



Glen Waverley Traders Association Inc. (A0025871F)
Business and Marketing Plan 2022 – 2027



CONTENTS	PAGE
Introduction	3
Benefits of a Special Rate Marketing Program	3
What will be achieved through the introduction of a Special Marketing Rate Program for Glen Waverley	3
Marketing Strategies	4
Background	4
Mission Statement	4
Glen Waverley Traders Association Inc.	5
Glen Waverley proposed rateable area	5
What will the program achieve?	6
Profile of Glen Waverley	6
Marketing and Business Development	7
Survey Results	7
SWOT Analysis	7
SWOT Analysis continued	8
Marketing Strategies	8-10
Communication	11
Working with stakeholders	11
Administration and Implementation	11
Financial Strategies	11
Measurement and Review	12
Budget	12

INTRODUCTION

The Glen Waverley Traders Association has been an Incorporated Association for over 20 years. An active group, the association has been driven by a volunteer group of traders from the Kingsway and Glen Waverley precinct. In recent years, the association has been funded through voluntary contributions from businesses allowing for some initial activations by the association such as the extraordinarily successful Glen Waverley tree lights. In July 2021, the City of Monash committed to funding a Marketing Co-ordinator to work with the association to support the committee of the Glen Waverley Traders Association, the businesses in the Glen 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” across Melbourne.

Benefits of a Special Marketing Rate Program

Through collective collaboration, trader’s associations can advocate, market and support the local business and property owners within their precinct. Through the establishment of a Special Marketing Rate Program, commercial properties pay a levy, and the funds are used to promote and develop local trade. Approximately 10% of all main streets in Melbourne have such a scheme, raising around \$14.2m of funds in 2019-20 and generating about \$140m in economic activity. These schemes are effective ways to increase main street turnover, improve public safety and even increase property values. While introducing schemes into new areas can be politically difficult, once implemented, schemes appear to be recognised by traders as providing value. This is suggested by the fact that 75% of schemes have been rolled over for 20+ years. Once the schemes are in place, they are here to stay. The Special Marketing Rate Program in Glen Waverley is set to raise approx 100K to market Glen Waverley and support the initiatives of the Glen Waverley Traders Association.

What will be achieved through the introduction of a Special Marketing Rate Program for Glen Waverley

- Ongoing marketing, branding and promotion of the precinct
- Effective communication with all businesses
- Advocacy and a collective voice to all levels of government
- Business support
- Online presence for Glen Waverley with an active website and social media platforms
- Promotions and events within the precinct
- Professional development seminars
- Graffiti removal from all commercial properties
- Regular ongoing communication with local businesses through co-ordinator visits, email communication, WhatsApp Groups and trader catch ups

Marketing Strategies

These include:

- Ongoing branding of our established GWAV3150 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
- Representation on the Suburban Rail Loop Glen Waverley Precinct Reference Group
- Ongoing Tree Lights in Glen Waverley rolled out throughout the precinct
- Graffiti Removal
- Branded Shopping Bags

Background

The proposed Glen Waverley Precinct will cover over 200+ properties in this proposed program. 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 \$500 whilst first floor businesses will contribute \$250.

The Glen 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:

- To implement the agreed business plan for Glen Waverley
- To monitor and report progress back to council on a half yearly basis
- To initiate physical improvements to the centre such as parking, amenity and cleanliness
- To foster affective relationships between all stakeholders including all levels of government, the Suburban Rail Loop and the community

Mission Statement

Promote and market the Kingsway Glen Waverley precinct as a convenient essential provider of goods and services to the community, a location of choice for dining offering a wide selection of international cuisines; serviced by great public transport options and good parking, offering a safe, pleasant, friendly environment for shopping, business, leisure and entertainment purposes.

The Glen Waverley Traders Association Inc.

The Glen Waverley Traders Association that has been a registered association since September 1992. The association represents all business and property owners in the Glen Waverley Precinct geographical area boarded by the boundaries of Springvale Road to the East; Bogong Ave to the South; Myrtle St to the west and O'Sullivan St to the North. The area currently comprises approximately 200+ properties. The association is managed by a committee of volunteer business operators and supported by a part time employed co-ordinator who's role is to action the initiative of the committee. The committee members volunteer their time and are elected annually at the Annual General Meeting.

The Association role is to manage the funds administered through council and implement the annual Marketing Plan with the ability to adapt and grow in response to changes in the market. The association will collaborate with major stakeholders within our precinct including the City of Monash whose offices are to the south of our precinct and Century City Walk which is part of our precinct. Importantly, our centre is part of the upcoming major works on the Suburban Rail Loop with an additional station being built in the coming years in Glen Waverley.

Glen Waverley proposed rateable area

Springvale Road to the East; Bogong Ave to the South; Myrtle St to the West and O'Sullivan Rd to the North.



What will the program achieve?

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

- Engagement of a Marketing Co-ordinator to work on a part time basis for the association
- Regular Accounting and Reporting
- Professional management of the association, meeting of all statutory obligations
- Organisation of calendar events and promotions
- Glen Waverley Tree Lights
- Regular Trader Bulletins to all businesses
- Support for businesses through provision of government information and support opportunities
- Management of www.gwav3150.com.au and all social media platforms
- Maintaining a database of all businesses
- Collaboration with the City of Monash on Economic Development and events
- Collaboration with all levels of government
- A voice for Glen Waverley through participation in the Suburban Rail Loop Reference Group
- Stronger connection with Monash and Glen Waverley Community Groups
- Applications for Grants and sponsorships
- Business networking events
- Branded shopping bags for retailers
- Graffiti removal
- Advertising

Profile of Glen Waverley

Glen Waverley 3150 is a suburb in Melbourne, Victoria, Australia, 19 km east of the Melbourne CBD, within the local government area of the City of Monash. One of the largest suburbs in Melbourne by land area, Glen Waverley is bounded by the Dandenong Creek to the east, Waverley Road and View Mount Road to the south-east, Ferntree Gully Road to the south, Blackburn Road to the west and Highbury Road to the north.

The main street of Glen Waverley is Kingsway and nearby streets are surrounded by retail and dining. There are also many professional services businesses within the Glen Waverley Precinct. Century City Walk is located in Kingsway and houses Strike Bowling Bar, a Village Cinema and supporting hospitality businesses. Hotel accommodation also abuts the Glen Waverley shopping precinct including Novotel Glen Waverley, Hotel Ibis and Waverley International Hotel. The City of Monash offices are located to the south of the centre along with Glen Waverley Library. In recent years, Kingsway has developed into a vibrant dining and entertainment area, with strong Asian influences.

To the north of the precinct, The Glen is a hard top shopping centre housing three supermarkets a David Jones Store and Target along with some 250 retail, food and service tenants. The centre boasts undercover car parking and is open for extended hours.

In the 2016 Census, there were 40,327 people living in Glen Waverley. 30.9% of people were born in Australia. The next most common countries or regions of birth were China 15.5%, India 9.4%, Malaysia 5.5%, Sri Lanka 9.3% and Hong Kong SAR 2.4%. 40.5% of people spoke only English at home. Other languages spoken at home included Mandarin 19.3%, Cantonese 8.5%, Sinhalese 7.8%, Tamil 7.8% and Hindi 2.3%. The most common responses for religion were No Religion 32.3%, Catholic 24.3%, Buddhism 10.0% and Hinduism 7.8%.

Marketing and Business Development

It is proposed that the Glen Waverley Traders Association will use the funds raised through the Special Marketing Rate Program for marketing of Glen Waverley as a destination of choice for residents of Glen Waverley, the City of Monash and beyond. Whilst the Glen Waverley precinct boast retail, food, all services and cafes, the dining and entertainment options in Glen Waverley create a strong night-time economy which attract patrons from further afield. Whilst the centre current has a good amount off car parking, our association continues to work with council in assuring this is maintained and increased in the future. Serviced by strong public transport options, Glen Waverley is easily accessible by bus and train. The Suburban Rail Loop is earmarked to become part of Glen Waverley in the future and the association is already a key stakeholder in discussions with the Suburban Rail Loop Authority about the impact of the project and the future look of Glen Waverley.

The Marketing Plan for our Association is designed to promote Glen Waverley businesses and to provide opportunities for them to participate in collective promotion. The Association intends to provide Glen 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.

Survey Results

As part of establishing support for the Special Marketing Rate Program for Glen Waverley, our association engaged Peter McNabb and Associates to visit all our businesses to explain about the proposed program and to confirm their support. Our committee has 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 Mandarin ensuring that the considerable number of native Chinese within our precinct were easily able to understand the intent of the program.

SWOT Analysis

Strengths

- The access to the centre is excellent due to Glen Waverley railway station, buses, good car parking.
- Relatively low vacancy rate
- Staunch support from the Glen Waverley community
- Strong day and night-time economy
- The Centre is supported by several significant stake holders including the City of Monash offices, Glen Waverley Library, Century City Walk, accommodation including the Ibis, Novotel and Waverley International, The Glen Shopping Centre.
- There is a proactive committee dedicated to the positive development of the precinct through the Special Marketing Rate Program.

Weaknesses

- The changes posed by the upcoming Suburban Rail Loop Station for Glen Waverley including acquisition of car parks, building of new station, interruptions to traffic flow.
- Potential future car parking issues for customers, owners and staff.

Opportunities

- Once finished, the new Suburban Rail Loop and Glen Waverley Station will ensure a much larger business hub in Glen Waverley.
- Collaborative innovative marketing driven by the association will help drive customers to Glen Waverley.
- The association will create opportunities for Glen Waverley businesses to work together (B2B)
- The association will have a dedicated co-ordinator offering support and communication to all businesses.
- Installation of security cameras through a Federal Government Grant will improve the perception of safety of the precinct
- Changing demographics provide opportunities to extend the retail offer and hence the image of the centre through wider Melbourne.

Threats

- The main competition to the Glen Waverley Precinct is on our doorstep. The Glen is a major regional shopping centre.
- The disruption caused by the upcoming Suburban Rail Loop line and station works.
- Ongoing struggles for businesses in a post covid-19 world.

Marketing Strategies

The Marketing Strategies of the Centre have been focusing on the following principal areas:

- Creation of specific events and promotions to stimulate and raise awareness of the Glen Waverley Precinct
- Raising the profile of all businesses through innovative and effective marketing activities
- Creative of a safe, pleasant, ambience and attractive shopping and dining precinct

1. Suburban Rail Loop and new Glen Waverley Train Station

Planning is currently underway for the new Suburban Rail loop and the new second Glen Waverley Station. Works will take many years and will have a significant impact on the Glen Waverley precinct through the building and construction phase due to the acquisition of land, reduction in car parking, closure of roads and access, construction vehicles and resulting noise, dust and pollution. The Station will have a hugely positive effect on Glen Waverley once completed, but our association will need to actively participate and advocate for Glen Waverley and the businesses we represent through the project. The Committee and the Co-ordinator will be working with the Suburban Rail Loop to support all businesses during this development phase.

Objective

The objective is to assist traders with the expected disruptions and road and station closures during this time.

Strategy

To run a shop and dine local campaign for Glen Waverley ensuring customers continue to shop and dine in the precinct through the construction and disruption of the Suburban Rail Loop. We will work with SRL to secure financial support during this time.

2. Dining Promotion

Objective

To encourage customers to dine in Glen Waverley and to increase the association's database.

Strategy

A website/digital marketing campaign advertising dining options in Glen Waverley. This will be supported by a regular competition giving away dining vouchers to Glen Waverley restaurants and cafes. To enter, people will join/follow @GWAV3150 on social media and sign up for our newsletter on our website – increasing our database.

3. Local Area Marketing

Objective

To market GWAV3150 and the Glen Waverley precinct as a shopping and dining area of choice for residents.

Strategy

Deliver branded postcards to the surrounding area promoting Glen Waverley. These may be broken down into retail, dining, professional services.

4. Professional Development/Business Networking

Objective

To provide opportunities for Glen 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, use of LinkedIn.

Strategy

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

5. Social Media and Website

Objective

To build on the profile of @gwav3150 through additional content from Glen Waverley Traders to increase the number of followers.

Strategy

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

6. Events

Objective

To hold events (or support other Glen Waverley stakeholders in holding events) to encourage the local community to celebrate, shop and dine in Glen Waverley.

Strategy

To celebrate occasions such as Easter, Mother's and Father's Day, Christmas and Chinese New Year through engage performers, supporting events and creating reasons to come to Glen Waverley.

7. Glen Waverley Lights

Objective

To beautify the Glen Waverley precinct with lights in the trees creating an ambient look and feel at night-time.

Strategy

To maintain the existing lights and increase the coverage of lights in trees throughout the Glen Waverley precinct.

8. Cinema Advertising

Objective

To advertise dining and shopping in the Glen Waverley precinct to cinema patrons at Village Century City Walk.

Strategy

To run an advertising campaign at Century City Walk Village cinemas.

9. Graffiti Removal

Objective

To keep Glen Waverley graffiti free increasing the perception of safety in the area and creating an ambient community feel.

Strategy

To remove graffiti from all commercial properties and association members free of charge through a matched funding agreement with the City of Monash.

10. GWAV3150 Shopping Bags

Objective

To produce and distribute to retailers GWAV3150 branded shopping bags for businesses to give to their customer for free.

Strategy

To encourage customers to use GWAV3150 shopping bags when shopping increasing our brand awareness and creating a sense of loyalty to the Glen Waverley precinct.

11. Community

Objective

To engage with local Glen Waverley stakeholders to encourage loyalty and share support for the community.

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 Glen Waverley precinct and regularly update this. Communication needs to be via email, WhatsApp Groups, Phone calls, texts and co-ordinator face to face visits. The committee may also look to have set open committee meetings for businesses to attend and contribute to.

External

Quarterly 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 Glen Waverley.

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

Working with Stakeholders

The Glen 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 Glen Waverley Traders and to support other community organisations. Stakeholders our association is keen to collaborate include the City of Monash, Glen Waverley Library, The Glen, Glen Waverley High School, Century City Walk, Novotel Glen Waverley, Ibis Hotel, Waverley International Hotel, VIC Track, Metro Trains, Suburban Rail Loop, Monash Chinese New Year Committee.

Administration and Implementation

Administration and implementation of the Glen Waverley Traders Association and the proposed Special Marketing Rate Program requires an experienced Co-ordinator. It is estimated that the co-ordinator will work approx. 2 days or 16 hours per week. The role of the co-ordinator is to implement the annual business plan, be the conjuncture between the traders, the committee, Monash Council and other stakeholders. The co-ordinator 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 co-ordinator 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 fund 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 Glen 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 Centre. 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 Glen 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 - \$500 annually (approx. 148 properties)

First floor businesses - \$250 annually (approx. fifty-six properties)

Expenditure (expressed as a percentage of income)

Co-ordinator	25%
Dining Promotion	10%
Local area marketing	10%
Professional Development/Business Networking	10%
Social Media	10%
Insurance	6%
Events	5%
Website	5%
Lighting	5%
Cinema Advertising	5%
Graffiti Removal	5%
Glen Waverley Branded Shopping Bags	4%

