price comparison,

| Venue                          | Average Annual Rental (inc Service) | Strengths | Weaknesses |
|--------------------------------|-------------------------------------|-----------|------------|
| Burton Indoor Market Hall      | £12,320.00                          |           |            |
| Derby Indoor Market            | £7,207.00                           |           |            |
| Coopers Square Shopping Centre | £35,000.00                          |           |            |
| Shrewsbury Indoor Market       | £3,000.00                           |           |            |
| Burton High Street             | £8,414.00                           |           |            |

National research suggests that traditional Markets are now seen as lesser quality venues when compared with modern shopping venues, this is especially true for young segments of the market. Perceptual mapping outlines four key perceptions, high price, high quality/high quality, low price/low price, low quality and high price, low quality

- A – Coopers Square Shopping Centre
- B- The Octagon Centre
- C- Burton Place Shopping Centre
- D- The High Street
- E- Burton Indoor Market Hall



## The Market Environment

Whilst having these established competitors, as analysed above, Burton Market Hall is at risk and losing its customer base, should it not offer a unique experience.

The force of online operations and major brands has already been felt across the country, with traditional high streets struggling to attract visitors, with dedicated facilities dictating the market.

A significant rise in the number of online transactions is expected to increase year on year, placing more pressure than ever on traditional venues to remain viable.

With Burton already home to three shopping centres, it's clear the Market Hall cannot compete on a like for like basis and emphasis should be placed on offering customers a different experience, outside of this direct competition.

Research of our competitors has identified that in the main, these providers are very much concentrated on a similar target market.

Although the venue offers a wide variety of stalls, it has in the past focussed on using traditional marketing approaches, which has appealed to an older demographic, and although successful to a point, it is important that new audiences are reached.

Traditionally the following tactics were used to create awareness of the Market Hall,

- Basic Website - which was neither informative nor engaging
- Social Media (Facebook) – mainly used to communicate about upcoming events and sharing posts from traders
- In house designed posters and flyers – which gave an amateur and un-modern perception of the venue

*DeChernatony and McDonald (2008 pp133) state, “ A successful brand is an identifiable product, service, person or place, augmented in such a way that the buyer or user perceives relevant, unique added values which match their needs most closely. Furthermore, its success results from being able to sustain those added values in the face of competition”.*

With increasing brand awareness online and digitally, also brings other associated benefits to organisations, according to government's digital champion.

*Martha Lane Fox, Guardian (2014) writes "For years, businesses have been using digital communications to improve services and engagement with their consumers. Government should take advantage of the more open, agile and cheaper digital technologies to deliver simpler and more effective digital services to users."*

## Internal Environment

### East Staffordshire Borough Council key priorities

- Protecting and strengthening communities
- Supporting economic growth
- Value for money Council Services

Although traditionally there has been a lack of a planned marketing approach, the authority's Marketing Strategy focussed on utilising digital and online tools to improve communication with local residents, whilst satisfying residents and encouraging return visits to venues. This strategy was selected with the aim of developing the value of any single customer, gaining competitive advantage in crowded market places, as well as having the following benefits:

- Gives the authority a better chance of maintaining its customer bases
- Customer retention is far cheaper than new customer acquisition

Improving customer retention through improved service could significantly improve the lifetime value of our customers. However, customer retention does not only increase the lifetime value simply by retaining more customers or by reducing attrition. They can also increase the lifetime value through in the following ways:

- *Extending the lifetime value through brand loyalty* - Customers develop loyalty towards an organisation, keeping them buying the same product. They are also more likely to buy other products from the same organisation that they have grown to love. Making it easier to up-sell and cross-sell to existing customers.
- *Increasing repeat purchases* - Loyalty and reward programmes that offer existing customers discounts or other valuable incentives can generate excitement and interest among customers to buy more and buy more often. This generates additional income and profits for the organisation.
- *Making existing customers advocates* - Customer referrals are a much more powerful form of advertising that messages directly from an organisation, through promotions and advertising.

### Current Performance

- Since the installation of counters in October 2014, average footfall was 17,000 visits per month up to April 15. With increased marketing and communication planning, footfall has risen to an average of 23,500 visits per month from April 15 – October 15.
- Footfall from 11th October 2014 (counters installed) – 31<sup>st</sup> October 2014 was 10,917 the same period in 2015, footfall was 14,704 (including closure on Saturday 17<sup>th</sup> October for protest march).
- July – 26,265
- August – 24,084
- September – 23,274
- October – 23,162

### **Website Page Views from July 2015 (based on web traffic from each previous month)**

- It has been a key target to improve awareness of the Market Hall brand via digital and online channels. Improvements have been made in both content updating and promotions of the Markets web page, resulting in increased traffic of 158% May 15-October 15 compared to October 14 – March 15.
- July +13%
- August +44%
- September +33%
- October +0%

### **E-Newsletter Sign Ups from July 2015**

- During May 2015 we introduced email marketing as a means of improving communications with customers and traders, whilst encouraging increased visits to our other digital channels.
- July - 152
- August - 240
- September - 274
- October – 324

### **Social Media Performance from July 2015 (based on performance from each previous month)**

- July - (Facebook-1970 Followers & Engagement + 9%) (Twitter 60 followers)
- August - (Facebook-2006 Followers & Engagement + 8%) (Twitter 102 followers)
- September - (Facebook-2040 Followers & Engagement + 0%) (Twitter 140 followers)
- October - (Facebook-2060 Followers & Engagement +15% (Twitter 170 followers)

### **Shop Unit Rental**

- Rental of shop units is currently at 83% occupancy with 5 units available for let.
- 2 traders have left units in September-October with 3 new traders signing for units in the same period.

### **Stakeholder Analysis**

Understanding the power of individual stakeholders will give Burton Market Hall a clear picture of which groups need to be engaged in the plan, whilst helping inform the communication strategy. It identifies the key players who we need to focus on, in order to implement a successful plan.

Burton Market Hall may not be able to fully predict or plan stakeholder buy in or resistance, so we will have to make sure that effective communications channels are in place in order to monitor this.

|       |      | Level of Interest   |   |
|-------|------|---|---|
|       |      | Low   | High  |
| Power | Low  | A - Minimal Effort <ul style="list-style-type: none"> <li>Local Residents</li> <li>Suppliers/Contractors</li> </ul>   | B - Keep Informed <ul style="list-style-type: none"> <li>Members/Users/Visitors</li> <li>Council Officers/Departments</li> <li>Partner Organisations</li> </ul> |
|       | High | C - Keep Satisfied <ul style="list-style-type: none"> <li>Central Government</li> <li>Trade Unions/Pressure Groups</li> <li>Local and Regional Media</li> </ul> | D - Key Players <ul style="list-style-type: none"> <li>Elected Members/Opposition Members</li> <li>Senior Managers/Heads of Service</li> </ul>                  |

### Organisational Challenges

The organisation will encounter a number of challenges of varying degrees as it strives to develop this plan including,

- A lack of marketing/advertising capacity of traders to promote their business, placing more emphasis on the Market Hall to promote the venue and its traders.
- Risk of excluding non-digital residents. Whilst there is every reason to widen the use of digital technologies, it cannot be forgotten that a proportion of the population may not have access to internet and there are still considerable differences in access to high broadband speeds.
- The Market Hall is perceived as offering a lower level of quality in comparison to other local retail outlets.
- A crowded market place, with a number of larger retail outlets in the local area.

Traditionally, the Market Hall has relied heavily on traditional marketing methods, and has in the past been slow to adopt or keep pace with the digital change. Keeping pace with digital communication trends presents the biggest challenge for the organisation in improving and developing its online services.

*The Marketer Magazine (2015) states; 'The past decade has witnessed the most rapid technological change since the industrial revolution of the 18th century. And the rollercoaster ride is not over. The pace of digital disruption continues at a dizzying rate, putting brands under pressure to embrace new trends.'*

### SWOT Analysis

*The Market Teacher website (2014) says; 'The main purpose of SWOT analysis has to be to add value to our products and services so that we can recruit new customers, retain loyal customers, and extend products and services to customer segments over the long-term.'*

Completing a SWOT Analysis will allow us to understanding our strengths and weaknesses, and will help us identify both the opportunities open to us and the threats we face.

Using this SWOT Analysis we can inform our marketing strategy and help distinguish ourselves from our competitors, so that we can compete successfully in the market, whilst developing relationships with our customers.

|  |   |
|--|---|
| <p><b>Strengths (Internal)</b></p> <ul style="list-style-type: none"> <li>• Loyal customer base who actively promote the facility.</li> <li>• Engagement of social media following since its introduction.</li> <li>• Local demographic data readily available from other departments</li> </ul>   | <p><b>Weaknesses (Internal)</b></p> <ul style="list-style-type: none"> <li>• Basic website which isn't engaging to the end user.</li> <li>• Social Media development has been slow.</li> <li>• Perceived lesser quality than other retail outlets nearby.</li> <li>• Lack of marketing/advertising capacity of traders to promote their business.</li> <li>• Units which don't offer a unique offer.</li> </ul> |
| <p><b>Opportunities (External)</b></p> <ul style="list-style-type: none"> <li>• A venue which can cater for larger events and functions.</li> <li>• To develop a unique offer if a suitable range of traders can found, offering a unique range of products..</li> <li>• To develop a younger audience with new stall holders and events.</li> </ul> | <p><b>Threats (External)</b></p> <ul style="list-style-type: none"> <li>• Highly competitive market, with a number of retail outlets featuring national brands.</li> <li>• The Hall is located off the main high street, away from passing trade.</li> <li>• Fast moving digital pace has left the organisation behind competitors.</li> </ul>  |

## Objectives

### Corporate Objectives

The East Staffordshire Borough Council 5 year corporate plan sets out the following objectives,

- Protecting and strengthening communities
- Supporting economic growth
- Value for money Council Services

### Venue Targets 2016/17

The Market Hall corporate and service target for 2016/17:

- Achieve 80% occupancy levels for shop units
- Improve month by month footfall by 10%
- Improve Brand Awareness by 25%
- Increase electronic database to 2000 subscribers
- Increase number of commercial events held at the Market Hall to 15

### Marketing Ambition

To increase awareness of our brand through digital and online marketing, channel shifting our communication, whilst improving our customer experience or relationship marketing approach.

### Marketing Objectives 2016-17

This 12 month marketing plan will help Market Hall achieve a number of SMART targets.

| Objective   | Actions Overview  |
|---|---|
| <ul style="list-style-type: none"><li>• Achieve 80% occupancy levels for permanent shop units.</li></ul>                      | <ul style="list-style-type: none"><li>• Improve lead generation via the Market Hall website with improved lettings page complete with data capture for follow ups.</li><li>• Work with local estate agents to access their databases for business leads.</li><li>• Develop relationship with Local Business Clubs to attract small businesses via their members.</li><li>• Improve retention of current traders with improved communications, greater assistance in advertising, business and social media workshops.</li><li>• Continue to drive footfall through profile raising advertising and campaigns.</li></ul> |
| <ul style="list-style-type: none"><li>• Improve month by month footfall by 10% on previous 12 months.</li></ul>               | <ul style="list-style-type: none"><li>• Improve range and quality of traders to develop audience.</li><li>• Improve website to showcase traders and events on offer.</li><li>• Continue to improve advertising and marketing to target audiences.</li><li>• Develop regular events to attract new customers.</li></ul>  |
| <ul style="list-style-type: none"><li>• Improve brand awareness by 25% on previous 12 months</li></ul>                        | <ul style="list-style-type: none"><li>• Improve website to include trader web pages, improved events listings and lead generation.</li><li>• Continue to develop social media channels, whilst promoting traders' businesses by sharing content.</li><li>• Develop a weekly/monthly blog from traders.</li></ul>  |
| <ul style="list-style-type: none"><li>• Increase number of events taking place in the Market Hall to a total of 15.</li></ul> | <ul style="list-style-type: none"><li>• Develop an events brochure which will showcase the Market Hall as a professional, multipurpose venue for a range of events.</li><li>• Generate leads from local businesses and organisations for the hire of event space.</li></ul>   |

## Segmentation

Segmenting our customers and potential customers will allow us to better understand their specific wants and needs, whilst helping the venue achieve its desired position of being retail outlet at the centre of the community.

A segmented audience will allow us to be more specific in how we communicate and market our services, tailoring our approach to suit their needs.

Our segmentation approach will be developed around a number of data sources, which will help us to get a better understanding of current and potential audience in our area.

The research is based on in-depth segmentation research that breaks down the adult population in terms of their profile. In the context of how this data fits into people's everyday lives, it provides new insight into the patterns of consumption and attitudes towards the cultural activity and how people spend their leisure time. Data, also considers socio-demographic factors, media consumption and lifestyles.

We will also use our own CRM data to track customers purchasing patterns and where they come from.

Finally, we will couple this data with the readily available national statistics which will give a clear picture of the changing population.

## Data Sources

### **Internal**

Mailing Lists

Audiences postcode data

Behavioural data

Research on audiences

Profiles

### **External**

National statistics

Mosaic/Acorn profiles

Arts Audiences: Insight

Research studies

## Targeting

After segmenting the market, we will use a differentiated targeting approach which will focus on a small number of well defined market segments, offering a defined marketing mix for each.

Traditionally the audience of the Market Hall has been heavily made up of senior citizens, who have supported the venue. With this in mind, during the 12 months of this plan we will concentrate our efforts on developing the markets which are most profitable and to whom we wish to raise our awareness with, this will include

- **Family and Community Focused**, 30's – 40's with family
- **Retired Arts and Crafts**, typically 60 plus and retired
- **Mature explorers**, aged 45-64

By offering our services to these target audiences we will establish improved brand awareness, leading to increased sales, larger member base and a stronger market position.

### Positioning

As revealed in the audit, the brand is known, but local residents are unaware of the range of traders or don't visit the Market Hall, it has also been perceived as offering lesser quality than its competitors, however improvements in the brand visually and improvements in programming and promotion are helping change this opinion and driving footfall.

In order to further develop the Market Hall as a shopping destination we will aim to improve the standard and range of traders to include traders with a unique offer, which will help drive footfall from the target audience.

We will build brand awareness amongst these target groups to strengthen our market position by utilising communication methods most accustomed to the target audience.

In order to develop our position in the market and to help us achieve our objectives, the venue will focus on developing the market for our existing product range, building relationships with new people, whilst remaining true to our existing audiences.

### **Marketing Mix**

*The Chartered Institute of Marketing says, 'successful marketing depends upon addressing a number of key issues. These include: what a company is going to produce, how much it is going to charge, how it is going to deliver its products or services to the customer, and how it is going to tell its customers about the products and services'.*

**Product** – The Market Hall has a series of key services that it will offer to the market place. These products are as follows,

- Permanent and temporary retail units
- Externally organised events venue
- Internally organised events venue receiving

**Price** – Pricing to the customer will be dependent upon the products and services offered by individual traders within the Market Hall. The Market Hall will however competitively price trading units and pop up units, in order to encourage local small businesses. All permanent stall holds will be entitled to a set promotional offer upon leasing any units in the Market Hall, allowing them to establish their business, whilst helping the Hall to attract new businesses, who otherwise could afford a shop on the high street or shopping centre.

This strategy will play an important role in how well utilised the Market Hall is from local residents, as without a vibrant range of traders, footfall will suffer. Attracting the correct type of trader will also play an influential role in how the venue is perceived; with this in mind numerous small businesses of the same type will be prevented from trading.

**Place** – People now more than ever expect to be able to find our services at the touch of a button, wherever their location. This is especially the case with ***Family and Community Focused, Retired Arts and Crafts*** and ***Mature explorers*** target groups. In order to reach these target audiences, the venue will use a range of communication channels to complement the services and the expectations of the target audience.

Embracing digital and online channels will have a number of positive effects on the perception of the venue, including

- Improved brand awareness through the viral nature of the internet
- Improved perception of our services
- Increased ‘reach’ to new audiences who spend more time online
- Reduction in the required staff recourse
- Reduction in spend on traditional marketing materials

Although the venue will embrace and harness new forms of online media, we will not alienate our existing core audience groups and will continue to communicate with them in their desired methods.

**Promotion** – Online and digital channels shall be used to complement the offline brand as well as complementing our services.

When advertising through any channel, it is important that the core values and image of our brand are clear to customers and potential customers.

The Brewhouse will embrace online digital marketing, using the following method to increase awareness to the target audiences:

- Website – This will be the first point of call for most potential customers and customers who are searching for our services. To ensure our site is performing as well as possible, and being placed at the top of Google and other search engine rankings we will
  - Make sure the website is optimised for end users and search engines
  - Keep website updated with the latest design trends and compatibility features.
  - Integrate the venue’s social media channels within the site.
  - Use the most relevant and up to date key word phrases
  - Make use of digital media such as video content
- Website Blog - By adding a blog to our website our site will become more search engine friendly, ensuring our brand is top of search engine results listings. It is also a

great way to provide information and inform our customers about our services and news/offers from traders. We will employ the following tactics

- Blog once a week to ensure our content stays fresh and will keep us at the forefront of search engine results, whilst not overstretching our resource.
- Ensure the blog appeals to the audience, with an opportunity for guests or users to blog on their experiences.
- Ensure the content and tone of voice is consistent with our brand image.
- Monitor referrals we get from our blog. This could be difficult to implement and monitor so it may be easier to monitor via website analytics.
- Encourage interaction from the blog via our social media channels.
  
- Partner Websites – Having information and links to our website on partner websites will help to drive traffic to our website and increase overall awareness. This will be done via
  - Selecting websites to ensure they drive traffic from our target audience
  - Ensure that we only use reputable partners' websites to avoid tarnishing our brand. Implementing this would be reliant on the partner adding this information to their site.
  
- Social Media - Social media has impacted the promotional mix, offering a platform to actively engage with potential customers like never before, acting almost of a secondary source of information for potential customers, linking the promotional elements back to our brand's message. Social media has also opened the door for content discussed or posted on these channels to be communicated worldwide in a very short space of time, with subjects started on social media often being picked up on other media sources. To improve awareness through Social Media we shall,
  - Plan our Social Media activity
  - Engage and interact with customers with the use of good content
  - Reply quickly to feedback and questions
  - Use videos - 68% of watchers will share videos.
  - Monitor what people are saying about the brand
  - Facebook display adverts and promoted Tweets will be used to raise awareness of the brand and our website. We will use valuable demographics and info graphics that enable messages to highly targeted audiences.
  
- E-Newsletters – These newsletters will be used to communicate with high volumes of customers in a time effective and cost effective way. As with all digital marketing the content of these newsletters will be key to their success. To also ensure maximum benefits from the emails, we will interact other forms of digital marketing into our e-newsletters, for example, featuring highlights from our website, blog or social media channels, this will not only make the e-newsletter interesting to read, but it will also help drive traffic to our other digital channels.
  
- Online Reviews – The Market Hall will actively encourage customers to give their opinions and share their experiences, to assist new customers when making their purchasing decisions. These reviews are also used by search engines as a

measurement of the organisation credibility. Online reviews are a powerful tool, which make a significant impact on our online brand. We will encourage reviews through

- Social Media, by having a review tab on Facebook and actively encouraging feedback
- Staff encouraging customers to share their opinions on Social Media or other review sites
- Adding a link from our website to a place customers can share their opinions.

**People** – To ensure the online brand is further enhanced when the customer first interacts with us, we will

- Keep all staff up to date with need to know information by improving internal communications.
- Market our services successfully internally to staff and stakeholders.
- Train all our staff on how to best maximise our Social Media channels.

The culture within the organisation must support the brand ethics, making our staff proud to speak about the Brewhouse. To achieve this we will regularly engage with staff members, whilst ensuring our internal communications keep staff aware of our business.

**Physical Evidence** – Our building will support our corporate identity as well supporting the online experience. The Market Hall will become the go to venue locally for those wanting to purchase goods or services provided by local businesses. The building will be a continuation of our brand and should communicate our brand ethics and values to our customers.

**Processes** – The Market Hall must try to ensure that all customers are given a consistent level of service, irrespective of when they visit us, or what service they are using. This is especially important in a service environment, as the success of our business and brand identity depends totally on the outcome of interactions customers have with our staff. Upon starting their career with us, staff will be given a full induction and training, which will include instilling our brand ethos.

### ***Budget and Resource***

The budget outlines what resource will be required to achieve our marketing objective over the next 12 month period. The budget although small, will help us to improve our online brand awareness and will give us information against which we can monitor and compare our results.

### ***Implementation***

Successfully implementing the plan will require the support and buy in of senior managers and front line staff members, without this the brand will fail to develop as anticipated.

The successful delivery of the plan will also require the marketing team to be clear in their role in driving the activities to meet our targets. The implementation plan will clearly define the objective, the action and who is responsible for the driving that area, making people accountable for specific action will help keep the plan on track and reduce the likelihood of failure. The full implementation plan can be found on the following pages.

**Control**

As the marketing plan develops over time, we will ensure there are controls in place which will be constantly analysed to indicate how the plan is performing. This will be done by setting a number of key performance indicators, which we can then use to make changes based on this analysis in relation to these controls.

Performance will be monitored against the following controls,

**Sales** – Monitor actual income levels across the facility, in comparison to income targets.

**Customer Feedback** – Ask customers how they found out about us, either in the form of surveys or via sign up application forms.

**Membership Base** – Track the increase in visits to specific activities from the target audience. For example the amount of people aged between 25-44 years who are using the facility.

**Social Media Followers** – How have followers or likes increased since the introduction of the plan, and is this increasing at the anticipated rate.

**Website Analytics** – How has our website performance increased with the introduction of the new promotional tactics?

Budget & Resource

The budget outlines what resource will be required to achieve our marketing objective over the next 12 month period.

**Total: £15,000**

**Group Marketing: £4,000**

**Specific Budget: £11,000**

| <i>Task</i>              | <i>Budget Per Month</i>                     | <i>Yearly Budget</i> |
|--------------------------|---|----------------------|
| Lead Generation          |   | £1,000.00            |
| Ongoing Advertising      |   | £3,000.00            |
| Campaigns                | Love your local market Christmas and Summer | £5,000.00            |
| Ongoing Design and Print |   | £2,000.00            |
| Group Marketing          |   | £4,000.00            |

|  |  | Expected Start:  | Component Lead:                       |
|--|--|--|---------------------------------------|
| <b>1. Achieve 80% occupancy levels for permanent shop units.</b>   |  | April 2016   | Corporate Marketing & Markets Officer |
| <b>Brief Description:</b><br>To improve and maintain a consistent level of permanent traders in the Market Hall, achieving above 80% occupancy levels throughout the year.   |  |  |                                       |
| <b>Tasks:</b>  |  | <b>Timescales:</b>   |                                       |
| <b>1. Develop Market Hall lettings and events brochure for mailing and website to showcase the Market Hall</b><br>i) Develop brochure, both printed and e-brochure<br>ii) Embed lead generation form and database into the website to improve lettings sales<br>iii) Distribute to local small businesses and start up businesses<br><b>2. Develop relationship with local business clubs/contacts</b><br>i) Research a list of local business clubs and their members<br>ii) Develop an offer for these groups to encourage them to become traders<br>iii) Sign up cards, website sign up, via box office, online booking, surveys, brochure, competitions<br>iv) Mailing to local estate agent database to small traders<br><b>3. Improve communications with and about traders and their businesses</b><br>i) Develop a process for effective two way communication, helping traders promote their businesses<br>ii) Develop a web page for each trader's business, including links to their social or website channels<br>iii) Establish ongoing and exit surveys for traders to provide formal feedback |  | April 2016<br>April 2016<br>April 2016<br>April 2016<br>Sept 2016 & Feb 2017<br>May 2016 & Jan 2017.<br>April 2015<br>June 2016<br>June 2016<br>September 2016 |                                       |
| <b>Key Outcomes &amp; Benefits:</b>  |  | <b>Key Milestones:</b>   |                                       |
| <ul style="list-style-type: none"> <li>• Achieve 80% occupancy level's across the year</li> <li>• Improved retention of traders</li> <li>• Improved income for ESBC</li> </ul>   |  |  |                                       |
| <b>Component Dependencies:</b>   |  |  |                                       |
| <b>Contribution to Corporate Objectives:</b>   |  |  |                                       |

|   |  | Expected Start:   | Component Lead:                       |
|---|--|---|---------------------------------------|
| <b>2. Improve month by month footfall by 10% on previous 12 months.</b>   |  | April 2016  | Corporate Marketing & Markets Officer |
| <b>Brief Description:</b><br>Improve month on month footfall by 10% each calendar month against the previous 12 month period.   |  |   |                                       |
| <b>Tasks:</b>   |  | <b>Timescales:</b>  |                                       |
| <b>1. Improve range of traders and the products/services they offer/provide</b><br>i) Improve lead generation and selection process of new businesses/trader<br>ii) Develop databases of leads and interested traders to follow up<br>iii) Work with local business clubs and other contacts to improve range of traders<br><b>2. Improve awareness of the market Hall and traders</b><br>i) Make improvements to traders' section of website with dedicated web page for each<br>ii) Develop improved events listings on the website<br>iii) Improve awareness and drive footfall to the Market Hall via working with third party events organisers<br>iv) Improve advertising to the target audiences in line with events and seasonal activity<br><b>3. Develop formal route to obtain and asses customer feedback/suggestions on a regular basis</b><br>i) Embed customer/user survey on website and social media to encourage feedback/suggestions<br>ii) Event follow up email to organisers with a feedback form |  | April 2016 - Ongoing<br>April 2016 - Ongoing<br>September 2016<br><br>June 2016<br>September 2016<br>April 2016 – Ongoing<br>April 2016 - Ongoing<br><br>June 2016 – Ongoing<br>June 2016 - Ongoing |                                       |
| <b>Key Outcomes &amp; Benefits:</b>   |  | <b>Key Milestones:</b>  |                                       |
| <ul style="list-style-type: none"> <li>Improved attendances by 10% over previous 12 months</li> <li>Additional understanding of customer wants and needs</li> </ul>   |  |   |                                       |
| <b>Component Dependencies:</b>  |  |   |                                       |
| <b>Contribution to Corporate Objectives:</b>  |  |   |                                       |

|   |  | Expected Start:   | Component Lead:                       |
|---|--|---|---------------------------------------|
| <b>3. Improve brand awareness by 25% on previous 12 months</b>  |  | April 2016  | Corporate Marketing & Markets Officer |
| <b>Brief Description:</b><br>Improve awareness of the Market Hall, its traders and the events from the target audiences.  |  |   |                                       |
| <b>Tasks:</b>   |  | <b>Timescales:</b>  |                                       |
| <b>1. Improve website to be more comprehensive and engaging</b><br>i) Develop a web page for each trader and their business<br>ii) Improve events listing web page<br>iii) Develop traders blog which will sit on the site<br><b>2. Improve Use of Digital to attract new customers and support traders</b><br>i) Adopt ESBC social media strategy<br>ii) Develop specific databases from leads generated or previous customers/traders<br>iii) Improve range of information from traders on e-newsletters<br>iv) Series of You Tube videos about trader businesses<br>v) Shoot promo video of the Market Hall for YouTube<br><b>3. Run campaigns at specific times of the year</b><br>i) Christmas 2016 including Christmas Lights, Christmas Market, Craft Market, Christmas Farmers Market<br>ii) Easter 2016 as part of the Children's Festival |  | June 2016<br>September 2016<br>June 2016<br><br>June 2016 – Ongoing<br>April 2016<br>April 2016 – Ongoing<br>September 2016<br>September 2016<br><br>April 2016 – Ongoing<br>April 2016 - Ongoing |                                       |
| <b>Key Outcomes &amp; Benefits:</b>   |  | <b>Key Milestones:</b>  |                                       |
|   |  |   |                                       |
| <b>Component Dependencies:</b>  |  |   |                                       |
| <b>Contribution to Corporate Objectives:</b>  |  |   |                                       |

|   |  | Expected Start:                                     | Component Lead:                     |
|---|--|---|-------------------------------------|
| <b>4. Increase number of commercial events taking place in the Market Hall to a total of 15</b>   |  | April 2016  | Marketing Officer/Customer Services |
| <b>Brief Description:</b><br>Use ESBC and external events to improve awareness and footfall into the Market Hall.   |  |   |                                     |
| <b>Tasks:</b>   |  | <b>Timescales:</b>                                  |                                     |
| <b>1. Advertise the Market Hall to external companies as a space for events and functions</b><br>i) Improve awareness and drive footfall to the Market Hall via working with third party events organisers<br>ii) Develop a database of contacts and mail/email/telephone with a letting/events brochure<br><b>2. Develop seasonal events programme for ESBC events</b><br>i) Outline times of the year for ESBC events, achieving 15 amount in 12 months |  | April 2016 – Ongoing<br>June 2016<br><br>April 2016 |                                     |
| <b>Key Outcomes &amp; Benefits:</b>   |  | <b>Key Milestones:</b>                              |                                     |
|   |  |   |                                     |
| <b>Component Dependencies:</b>  |  |   |                                     |
| <b>Contribution to Corporate Objectives:</b>  |  |   |                                     |



## **Further information**

If you want to know more about this strategy or want to know more about any of the ways that you can contribute to its success, please contact us.

Alternative formats of this publication are available on request. Please contact us to discuss an appropriate format.

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