

The Smart Community Management Manual

Chapter 43 - 3.11d) Retail / Services



Email info@etownz.com for queries or visit us at www.etownz.ie

Introduction

eTownz has partnered with a number of highly respected research organisations in Ireland and the EU on research projects in the community development and health spaces over the past eight years. The Smart & Engaged Community Management framework was formed based on this research and the guidance of Dr. Maura Farrell of NUIG and Dr. Maura Adshead of UL.

The framework is designed so that it can be applied to any community and under any thematic area of community development. This manual is created using the dynamic “eTownz Knowledge Hub” database which is continually updated with new project ideas and other useful information. If you would like to contribute new ideas please contact us on info@etownz.com. This manual can be used as a standalone document or used along with eTownz Community Management Portal.

Who is involved and what is the structure?



Coordination Team

The Coordination Team facilitates coordination and knowledge sharing between different Town Teams. Highly committed Stakeholders experienced in community development are strongly encouraged to join the Coordination Team. Town Teams should retain independence and responsibility for their own areas.



Town Teams

Town Teams are inclusive smart local teams focused on specific aspects of local development. Town Teams link like minded people together to develop and implement solutions to community problems.



Stakeholders

A stakeholder can be a business, club, public service provider or interested local people. A stakeholder may represent one or more of these interests. All the stakeholders are invited to join a community council.

Core Town Teams x4

Members are invited to form Town Teams related to each of the four main community development Pillars. These are:

1. Health, Recreation & Quality of Life



2. Environment & Sustainability



3. Business & Employment



4. Infrastructure, Planning & Governance



Every participating community should aim to have, at minimum 3 to 6 people on each of the four, top-level Town teams.

Town Teams

Specialist Town Teams are invited to form teams related to specific areas under the four main Pillars. Members of the council are invited to join the Town teams that are relevant to them.

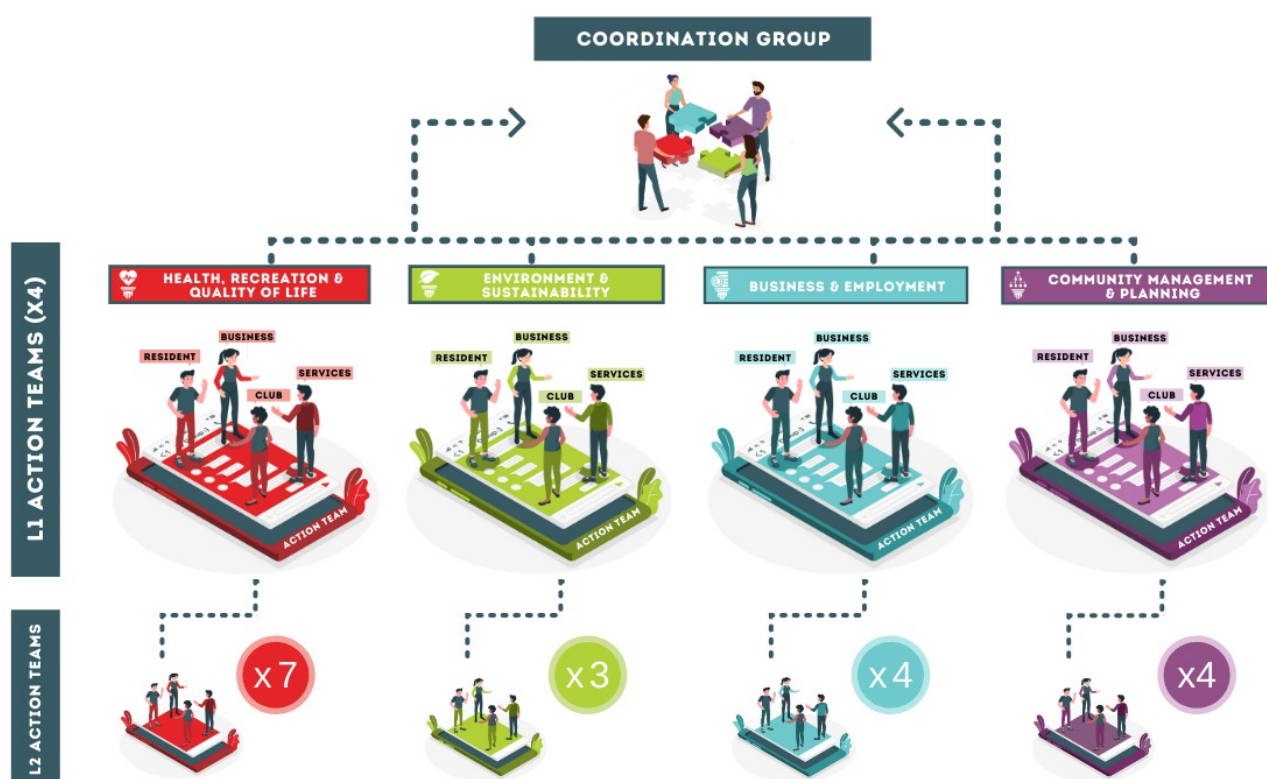
Members of the action team follow the structured format of the smart community framework. They decide their work schedule as a team, creating and implementing local action plans together.

How to use this manual to build a local action team?

The Coordination Team will introduce like-minded stakeholders who wish to form Town teams. The action team then follows a 5-step format illustrated below to compile a “Smart Community Action Plan” for their team. The then follows a 5-step format illustrated below to compile a “Smart Community Action Plan” for their team. The plans can be updated internally throughout the year.

Town teams are invited to submit their plan for the coming 12 months annually. This will be integrated into the overall community plan for the year, compiled before the community AGM.

The AGM helps align the various Town teams and encourage cross-community collaboration on implementation of the plan for the year.



Step 1: Stakeholder Review

The table below can be used by your team to help identify the stakeholders related to this theme. The stakeholders should be invited to provide their ideas, opinions and to join the local action team to help collaborate on initiatives.

Actions





















- Manage a register of local assets
- Survey local opinions/ideas
- Recruit & engage local action team











































Outcomes





















- Top down understanding of local stakeholders
- Bottom up understanding stakeholder perspectives
- Expand team, increase ambitions, plan succession





	Title	Type	#	Comment
	Alternative Medicine (S498)	Business		
	Antiques Retailer (S607)	Business		
	Arts & Crafts Retailers (S608)	Business		
	Bakery (S428)	Business		

	Bike Rental Shop (S763)	Business		
	Bike Rentals (S573)	Business		
	Bike Sales Shop (S767)	Business		
	Bike Shops (S609)	Business		
	Bookmakers (S534)	Business		
	Bookstore (S611)	Business		
	Bridal Wear Retailer (S612)	Business		
	Butchers (S430)	Business		
	Cafes (S604)	Business		
	Cake Shop (S431)	Business		
	Car Boot / Second Hand Market (S34)	Business		
	Car Dealerships (S35)	Business		
	Car Wash (S525)	Business		
	Cards & Gift Shops (S613)	Business		
	Charity Shop (S44)	Business		
	Chemists (S45)	Business		
	Clothing Retailers (S615)	Business		
	Computer Services & Repair (S548)	Business		
	Computers Retailers (S616)	Business		
	Convenience Stores (S434)	Business		

	Cosmetics & Beauty Retailers (S617)	Business		
	Costumes & Formal Wear (S409)	Business		
	Day Spas (S447)	Business		
	Delis (S436)	Business		
	Department Stores (S618)	Business		
	Dry Cleaning & Laundry (S460)	Business		
	Eyewear Retailers (S619)	Business		
	Farmers Market (S437)	Business		
	Fashion Store (S554)	Business		
	Florists (S621)	Business		
	Framing Company (S622)	Business		
	Fruits & Vegetables Retailer (S438)	Business		
	Furniture Stores (S623)	Business		
	General Retailers (S624)	Business		
	Gourmet Shop (S439)	Business		
	Hairdressers (S449)	Business		
	Hardware Stores (S625)	Business		
	Health Markets (S440)	Business		
	Hobby Shops (S626)	Business		
	Home Decor Retailers (S627)	Business		

	Home Entertainment Retailers (S628)	Business		
	Household Appliances Retailers (S629)	Business		
	Ice Cream Job (S441)	Business		
	Jewellery & Watch Retailers (S630)	Business		
	Juice Bars (S442)	Business		
	Kitchen & Bath Retailers (S631)	Business		
	Lingerie Retailers (S633)	Business		
	Locksmiths (S699)	Business		
	Massage Parlour (S451)	Business		
	Maternity Retailers (S635)	Business		
	Mobile Phones Retailers (S636)	Business		
	Movies & Video Game Rental (S637)	Business		
	Mufflers & Exhaust Systems Company (S527)	Business		
	Musical Instruments Retailers (S639)	Business		
	Nail Salon (S445)	Business		
	Newsagents (S640)	Business		
	Nurseries & Gardening Retailers (S641)	Business		
	Office Equipment Retailers (S642)	Business		
	Organic Shops (S166)	Business		
	Outdoor Furniture (S643)	Business		





	Outdoor Gear Retailers (S643)	Business		
	Photography Stores (S644)	Business		
	Promotional Product Supplier (S645)	Business		
	Pub (S184)	Business		
	Pubs & Bar (S400)	Business		
	Shoe Stores (S646)	Business		
	Shopping Centres (S647)	Business		
	Souvenir Shops (S215)	Business		
	Sporting Goods Retailers (S648)	Business		
	Stationery Retailers (S649)	Business		
	Supermarket & Grocery Stores (S427)	Business		
	Supermarkets (S226)	Business		
	Tobacco Shop (S651)	Business		
	Toys & Computer Games Retailer (S652)	Business		
	Used Goods Retailers (S653)	Business		
	Used, Vintage & Consignment Clothing Retailers (S654)	Business		
	Wholesalers (S655)	Business		
	Career Guidance Officer (S37)	Public Service		
	Local Enterprise Office (S148)	Public Service		
	Babies & Toddler (S830)	Individual		

	Business Owner (S834)	Individual		
	University Student (S845)	Individual		
	Visitors National (S841)	Individual		
	Visitors Regional (S840)	Individual		

Step 2: Asset Review

Use the table below to help build the record list of assets in your area. Use the eTownz portal or a spreadsheet to register your local assets, discuss conditions and how the assets can be better utilised in the community.



	Title	#	Comments
	Aquaculture Sites (A848)		
	ATM (A12)		
	Car Park (A36)		
	CCTV Cameras (A40)		
	Farmers Market (A89)		
	Garage (A98)		
	Gym (A107)		
	Petrol Station (A172)		



Post Office [\(A397\)](#)



Shopping Centres [\(A210\)](#)



Tourist Attractions [\(A727\)](#)

Step 3: Goals & Metrics Review

Understanding the goal for each action team and attributing relevant metrics is a key part of the Smart Community Management Framework. Below we provide suggested goals and metrics. Please use these as a support to define goals and metrics that work for your community. In the plan, the action team should define how often the goals are to be reviewed and how often the metrics collected.

a Agree suitable goals & metrics

b Coordinate data collection

c Compare & analyse performance to help plan



Goals & Metrics Review



a Helps focus local action teams

b Leverage data for better decision making

c Compare project outputs to planned goals

Title	How is this data collected	Comment	<input checked="" type="checkbox"/>
What are the footfall numbers in key locations in community centre (M100)	Electronic counters located at key locations Regular Footfall surveys		<input type="checkbox"/>
Number of business involved in night-time economy (M101)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).		<input type="checkbox"/>
Number of jobs supported by night-time economy (M102)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).		<input type="checkbox"/>
Number of retails businesses in the community (M103)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).		<input type="checkbox"/>
Number of business owners in night-time economy interested in forming group to develop opportunities (M104)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).		<input type="checkbox"/>

Number of vacant units to let, lease or sell within the community (M105)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).	<input type="checkbox"/>
Number or type of retail business development courses available within the community (M106)	Through feedback from relevant members of the community (via surveys, interviews or other feedback mechanisms).	<input type="checkbox"/>

	Title	Summary	<input checked="" type="checkbox"/>	Comment
	Team Building, Management & Metrics - (G128)	Initiate & develop a local team who can coordinate activities related to this theme. Support the team in gaining a greater understanding of local challenges, opportunities and help them formulate a detailed and achievable micro plan for the future. The town team can be small or large and determine its own level of activity. The team may take on its own projects or simply meet occasionally to help coordinate activity among related groups. The team can be comprised of local residents, businesses, club or public service representatives. The team structure can be simple to start with and can decide how often they should meet (e.g. weekly/monthly/quarterly) as they see fit. The team should focus initially on improving the overall understanding of where the challenges and opportunities lie and then help coordinate activities and related projects. There is also a wide variety of supports available and the team can help ensure the community can take advantage of these supports when they become available.	<input type="checkbox"/>	
	Awareness, Understanding & Skills - (G129)	Retail in Ireland employs over 275,000 people, which accounts for almost 15% of the total jobs in Ireland. Retail accounts for over 10% of Ireland's GDP - a total of some €16 billion. Local SME are often the key focus and stability of any community or town, no matter how large or small. Although retail sales in Ireland declined by over 25% since their peak in 2008, with the sectors experiencing the largest declines over this period include Furniture and Lighting (-55%); Motor Trades (-50%); Hardware (-	<input type="checkbox"/>	

39%) and Electrical Goods (-38%). Nonetheless, most recent figures suggest that there are some improvement within the retails sector (Retail Ireland, IBEC).

Increasing footfall is a proven method of stimulating activity in the local retail economy. There a range of innovative solution to attract more people to the local shopping streets promoting local initiatives and local business in tandem. *****

Encourage Diverse Local Retail Sector Encourage a diverse and complimentary range of retailers in the community which support the local community. Retail businesses rely on each other to draw people into the community to shop. When people decide to visit their community to shop (opposed to shopping online) they are often looking for a wide range of services including hair and beauty services, retail shop coffee shops and bar. Gain an understanding of the diversity of retail outlets in the community, identify where there are needs and invite local entrepreneurs to take the opportunity or failing that, invite outside investor to the community by illustrating the opportunity.



Preserve, Support & Develop - (G130)

Step 4: Project Register & Planning

The action team should begin this section by taking consideration of the projects undertaken in the past 2 years, the currently active projects as well as project ideas for the future. Use the eTownz portal to conduct an online discussion on this topic. We also provide a suggested format for huddles related to this.





Goal: Team Building, Management & Metrics - (G128)

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Related Project Ideas	Rate	Comments
Local Retail SWOT Analysis (P76): Carry out an audit or SWOT analysis of local retail business to ascertain the 'gaps' in the market.		
Retailers in Vacant Properties (P78): Ascertain the level of vacant premises within the community that could be used for retail business.		
Increase Retail Representation (P750): Types of retailers in centre (goods/services, independents/multiples etc.)		
Establish Vacancy Rates (P756): Unoccupied/non-rented rental units, expressed as a percentage of the number of shops in the town		
Area Development Strategies (P759): Come up with ways of redeveloping existing retail centres eg pedestrianization, new shopping centre etc		
Improve Range/Quality of Goods (P761): Range (wide vs narrow) of retail goods on the high street and the overall perceived quality of them		
Collaborate with Local Retailers (P762): Work together with various stakeholders from different sectors for physical, commercial and general improvement of the High Street/Centre		
Develop A Centre Management Team (P764): Develop a centre management team that controls,		

coordinations, gives guidance regarding centre's activities and of its tenants/retailers		
Investigate Barriers To Entry (P765): Find out the obstacles that make it difficult for interested retailers to enter the centre		
Introduce Retail Planning Policy (P767): National policy, principles and guidelines for town centres that local councils are encouraged to comply with.		
Opportunities To Experiment (P779): Links to opportunities for innovativeness and new ideas that can improve the high street offer		

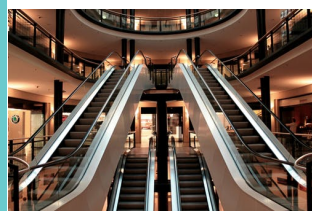


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Related Project Ideas	Rate	Comments
Establish Marketing Baselines (P207): A baseline is the attributed value of everything outside of the marketing campaign being measured – or in simpler terms, what would have happened anyway. (Case Study: 60) Baseline studies		
Develop Local Currency Within Business Groups (P231): Business groups in many communities across the world have developed a local currency which works alongside the normal national currency. There are a variety of benefits including promotion of local business and the initiative also encourages money to be recirculated in the local economy more. https://www.youtube.com/watch?v=_Q9rwwTHzXk (Case Study: 48) Complimentary Currencies in France (Case Study: 261) The Brixton Pound		
Co-operative shop/cafe (P387):		

A local run and staff shop and cafe that caters for the needs of the local people. It can sell locally produced foods.		
(Case Study: 118) Loughmore Co-operative Shop and Tea Rooms		
Direct Marketing (P627): Information and promotion activities on direct marketing by the Slovak National Rural Network.		
(Case Study: 329) "Selling from the yard" in Slovakia		
Improve Footfall Local Business (P748):		
(Case Study: 497) Promotional planning in UK regional shopping centres: an exploratory study		
Business Accessibility (P749): Ensure your business is accessible by a variety of transport modes (walking, bike, car, bus etc.)		
Provide Retailer Offer (P757): Retailer representation, large/small, specialist/generalist, high service/no-frills		
Supermarket Impact Survey (P758): Carry out a survey focusing on the impact of supermarket development on small retailers and the High Street		
Accessible & Reliable Public Transport (P763): Range of fixed route modes of public transportation to and from the High Street		



Goal: Preserve, Support & Develop - (G130)

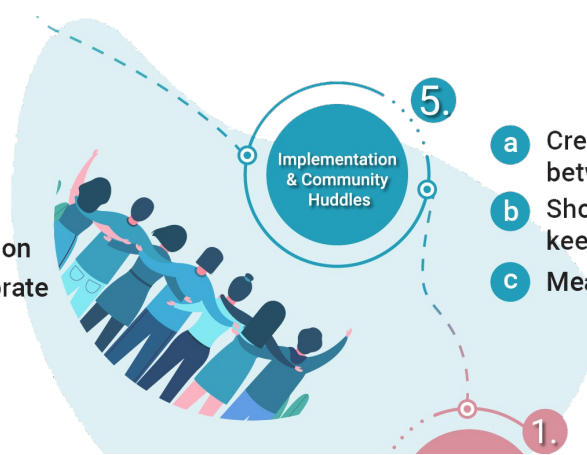
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Related Project Ideas	Rate	Comments
Retail Investment Strategy (P208): A strategy to encourage more retailers to come to the area. This may involve showcasing the potential of the locality. (Case Study: 59) Shop Local First		
Promote Local Food (P547): Food producers and providers used funds to promote local food through short supply chains via a coordinated system of local and online outlets across an area larger than the Netherlands. (Case Study: 317) Put Aragon on Your Table		
Local SM Profile (Business) (P678): Businesses should use social media platforms to promote, market, and even make sales of a product. The creation of a community profile will help with marketing and engagement around a product or campaign. People will always want to connect with brands they can relate with and that represent their ideals.		
Introduce E-Retail (P760): Introduce the sale of goods and services through the internet		
Customer/Catchment Views and Behaviour (P768): The perceptions of the centre held by the customers/catchment and use of the centre by customers/catchment		

Step 5: Community Huddles & Implementation

Community Huddles cover a variety of different meetings types that take place throughout the year. This includes remote meetings, project planning or project implementation meetings. We provide a suggested one hour format for the main meeting types to help make best use of people's time.

- a Organise an annual public "Community Huddle",
- b Team agree huddle plans, coordination and implementation
- c Present individual plan & celebrate



- a Creates meaningful engagement between local Teams
- b Short, actionable recurring meeting keep teams on track
- c Measures success/progress

Supporting Research

Here we provide links to related research papers which your local action team may find useful.

Title	Comments
<p>Resilience, fragility, and adaptation Click Here</p> <p>At a time of increasing government concern with the economic health of UK town centres and high streets, and with an independent inquiry (led by Mary Portas) on Revitalising the High Street to report by the end of 2011, this paper seeks to make four contributions. Although conventionally portrayed as polar opposites within popular debate in terms of attempts to protect and/or enhance the vitality and viability of town centres and high streets, our analysis suggests that this may not be the case. Indeed, the retail centres in our sample which proved most resilient to the shock wave of global economic crisis were characterised by both diversity and corporate-food-store entry.</p>	
<p>Local Authority Response to Retail Change – the Case for Town Centre Management Click Here</p>	
<p>The retail development process: Location, property and planning Click Here</p> <p>Through a critical review of economic base theory, it is argued in this paper that the ability of locally-oriented activities to prevent income from leaking out of an area can be seen as as important to local economic development as the external income-generating function of outward-oriented industries. Given this, consumer-service activities are posited to contribute to the development of a local economy not only in the much neglected role of basic activities which attract external income but also in the nonbasic locally-oriented role of curbing the seepage of income out of an area. With use of a case study of the East Anglian Fens rural economy, the extent to which the consumer-service sector fulfils these functions in practice is investigated, revealing the positive role of these services in local economic development both as generators of external income and as leakage preventers.</p>	
<p>Retailer adoption of the internet– implications for retail marketing Click Here</p> <p>To date, most of the commentary on the impact of the Internet on retail marketing has been anecdotal, offering exaggerated speculative forecasts of its future potential. One view contends that the Internet will become a major new retail format, replacing the traditional dominance of fixed location stores. Seeks to redress the balance by presenting a comprehensive and rigorous review of UK retailer Internet activities.</p>	
<p>Place Marketing and Urban Retail Agglomerations: an examination of shoppers place attractiveness perceptions</p>	

[Click Here](#)

This study approaches the perceptions of shoppers towards urban retail agglomerations from the perspective of place marketing. Acknowledging that place marketers need to be mindful of how place users can be best fulfilled this research conceptualises the agglomeration as a place marketing site.

The impact of the parking situation in shopping centres on store choice behaviour [Click Here](#)

The article discusses the effects of changing the parking situation in the surrounding of shopping centres on consumers store choice behaviour. To get insight into these effects a hierarchical logit model of parking lot and store choice behaviour is estimated and validated.