



Mount Waverley
Traders Association
Inc (A0113236N)
Business Plan
2022 – 2027

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Introduction

Purpose

Mount Waverley Village is a unique and diverse shopping strip, featuring well-established traders alongside newer arrivals in an attractive, historic setting. The purpose of the business plan is to outline the five-year Strategic Business Plan for the Mount Waverley Traders Association (MWTA).

In July 2021, the City of Monash committed to funding a marketing coordinator to work with the association to support the committee of the MWTA, the businesses in the Mt Waverley Precinct and council in proposing the introduction of a Special Marketing Rate Program for the precinct. Such Marketing Rate Programs are in place in many of the traditional “High Streets” and “Villages” across Melbourne. The continuation of this rate is very important to the ongoing marketing of our street, especially after covid lockdown restrictions and with locals exploring their community again.

The Plan has been prepared after consultation with businesses within the Association, the current committee and City of Monash, with assistance from Vela Stambolziev of Engaging Social Media who prepared the business plan and is the coordinator of the Mt Waverley Traders Association.

Mt Waverley Traders Association

The trader’s association is an incorporated body representing owners and business operators of approximately 204 properties. The MWTA operates through an association committee and a marketing coordinator. The MWTA’s primary purpose is to design and implement a marketing and promotional plan for the benefit of our business. The association serves as a collective voice for businesses to lobby Council and Government for improvements in the appearance and operation of the village.

Mission Statement

A Vision for the Future

To provide the local community with a safe, attractive and vibrant shopping and business experience in a friendly environment with quality goods and services.

Benefits and What will be achieved through the introduction of a Special Marketing Rate Program for Mt Waverley

- Ongoing marketing, branding and promotion of the precinct
- Effective communication with all businesses
- Advocacy and a collective voice to all levels of government
- Online presence for Mt Waverley with an active website and social media platforms
- Promotions and events within the precinct
- Professional development seminars
- Regular ongoing communication with local businesses through coordinator visits, email communication and trader catch ups

Overview

Profile of Mt Waverley

Mount Waverley is a suburb in Melbourne, Victoria, Australia, south-east of Melbourne's central business district. It is a highly accessible suburb, connected to its surrounds via the freeway and public transport networks. It is 16 km from Melbourne at its closest point. Mount Waverley railway station, located in the main shopping precinct, is located 17.8 km from Flinders Street railway station. Mount Waverley is bounded by Highbury Road in the north, Blackburn Road in the east, Ferntree Gully Road in the south, and Huntingdale Road in the west.

Its local government area is the City of Monash.

At the 2021 census, Mt Waverley had a population of 36,010. Mt Waverley is an increasingly multicultural location with residents of Chinese ancestry accounting for 22.3% of residents in 2016, compared to 21.4% and 18.1% of residents who identified as being of English or Australian ancestry.

The Mt Waverley Village is highly valued by the locals and the wider Monash community and recognised for its unique, open air, village atmosphere and its role as a destination for local, convenience shopping. Visitors have access to a range of specialty shops and retailers, and local businesses and services.

Mt Waverley Village Map & Boundary

The MWTA is restricted to a geographical area. The map on the left outlines the boundaries of the properties included in the association.

The association is managed by the Mt Waverley Traders Association. This Committee is assisted by a professional marketing and management company (Engaging Social Media).

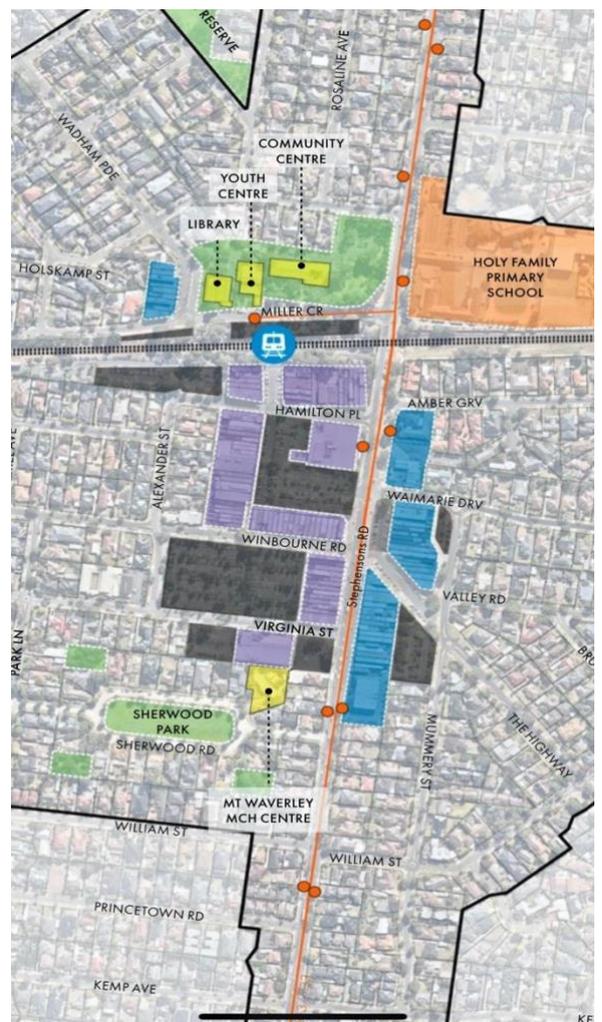
The Committee works closely with the City of Monash to create an even safer, more attractive and fun place to visit.

Mt Waverley proposed rateable area

Stephensons Road, The Highway,

Wadham Parade

Winbourne Road, Hamilton Place, Hamilton Walk, Virginia Street,



Our achievements so far

Through the establishment of a Special Marketing Rate Program our association's goals include:

- Engagement of a marketing coordinator to work on a part time basis for the association
- Professional management of the association, meeting of all statutory obligations
- Organisation of calendar events and promotions
- Support for businesses through provision of government information and support opportunities
- Management of website which is fully responsive for mobile and tablet devices meaning it will be easy for customers to use on the street to find trader's details on the go.
- Set up and post regularly on our social media platforms
- 'Thanks for shopping local' campaign is running on social media.
- Purchased shopping bags with branded Mt Waverley 3149 logo for customers
- Taking part in Main Street Week. Shopping bags will be handed out to traders to give to customers as part of Main Street week and 'thanks for shopping local'
- Support individual traders with setting up their social media.
- Maintaining a database of all businesses
- Monthly e-newsletter sent to traders re: out update, what's happening at the village and any council messages.
- Collaboration with the City of Monash on Economic Development and events
- Collaboration with all levels of government
- Applications for Grants and sponsorships
- Easter Activation. Voucher for 2 free hot cross buns given out if customers spent \$15 or more at participating traders' stores. We worked with Baker's delight.
- Collaborated with Council to promote and take part in 'Mini Makers & Creators activation
- Collaborated with council to promote and take part in 'Pups on Winbourne' - Our trader & member of association - League of Pets donated a prize with over \$250 which was drawn on Instagram. This was our first activation, which was free for the association.
- Paid for a photographer to take photos of all shops in the village. These photos will be used for our promotions and emailed to all traders for them to use.

What will the continuation of the Program achieve?

The MWTA's special rate program has been instrumental in raising awareness of Mt Waverley village and has provided significant benefits not only for our business operators but also for the community as a whole. It's clear that we need to continue this program going forward, along with opportunities for comment and communication.

- Ongoing marketing and promotion of the village
- Ongoing branding and positioning of the village
- Effective communication with all businesses
- A strong voice to the City of Monash Council to address issues such as car parking, safety and lighting
- A strong voice to the State and Federal Governments to advocate issues of importance to retailers
- Continuation of the presence in local residents' minds of Mt Waverley as a preferred place to shop with an aim to lessen the impact of other nearby centres
- Start of networking and special information events for businesses to meet and greet.

Marketing and Business Development

It is proposed that the Mt Waverley Traders Association will use the funds raised through the Special Marketing Rate Program for marketing of Mt Waverley as a destination of choice for residents of Mt Waverley, the City of Monash and beyond.

The Marketing Plan for our association is designed to promote Mt Waverley businesses and to provide opportunities for them to participate in collective promotion. The association intends to provide Mt Waverley business with networking opportunities, assist in professional development along with a strong level of business support. We will support the City of Monash in making our businesses aware of the ongoing opportunities of training, support and promotion provided by Council. The association offers individual businesses a variety of opportunities to improve their business. These range from targeted advice for individual businesses to subsidising training in cooperation with Council.

Survey Results

As part of establishing support for the Special Marketing Rate Program for Mt Waverley, our association engaged Peter McNabb from Peter McNabb and Associates to visit all our businesses to explain the proposed program and to confirm their support. Our committee have also spent a substantial amount of time speaking with businesses in the precinct regarding the program and the benefits of collective marketing and support. The City of Monash have contributed assistance in translating our marketing brochure into simplified Chinese ensuring that the considerable number of native Chinese within our precinct were easily able to understand the intent of the program.

SWOT Analysis

Strengths

- Great customer experience
- Friendly business owners and know their customers
- Established business owners
- The access to the village is excellent due to Mt Waverley railway station, buses, good car parking.
- Relatively low vacancy rate
- The village has several strong anchors in Woolworths, IGA, major banks and Petrol Station.
- Strong day and night-time economy
- The village has a vibrant café and restaurant culture which is a drawcard for the local community.
- There is a proactive committee dedicated to the positive development of the precinct through the Special Marketing Rate Program.

Weaknesses

- Business survival and recovery from the impact of COVID
- Developing a collective view among diverse businesses in the centre
- Developing stronger communication and working relationships among businesses
- In several areas, there is insufficient lighting.
- In some places the street and buildings look old and tired.

Opportunities

- Collaborative innovative marketing driven by the association will help drive customers to Mt Waverley.
- The association will create opportunities for Mt Waverley businesses to work together (B2B)
- The association will have a dedicated coordinator offering support and communication to all businesses.
- Changing demographics provide opportunities to extend the retail offer and hence the image of the centre through wider Melbourne.
- Leverage from the Council based aviation's and monthly market stalls.

Threats

- Ongoing struggles for businesses in a post covid-19 world.
- The reduction in the variety in the retail offer can be a threat to the overall attractiveness of the village.
- Lack of support and engagement from village traders
- Lack of digital literacy from the traders.

Marketing Strategies

These include:

- Ongoing branding of our established Mt Waverley logo
- Retail highlights such as Christmas, Easter, Mother's and Father's Day, Lunar New Year
- Dining Promotion
- Local Area Marketing
- Professional Development/Business Networking
- Website and social media
- Events
- Branded Shopping Bags

Background

The proposed Mt Waverley Precinct will cover over 140+ properties. Businesses in the rateable area include retailers, hospitality, service businesses and professional services. Each will contribute to the program through the Special Marketing Rate Program that will be administered by the City of Monash and included on the rates notice to the property owners. In many cases, this charge is passed on as part the outgoings in the lease agreement to the tenant. It is proposed that ground floor properties will pay an annual fee of \$520 whilst first floor businesses will contribute \$260.

The Mt Waverley Traders Association administers the Special Marketing Rate Program under Council guidelines and with Council support. The Association is required to submit a Marketing Plan to council, to review the plan annually and to report to council on a half yearly basis against the business plan.

The key objectives of the program are:

- Support businesses with more communication, information and assistance
- New branding, website and social media
- Raise the profile of all businesses through innovative and effective marketing activities such as shop local campaigns that will have a positive effect on increasing business sales.
- Annual promotional events
- Advocacy for ongoing streetscape improvements to lift the image/profile of the centre
- To monitor and report progress back to council on a half yearly basis
- To foster affective relationships between all stakeholders including all levels of government and the community.
- Support local businesses and attract a good business mix
- Create a safe, pleasant, ambiance and attractive shopping and dining precinct
- Be a place to enjoy all year round

Professional Development/Business Networking

Objective To provide opportunities for Mt Waverley Businesses to attend professional development seminars funded by our association. These are aimed to aid business education and will include subject such as social media, merchandising, google my business, use of LinkedIn.

Strategy To invite businesses in Mt Waverley to attend events put on by our association in local Mt Waverley hospitality businesses. Events will provide business networking opportunities and build B2B relationships.

Dining Promotion

Objective To encourage customers to dine in Mt Waverley all year long.

Strategy A website/digital marketing campaign advertising dining options in Mt Waverley. Work closely with traders to develop seasonal dining options like Winter Wonderland, spring fling and summer. This will be supported by a regular competition giving away dining vouchers to Mt Waverley restaurants and cafes. To enter, people will join/follow @mtwaverley3149 on social media and on our website

Easter

Objective To create a family orientated Easter promotion in the village for customers purchasing their Easter supplies and support traders.

Strategy Voucher for 2 free hot cross buns from Baker's Delight given out if customers spent \$15 or more at participating traders' stores. To develop further an Easter website/digital marketing campaign to encourage people to use join/follow Mt Waverley on social media. We will also reach out to all bakeries to be part of this promotion.

Father's Day & Mother's Day

Objective To encourage people to come to Mt Waverley Village to celebrate Father's Day &/or Mother's Day and to make Dad & Mum feel special.

Strategy A special website/digital marketing campaign to encourage people to use Mt Waverley website and join/follow Mt Waverley on social media. This will then allow the customer database to be developed further for the Committee to use to promote events and their businesses.

Christmas

Objective The objective of the Christmas promotions is to create an active and fun atmosphere to attract families to join in the spirit of Christmas at Mt Waverley. It is also to encourage customers to stay, to shop and eat while they soak up the entertainment and atmosphere of the village.

Strategy Develop Christmas Fun Day with activities for the whole centre for the community to enjoy. Develop a website/digital marketing campaign to encourage people to use the Carnegie website and join/follow Mt Waverley on social media. This will then allow the customer database to be developed further for Mt Waverley Committee to use to promote events and their businesses.

Lunar New Year

Objective To create an active and fun atmosphere to celebrate the Asian restaurants and culture of the local community.

Strategy Create a traditional Lunar New Year event for the whole family to attract people to Mt Waverley businesses.

Social Media and Website

Objective To build on the profile of our socials through additional content from Mt Waverley Traders to increase the number of followers who will turn into customers and loyal supporters of our village.

Strategy Encourage Mt Waverley businesses to have active FB and Instagram pages and to offer support and education to set these up and maintain them.

Mt Waverley Shopping Bags

Objective To produce and distribute to retailers Mt Waverley branded shopping bags for businesses to give to their customer for free.

Strategy To encourage customers to use the shopping bags when shopping increasing our brand awareness and creating a sense of loyalty to the Mt Waverley precinct. The shopping bags were designed in Melbourne and printed locally within the City of Monash.

Community

Objective To engage with local Mt Waverley stakeholders to encourage loyalty and share support for the community. This includes collaborating with council with their activations.

Strategy To support local organisation through encouraging them to engage with our association, following them on social media, advertising their events and facilitating introductions to traders.

Communication

Internal

To establish an accurate database of all businesses in the Mt Waverley precinct and regularly update this. Communication needs to be via email, phone calls, texts and coordinator face to face visits. The committee may also look to have set open committee meetings for businesses to attend and contribute to.

External

To continue to develop engaging social media content. Continue to develop engaging, relevant and promotional marketing content, entertainment and event. Set up quarterly (or as needed) communication to our customer database via Mailchimp, regular eNews to market the precinct, feature businesses, promote new businesses and communicate about what is coming up in Mt Waverley.

The association will continue to be open to new ways of communicating with businesses and customers.

Working with Stakeholders

The Mt Waverley Traders Association actively seeks to work and collaborate with community stakeholders to keep our businesses informed of what is happening in the area, to advocate on behalf of the Mt Waverley Traders and to support other community organisations.

Stakeholders our association is keen to collaborate include the City of Monash, Mt Waverley Library, Monash Chinese New Year Committee.

Administration and Implementation

Administration and implementation of the Mt Waverley Traders Association and the proposed Special Marketing Rate Program requires an experienced coordinator. It is estimated that the coordinator will work approx. 1 days or 8 hours per week. The role of the coordinator is to implements the annual business plan, be the conduit between the traders, the committee, Monash Council and other stakeholders. The coordinator is responsible for the day to day running of the association including social media and website management, administration, reporting, accounting and supporting the committee. The coordinator is an independent contractor and engaged by the association but is not an employee of the association.

Financial Strategies

Special Marketing Rate Program

The Special Marketing Rate Program is a necessary requirement for the Association to be able to funds its marketing plan and implement its goals. The rate is administered by the City of Monash upon submission of set reports to council against the marketing plan. Only upon submission of these reports will subsequent funds be released to the association.

Government Grants

The Mt Waverley Traders Association will actively seek additional funding for specific purposes and projects through Local, State and Federal Governments grants for activities or infrastructure that would benefit the village. When a suitable opportunity has been identified, the Association will apply for such grants and if successful, will execute the project and meet the requirements of the grant.

Measurement and Review

It is important that the outcomes of the plan are measured and that there are processes in place to gather information and data.

Below is a list of key indicators that will be used to measure the outcomes:

- Number of signed up members of the Mt Waverley Traders Association
- Attendance at Events
- Number of opens of our emailed Trader Bulletins/Newsletters
- Number of followers on our social media platforms
- Increases in foot traffic
- Decreased in vacancies in the precinct
- Business responses/involvement to marketing campaigns

Budget

The proposed budget is broken down as follows:

Ground Floor Business - \$520 annually (approx. 148 properties) **First floor businesses - \$260 annually** (approx. fifty-six properties)

Expenditure (expressed as a percentage of income)

Annual Budget funded by the Special Charge

Marketing

Branding through new logo, website and business directory	\$	6,000
Marketing through social media, gift cards, competitions, etc.	\$	15,000
Annual in-centre promotional activities	\$	15,000

Business Development

Business information, training & networking programs	\$	5,000
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Management and Communication

Part time centre co-ordinator	\$	25,000
Communication via emails and newsletters	\$	4,000
Financial & other administration	\$	2,200

Total	\$	72,200
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