

# Mount Eliza Chamber of Commerce

## Business Plan

Mount Eliza  
Vic 3930

March 2012.

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## **1. INTRODUCTION**

### **1.1 Background**

This Business Plan has been prepared to identify marketing opportunities for the Mt Eliza Chamber of Commerce in the Village of Mt Eliza.

It has been developed by the management committee of Mt Eliza Chamber of Commerce with input sought from all of the business stakeholders in the Village.

The past eight years has seen initiatives established to brand Mt Eliza including advertising, marketing activities and events funded through the Special Charge Scheme. This fund of money has also allowed the employment of a part time marketing coordinator to drive the projects. The current Special Charge Scheme expires in June 2012 and the Chamber has written this plan to show how the past scheme has been evaluated and to show what is hoped to be achieved in the next seven year period.

As a voluntary body the Chamber of Commerce has no other income stream and the plan can only be undertaken through the continuation of the Special Charge Scheme which will provide the funds to implement proposed marketing and promotion of Mt Eliza. This fund also enables the chamber to lever additional funds for specific projects from sponsors, local authority and government grants.

### **1.2 Purpose of Business Plan**

A business plan provides an agreed direction for the activities of the Mt Eliza Chamber of Commerce, to ensure the management committee can focus its time and energy on the issues that it needs to address in order to achieve the vision for the centre.

This plan sets out a program for the next seven years focusing on Marketing and Promotions, Environment and Amenity and Township Management.

Actions that have been identified will be subject to an annual review.

The plan will be submitted for consideration by Mornington Peninsula Shire (MPSC) and will form part of the basis for Council's consideration of the renewal of a special charge for the marketing and management of the centre.

### **1.3 Process**

Mt Eliza Chamber of Commerce has employed an independent consultant, Maznic, to visit the individual businesses for face to face discussions, also the businesses were provided with a written feedback survey and were invited to attend an open workshop in November 2011. The detailed analysis of this consultation is attached as a separate document.

The Chamber of Commerce committee members and the Marketing Coordinator have also visited business owners and had direct discussions with them to gain opinions on what has been achieved to date and to generate ideas for the years

ahead. The accumulated feedback and analysis has formed the basis of this business plan.

#### 1.4 Committee

The Mt Eliza Chamber of Commerce Committee consists of the following members:

Ian Wigg (Mt Eliza Deli)	Co-President
Trish Stamp (Travel Scene)	Co-President
Hans Went (Canadian Bay travel)	Secretary
Gina Tzimas (ANZ)	Treasurer
Farid Madkour(Gouzlan Jewellery)	Committee
Kerrie Duffy (Ambience)	Committee
Lynne Heggie (Hunter & Minx)	Committee
Gail Terrill (Novel Exchange)	Committee
Carol Dante (Neo Classic)	Committee
Maxine Drury (Asnew Boutique)	Committee

The role of the Mt Eliza Chamber of Commerce will be to initiate and coordinate the marketing and promotional activities and provide a conduit for networking, business development and local business support.

## 2. MT ELIZA PROFILE

### 2.1 Overview

Mt Eliza is a triangular shaped centre with businesses outlets along Mt Eliza Way, Canadian Bay Road and Ranelagh Drive. The township experience services the daily and weekly shopping requirements of the local residential community. Its tree lined streetscape creates a unique village ambience and a café culture that offers a sophisticated level of retail and professional services. The Village attracts on a regular basis not only the local resident but also those from adjoining suburbs who enjoy the quiet environment and quality retail offering.

### 2.2 Amenities

It is a growing suburb which continues to attract a broad range of age groups from young families to retirees. There are a number of highly respected private and government schools in the area at both primary and secondary levels which has resulted in the continuing popularity of the area for young families. There is also supportive infrastructure of child care facilities, maternal health facilities and the weekly visit of the mobile library.

The planning by laws relating to the protection of large block size ensures the character of the area remains intact. The historical Ranelagh Estate, designed by Walter Burley Griffiths in 1924 is a distinctive and protected area of housing

built around unique community reserves and land designated for sports. Once these sub divisions were the choice of Melbourne families for holiday homes, but now in demand as permanent housing.

### 2.3 Transport

Mt Eliza is located off Nepean Highway and is within easy access of Moorooduc Highway for access by car. There is a regular bus service that comes through the Village on route between Frankston and Mornington.

## 3. MARKET ANALYSIS

### 3.1 Recent Retailing Trends

Melbourne is the strip shopping capital of Australia and it has been estimated that

- 44% of all retail employment; and
- 47% of household expenditure

takes place in strip shopping centres.

Over the last two decades however, the importance of these strip centres declined as many new freestanding centres were built. The development of these "hardtop" shopping centres throughout Australia has followed American trends.

The success of the hardtops can largely be attributed to single ownership and a centralised management model which has allowed for a planned business mix, professional presentation, co-ordinated marketing and promotion together with the provision of ample car parking and general centre amenities such as toilet facilities and "baby change" areas.

In recent years Governments in the USA, Canada, UK, New Zealand and Australia have recognised the important contribution of strip shopping centres to the economic, cultural, social and environmental aspects of community life and introduced programs to assist them compete with the hardtops by adopting a similar "centre management" approach. Many Local Governments have facilitated the employment of centre managers funded by special rate and charge schemes. A survey of local government conducted by Community Business Centres Victoria in 2007 and identified 68 such schemes across the State involving some 15,178 businesses and raising about \$6.9million annually.

Ongoing social changes particularly in household size, structure and lifestyle continue to influence retail trends in Australia. Of particular relevance to Mt Eliza Village are:

- Real growth in lifestyle purchases – homewares, furniture and furnishings and garden equipment and furniture

- Significant real declines in clothing and footwear purchases
- The rise of a café culture
- Maintenance of a strong trend to fast food purchases and dining out
- Increasing emphasis on fresh food purchases
- Increased demand for allied health services

An analysis of the current retail mix in Mt Eliza Village demonstrates clearly a very pro-active response to these trends.

In a society where retail offerings via franchises and freestanding centres follow a generic format many shoppers are increasingly becoming disillusioned with offerings in the “hardtops”. Retail strips have a substantial competitive advantage on this front. Consumers want individual attention and to visit unique shops with specialty offerings.

Expectations of strip shopping centres are high. Presentation, value, quality, variety, amenity and opening hours are all vital ingredients. In this environment the successful strip shopping centres are those with traders who develop a sound understanding of their customer base as well as providing individual attention and high quality service

### **3.2 Competitors**

The closest competitors are Mornington and Frankston. Mornington offers a greater mix of strip shopping, hard top and bulky goods centres with Frankston offering the chain store/franchise options, particularly in the Bayside Shopping Complex and the new bulky goods Power Centre.

### **3.3 Customer Profile**

Figures have been taken from the Census of 2006. In June when the 2011 Census figures become available, this data will be updated.

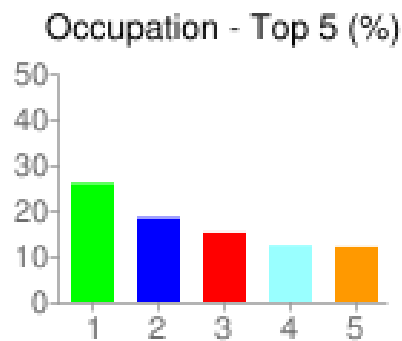
Analysis of the age demographic in Mt Eliza demonstrates that the majority of the population fall in the 25 – 54 years category but also a significant percentage falling in the 65 years and over age bracket. This over 65 group figure is consistent with all the rest of the Mornington Peninsula. This age group generally have less need for bulky goods and a greater desire to spend money on travel and on allied health services.

<b>AGE</b>	Selected Region % of total persons in Region		Australia % of total persons in Australia	
Age groups:				
0-4 years	823	4.9%	1,260,405	6.3%
5-14 years	2,503	15.0%	2,676,807	13.5%
15-24 years	2,173	13.0%	2,704,276	13.6%
25-54 years	6,047	36.2%	8,376,751	42.2%
55-64 years	2,442	14.6%	2,192,675	11.0%
65 years and over	2,723	16.3%	2,644,374	13.3%
Median age of persons	43	-	37	-

Analysis of occupation indicates a high proportion of business professionals and managers in the area consistent with a high socio economic demographic.

#### Occupation - Top 5 (%)

1. Professionals (26.02%)
2. Managers (18.36%)
3. Clerical & administrative workers (15.04%)
4. Sales workers (12.42%)
5. Technicians & trades workers (11.94%)



Analysis of dwelling type indicates a very high number of home owners.

#### Type of Dwelling - Top 3

Separate house	5316
Semi-detached, row or terrace house, townhouse etc. with One storey	265

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Flat, unit or apartment In a one or two storey block	54
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**Nature of Property Occupancy**

Fully Owned	2575
Being Purchased	2406
Rented	528
Other	164

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**INCOME (Population aged 15 years and over)**

Selected Region

Australia

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[Median individual income \(\\$/weekly\)](#)

552

-

466

-

[Median household income \(\\$/weekly\)](#)

1,381

-

1,027

-

[Median family income \(\\$/weekly\)](#)

1,596

-

1,171

-

The higher than average income of local residents makes it essential that the Mt Eliza village can attract and retain the custom of local residents. This can only be achieved by the implementation of the business plan. Increased competition from all areas makes it essential for the village to have a consistent and viable marketing and promotions plan for the continued success of the village and its businesses.

#### 4. STRATEGY

##### 4.1 Strengths, Weaknesses, Opportunities and Threats

As part of a workshop held with the consultant a SWOT analysis was undertaken with outcomes shown in the table below:

To set the framework for the analysis the group first discussed the reasons why people (both residents and visitors) come to Mount Eliza. The following (in no particular order) were agreed as the main attractions for the area:

Social	Cafes	Health Services	Dining
Banking	Ambience	Retail/Shopping	

The following were identified as the Village strengths, weaknesses, Opportunities and Threats.

<i>STRENGTHS</i>	<i>WEAKNESSES</i>
Village charm/feel	Lack of Parking issues
Quality of businesses	Unfinished streetscape – creates a ‘forgotten end’ feeling among traders
Independent retailers	Village Green is a wasted space and is rarely used
Village perceived to be “upmarket”	Limited men’s retail
Shopper demographic (high disposable income)	Very old Public Toilets
Farmers Market	Lack of attractions for tourists
The Mt Eliza Mini Magazine	Limited shops open on Sundays
Customer Service/Friendly Service	Supermarkets are ‘tired’
The tree lined streetscape	Limited through traffic from Nepean Hwy
The relationships that have been developed between the Chamber of Commerce and the Rotary and Lions Clubs	Limited directional signage on Mooroduc Hwy
The community spirit that has been developed between business owners	

<i>OPPORTUNITIES</i>	<i>THREATS</i>
<p>More flag poles on Nepean Hwy</p> <p>School links could be strengthened</p> <p>Village website could be updated</p> <p>Establish more promotional events ie Seasonal promotions and encourage increased opening hours</p> <p>Introduce some street Christmas decorations</p> <p>Promote Mt Eliza to a wider audience</p> <p>Evolve the Christmas Fair</p> <p>Improve amenity of Village green</p> <p>Advocate for streetscape to be completed</p> <p>Advocate for additional Parking including more formalised parking adjoining John Butler Reserve</p> <p>Introduce Educational Speakers to help grow businesses</p> <p>Introduce Mentoring Program for business owners</p> <p>Bulk Purchasing Schemes for businesses to reduce overheads</p> <p>Increase the links between the Farmers Market and the permanent traders</p> <p>Introduce some community art into the Village</p> <p>Create some recognition for good business practices ie an Awards Program</p>	<p>Mornington as a shopping destination</p> <p>Closure of independent retail shops and being replaced by the professional service industry ie Real Estate , Hair/ Beauty, Health professionals</p> <p>Professional service businesses don't create active street frontage due to limited customer visits per day.</p> <p>Issues with limited parking frustrate and deter shoppers</p>

#### 4.2 Key Opportunities

The analysis shows that all the opportunities rely on the continuing work of the Chamber of Commerce and its ability to represent local businesses, invest dollars in marketing activities, stimulate business development through education of business owners, create cooperative promotions and advocate to the relevant authority on common issues.

## 5. EVALUATION OF KEY PROJECTS TO DATE.

Evaluation has been carried out by the committee by

- carrying out surveys
- discussion with the stake holders
- foot counts at events.
- The Chambers Village specific advertising initiative “Mt Eliza Mini mag” is still successful 7 years since its inception. Initially issued four times a year it has now been increased to five. It’s a forum for local businesses to promote themselves but also contains community stories and is read and enjoyed as a community newsletter. The distribution was originally 7000 and has gradually increased to 20,000 to include South Frankston, parts of Mornington and also now café drops in SE City suburbs. The Chamber contributes towards this increased print and distribution. There are no issues filling this advertising space.
- The Farmers Market now approaching its second birthday is one of only a few markets in Victoria that are fully accredited with Victorian Farmers Market Association. It is booked to capacity each month (with a waiting list) and includes 40 stalls, family entertainment and has an attendance of between 1500 – 2500 people. These attendees are not only from Mt Eliza but surveys show that people travel up to a 30km radius to attend. This brings a stream of visitors into the Village to the benefit of businesses open that day and it also showcases the Village to these visitors. The market is now fully self funding, after initially receiving grants toward start up costs and specific items of infrastructure, and this includes the costs of the part time market coordinator. The market runs in partnership with both the Rotary Club and Lions Clubs and both of these organisations get a share of the gate donations monthly, which means that through these two groups that over \$20,000 gets reinvested back into the local community each year. It is hoped that soon the market will be in a position to make payments into the Chambers account.
- The Christmas Fair has run both on a Friday evening and more recently on a Saturday afternoon. It includes 80 + craft and food stalls, family entertainment and a Carol Service. It has an attendance of close to 5000 people. Again surveys have shown that whilst the majority of attendees are locals, there are also many visitors from adjoining suburbs.
- The successful leverage of additional funds into Chamber projects and therefore into the Village, through Council grants, business sponsorship and government grants. In the past 8 years an additional approximate \$150,000 has been brought to the town in this way. The Chamber will continue to generate additional contributions to projects in this way.

- The Village Voice Newsletter, which is hand delivered into every business in the Village, maintains good communication and connections between the Chamber of Commerce and the Chambers stakeholders.
- The Chamber website, mtelizavillage, has been effective in offering an information board for local event sand as an online business directory. Google analytics have shown that 'visitors' area regular few hundred per week. The site is presently down while the new look site is being built.
- The introduction of the wrought iron street furniture and gateway signage, together with the flag poles has created a point of difference for the Village and is recognised by the community as an important element of our brand.

## 6. THE FORWARD PLAN

### 6.1 Revenue

The anticipated revenue will be mainly derived through the Special Promotional Charge administered by the Mornington Peninsula Shire Council. In the first year this levy should generate approximately \$51,000 and will increase by CPI in each of the following 6 years. This will generate in the region of \$370,000 over the 7 year period.

Additional revenue will be raised through local, State and Federal government grants and business sponsorships for specific events or publications. However it is generally difficult or impossible to request such funding unless it can be shown that the Chamber already has the 'start up' funds.

### 6.2 Projects

- Continue to employ a part time Marketing Coordinator/Centre Manager to organize the projects, liaise with the businesses and source additional funding. This person will be an essential link in planning and organising the marketing and promotions and will be critical to developing and maintaining relationships with the business and property owners.
- Sustain and grow the monthly Farmers Market
- Develop the Annual Christmas Fair
- Maintain the contribution towards distribution of the Mt Eliza Mini Magazine and development of other branded advertising in relevant publications
- Maintain and further develop the Mt Eliza Village website, growing the customer data base and sending out e-newsletters to local residents or

other interested visitors with news directly from the stakeholders in the Village

- Maintain and manage the themed flags in the Village and on Nepean Hwy to assist in the branding of the village.
- Develop themed promotions to attract consumers to the village. Food Festivals, Spring Fashion or Bridal events will be designed each year to create recognisable regular events
- Establish regular networking events for members with keynote speakers on business topics such as employment law, online marketing, financial control and other subjects useful to small businesses
- Establish a Business Awards Program in partnership with the Rotary Club, to encourage and recognize business excellence. This establishes a recognition process for local businesses and their employees and creates a platform for celebrating success both individually and collectively. There will a selection of categories to involve all business types from Retail through Service Providers to Professional Services.
- Create and distribute Welcome Packs for new residents using the local real estate agents and accommodation providers
- Maintain and further develop relationships with various Council departments, local police and local schools.

### 6.3 Projects - Years 1 & 2 2012/13

After extensive consultation and analysis of feedback derived from face to face discussion, workshops and surveys, the Chamber of Commerce has decided on the following project plan.

In the first year the Chamber hopes to generate approximately **\$51,000** from the special charge. This would be allocated approximately as follows:

Project – Year 1	Spend
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Administration and labour costs including the hire of a Marketing Coordinator contractor and all associated overhead costs necessary to manage the programme	\$25,800
Networking Events, Business Development and Biennial Business Award programs	\$3,600
Advertising, Distribution, Website Management and Promotional Materials.	\$6,000
Village branding with new themed flags every 4 months	\$3,600
Promotion and development of the Mt Eliza Christmas Fair	\$4,000
Themed promotions relating to food, fashion and beauty	\$8,000
<b>Total</b>	<b>\$51,000</b>

<b>Project – Year 2</b>	<b>Spend</b>
Administration and labour costs including the hire of a Marketing Coordinator contractor and all associated overhead costs necessary to manage the programme	\$26,000
Networking Events, Business Development programs	\$2,000
Advertising, Distribution, Website Management and Promotional Materials.	\$6,000
Village branding with new themed flags	\$3,600
Christmas Fair	\$4,000
Introduction of Community Art	\$6,000
Themed promotions	\$4,930
<b>Total (inc CPI Increase – Approx 3%)</b>	<b>\$52,530</b>

The intention is that following years will follow a similar pattern that will be decided after an annual evaluation review of the performance of the projects and strategies.

In addition to the income generated by the special charge, the Chamber will attempt to use this income to lever additional funds and contributions towards projects from grants and business sponsorships.

It is also expected that the Farmers Market will soon be in a position to generate some funds to return to the Chamber account.

## 7. IMPLEMENTATION

The implementation of this Business Plan is dependent on the introduction of an ongoing funding source through a Separate Charge Scheme administered by MPS.

Funds raised by the Special Charge Scheme will be managed by the Mt Eliza Chamber of Commerce in accordance with a management agreement between the Mornington Peninsula Shire Council and the Chamber. The management committee of the Mt Eliza Chamber of Commerce will then be responsible for overseeing the implementation of the actions identified in this business plan with support from a Marketing & Business Development Coordinator who will be employed on a part time basis.

All business owners and operators will have the opportunity to be actively involved in this process. This will be achieved by:

- Annual elections to the committee at the Annual General Meeting each year which will include an evaluation of annual projects
- Involvement in sub committees established to work on specific projects
- An open invitation to attend the committee meetings which will be held on a regular monthly basis.
- Distribution of a regular updates in the form of a newsletter or e-mail.

The Chamber of Commerce formally requests the support of Council to re new the Special Charge Scheme.