

# **St Kilda Esplanade Market Strategic Plan**

**2011 – 2016**

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# 1. STRATEGIC PLAN

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## 2. EXECUTIVE SUMMARY

The St Kilda Esplanade Market is an important St Kilda drawcard and cultural asset, a makers' market where artists and craftspeople sell authentic high quality arts and crafts. With an iconic beachside location and committed stallholders, the Esplanade Market has many strengths on which to draw. There are challenges for the Market as well, including its exposure to the weather, and the increased competition from other markets and retail spaces.

This Strategic Plan was drafted by the Esplanade Market Advisory Group in 2010, and includes input from the Port Phillip City Council, stallholders, local residents, and industry experts. The Plan describes the context, strengths, challenges and opportunities for the St Kilda Esplanade Market for the five years from 2011-2016. The Plan reinforces the Market's identity as a makers' market, and sets out three key priorities: to continue to make the Market a 'market of choice' for stallholders; to ensure a positive market experience through improving amenities and infrastructure over time; and to increase visitor numbers and Market profile through a marketing and communications plan.

## 3. SCOPE

The 2011 – 2016 St Kilda Esplanade Market Strategic Plan provides a road map for the future direction of the Market. It establishes the vision and key goals for the Market, and identifies how these will be achieved over the next five years.

The Plan recognises the need for the Market to be responsive to the ever- changing environment in order to continue to appeal to both stallholders and customers.

The Plan identifies strategic directions which will enable the Market to operate sustainably into the future.

The Strategic Plan will guide the development of the Market's operational and marketing plans and its budget.

### **Governance and Management**

The governance and management structures for the Market were the subject of a review in 2009. A new long term governance model is to be developed and will be determined by the Council in 2011.

## 4. MARKET STAKEHOLDERS

The following groups were identified as being the Market's key stakeholders. The Strategic Plan aims to take into account the needs and expectations of its stakeholders.

Stakeholder	Interest and Expectations
<b>Stallholders</b>	Seek a successful and sustainable Market which provides a viable source of income and an opportunity to promote and sell their art/craft. Most stallholders also expect the Market to operate with democratic processes and to have input into the way the Market operates.
<b>Stallholder Association/ Committee</b>	Seek to protect the Market and the interests of stallholders and are guardians of the "makers' market" vision for the Market.
<b>Market customers</b>	Seek easy access to the Market (parking, public transport etc) as well as quality, variety, price, consistency and reliability of products.
<b>Market visitors and visitors to St Kilda</b>	Most are seeking a good variety of products and are interested in the price, reliability and quality. Accessibility (car and bike parking, public transport) and pre-visit information are important factors for most visitors. For many they see the Market as an attraction which will enhance their visit and experience in St Kilda.
<b>Council &amp; Councillors</b>	The City of Port Phillip considers the Market to be an important community asset. It recognises the Market adds to the vibrancy and appeal of St Kilda and is an important marketing and tourism asset. Council has an expectation that the Market operates in compliance with Council and other authorities' requirements, and is operating with high regards for safety and community amenity.
<b>Local residents</b>	Most expect the Market to have a positive impact on local amenity, enhance their experience of living in the area, and some expect the Market to have some relevancy to the local community.
<b>Local traders</b>	See the Market is an important attraction and marketing tool for St Kilda, and seek Market visitors to spend with traders.

## 5. KEY ISSUES IMPACTING THE MARKET

### 5.1 Historical Context

For the past 40 years St Kilda Esplanade Art and Craft Market has been operating almost every Sunday of the year in its iconic beachside location. It has been an important avenue for art and craft makers to sell their authentic handmade art and craft products. Many hundreds of stallholders have passed through the Market, and a number have been trading at the site for the full 40 years of operation.

The Market is recognised as being a significant shopping, leisure and a tourism destination by Market visitors, the City of Port Phillip and stallholders. It's a major drawcard for St Kilda and for many has gained iconic status as a Melbourne landmark.

### 5.2 External Factors Affecting the Market

The Market has survived the impacts of substantial societal changes over its 40 year history including:

- the introduction of Sunday trading and extended trading hours
- a significant increase in shopping options including massive increases in retail shopping spaces in Melbourne
- an increase in the number and variety of markets operating in Melbourne and throughout Victoria (including art/craft, farmers, special interest markets)

- changing consumer interests, fashions, trends in art and craft products
- positive and negative changes relating to the economic climate
- changes in the demographics within St Kilda, nearby suburbs and throughout Melbourne
- changing expectations relating to amenities, access to food/beverage and visitor services
- a substantial increase in competition for leisure time
- significant technological changes including the way people obtain information, buy goods and search for products.

### 5.3 Strengths, Challenges and Opportunities

#### *Location and Amenities*

The St Kilda Esplanade Market is located at one of Melbourne's most iconic beachside locations. However its outdoor location means it is subject to the full forces of the weather, at times presenting challenges for both stallholders and Market visitors. It has been identified that the amenities and infrastructure supporting the Market are in need of improvements in order to meet customer expectations and to appeal to the type of stallholders that will ensure the on-going success of the Market.

### ***Market Products and Experience***

Over the years, the Market has attempted to retain its focus on art and craft products that have been made and sold by the makers. Today this is considered by many of the stallholders to be one of the Market's competitive advantages. Visitors can buy authentic, handmade Australian products, a point particularly relevant for international visitors.

The Market has a special character which needs to be preserved and developed. The 'makers' market' ethos is important to the Market's unique identity. For some, this means a strict art and crafts "makers' market" policy with no exceptions. However there are other views that there may be opportunities for the Market to expand its offer and introduce elements to enhance the visitor experience.

The challenge exists to identify the type, variety and quality of products, stallholders and experiences that will appeal to broad target markets.

### ***Competition and Marketing***

The Market is facing increasing competition from other leisure, tourism and shopping experiences. Wider choice, technology, and changing consumer expectations means the landscape has changed substantially and the Market needs to respond accordingly.

The Market needs to ensure it is appealing and profitable to current and potential stallholders. Implementing strategies for it to become the *market of choice* for quality art and craft makers is becoming increasingly important as makers broaden ways of selling their products, and consumers change their ways of researching and buying products.

There is a need to identify clearly the product on offer, who the product will appeal to, and strategically attract these people to the Market.

### ***Market Outcomes and Benefits***

The Market is recognised as being an important asset for St Kilda and the City of Port Phillip. It creates positive and beneficial outcomes in many areas including:

- Generator of tourism
- Important contributor to the image and identity of St Kilda
- Builds the profile of St Kilda
- Provides a creative outlet and a sales outlet for art and craft makers
- Creates social and cultural benefits for the local community and visitors
- Presents an opportunity for small business development.

### ***The Future***

It has been recognised that preserving the core foundations of the Market is important. Whilst significant change is not required, a renovation of specific aspects of the Market will position it to survive long into the future.

## 6. VISION

*The St Kilda Esplanade Market is a world renowned art and craft makers' market in an iconic beachside location - a place of choice for art and craft makers, and for customers seeking quality, authentic Australian made products.*

## 7. PRINCIPLES AND VALUES

### **The Market**

- The Market will aim to preserve the intrinsic character and experience of the Market, in particular the “makers’ market” focus where quality authentic Australian handmade art and craft products are sold.
- Future developments will build on the best features of the Market including its iconic beachside location.
- Inclusive, consistent and fair policies and procedures will be implemented to ensure the smooth operation of the Market.

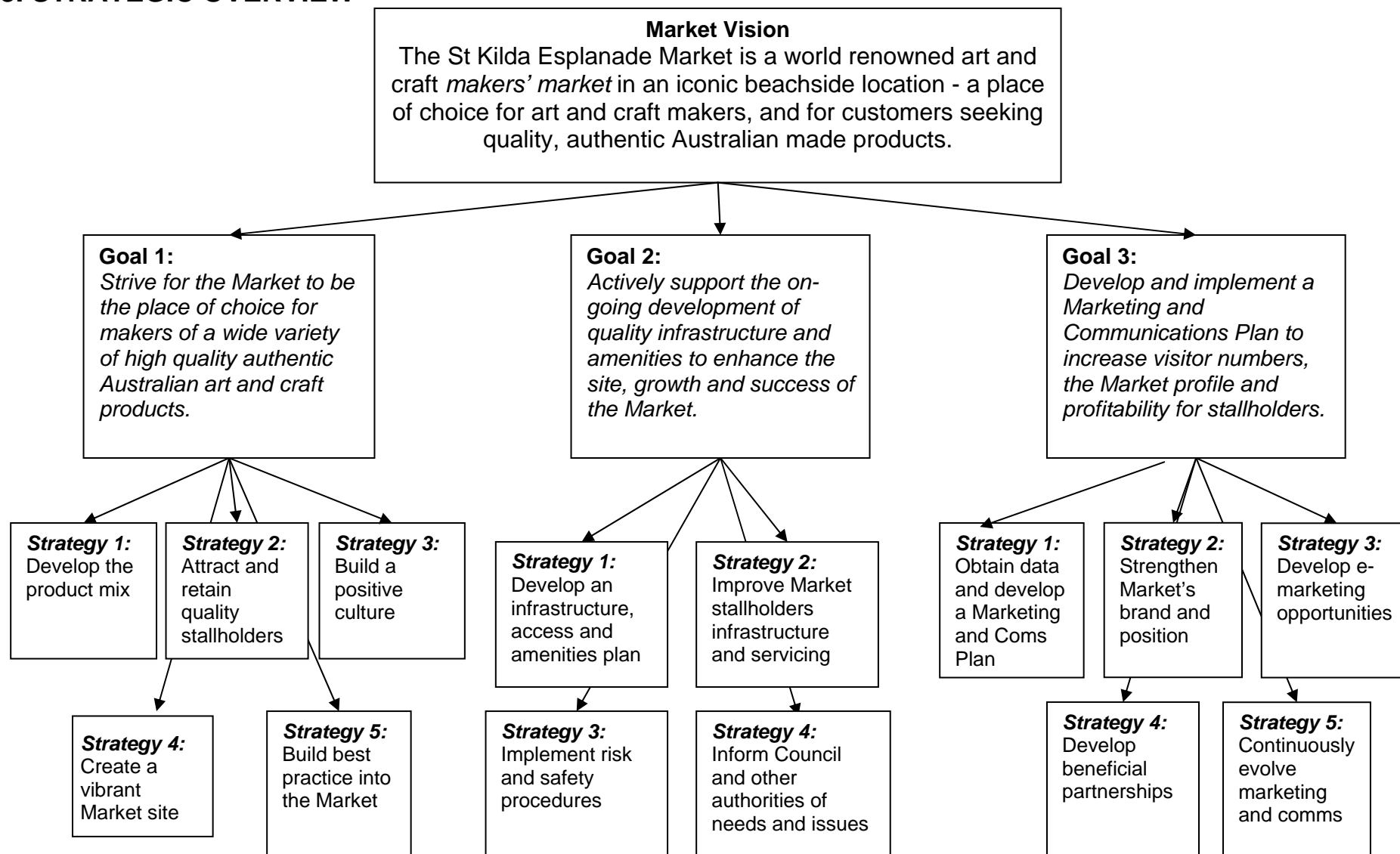
### **Stallholders**

- Stallholders are recognised as being at the core of the Market and will be provided with the opportunity to have real input into the Market’s planning and operations.
- Future activities will seek to grow the prosperity of the Market and its stallholders.

### **City of Port Phillip**

- The City of Port Phillip recognises that the Market is a major cultural asset and seeks to protect and preserve its place in the community as a ‘not-for-profit’ operation.

## 8. STRATEGIC OVERVIEW



## 9. ACTION PLAN

### 9.1 GOAL 1 - To be the preferred destination for high quality, authentic Australian art and craft products

The Market will seek to continuously improve the quality and variety of art and craft products available for sale and improve the appeal and attractiveness of the Market for stallholders and visitors, therefore increasing the profitability for stallholders.

The Market recognises the need to continuously evolve of the range of products at the Market and to be positioned as a creative, inspiring and unique shopping, leisure and tourism experience. Evolving the Market product mix and enhancing the visitor experience will ensure new visitors are attracted to the Market, and those already familiar with the Market will want to return on a regular basis.

The Market seeks to be the *market of choice* for quality art and craft makers – their preferred place to trade, and a place that is both profitable and a pleasure to be a part of.

<b>Goal 1:</b> <i>Strive for the Market to be the place of choice for a wide variety of makers of high quality authentic Australian art and craft products</i>	
Strategy	Actions
1.1 Strive to maintain a mix of products with broad customer appeal.	a) Audit the mix of products and identify opportunities and gaps.
	b) Develop and implement a <i>Stallholder Attraction Plan</i> to seek out new stallholders pro-actively.
	c) Incorporate contemporary and innovative art/craft makers to attract new audiences.
	d) Implement a system of allowing applications and assessments to be made throughout the year to ensure Market operates at 80 – 100% capacity.
1.2 Attract and retain stallholders with quality art and craft products, and position the Market as the “market of choice”.	a) Review and update Stallholder selection criteria and process (including membership of selection panel).
	b) Ensure there is on-going assessment of compliance to the Market’s rules, and implement procedures to enforce the rules.
	c) Implement user friendly permit and compliance processes.
	d) Ensure stallholders are charged affordable fees.

	e) Council to monitor and ensure non-permitted traders are not trading near the Market site.
1.3 Build a positive culture within the Market where collaboration and stability is valued.	a) Ensure regular communication between management and stallholders.
	b) Provide on-going support to Stallholders and improve stallholder capacity including: - Regular communications (at least monthly) - Training/mentoring/coaching
1.4 Create a vibrant Market site to maximise yield, visitors' experiences and length of stay.	a) Encourage stallholders to engage actively with customers, enhancing the customer experience.
	b) Research and program unique promotional attractions, events and activities including community groups.
	c) Investigate opportunities to retain customers on site for as long as possible and to enhance their experience.
1.5 Remain up to date with best practice in markets, shopping and art/craft sectors.	a) Identify best practice – what's happening in other markets, in retail and the art and craft sector.
	b) Regularly obtain information relating to trends and consumer behaviour – e.g. Melbourne Retail Strategy research.

## 9.2 GOAL 2 - Enhancing the Market experience

Creating a positive Market experience is essential to attracting stallholders, customers, visitors and the local community. It is vital to achieve return visitation, positive word of mouth and publicity, and to ensure the on-going profitability for stallholders. Whilst acknowledging the Market is located in one of Melbourne's most beautiful beachside locations, enhancements to the amenities and visitor comforts will further improve the Market's viability and appeal.

<b>Goal 2:</b> <i>Actively support the on-going development of quality infrastructure and amenities to enhance the site, growth and success of the Market.</i>	
<b>Strategy</b>	<b>Actions</b>
2.1 Develop a Market Infrastructure, Access and Amenities Plan	a) Identify ways to build on the Market's iconic location by improving the ambience and amenity of the site including: <ul style="list-style-type: none"> <li>- Landscaping improvements (plantings)</li> <li>- Creating art work in the precinct (e.g. on footpath, lamp posts etc)</li> <li>- Improve the weather protection for visitors and stallholders</li> <li>- Improve customers rest areas (whilst ensuring they remaining in the precinct).</li> <li>- Explore opportunities for providing coffee</li> </ul>
	b) Continue to improve the integration of the Market site with Acland and Fitzroy Streets.
	c) Develop and implement a Signage Plan: <ul style="list-style-type: none"> <li>- Identify existing signage plans for the area and identify any gaps relating to the Market and opportunities for integration.</li> <li>- Seek support from Council to develop and implement a Market Signage Plan to enhance awareness and visitation to the Market.</li> </ul>
	d) Work with Council to improve the quality of the public toilets in the precinct.
	e) Influence Council and Transport authorities to improve transport options to access the Market – e.g.

	<ul style="list-style-type: none"> <li>- Shuttle bus service</li> <li>- Regular tram services</li> <li>- Pedestrian, cycle and public transport access</li> </ul>
	f) Work with Council and other relevant groups (e.g. Trader and Tourism Associations) to develop a Parking Plan that encourages access for both stallholders and visitors.
2.2 Improve Market stallholders infrastructure and servicing	a) Identify options for windbreaks (plantings, physical barriers) and for presentation standards for stalls.
	b) Develop mechanisms and procedures for stallholders to set up and pack up their stalls safely (including parking, loading options).
2.3 Ensure appropriate standards of risk and safety are implemented during Market operations.	a) Develop a Market Operations Manual, including policies and procedures relating to Market operations, risk and safety.
	b) Improve stallholder capacity and knowledge relating to risk and safety.
2.4 Ensure Market needs and issues are known by Council and other relevant authorities.	a) Management to provide reports to Council on issues having impact on the Market, particularly those relating to amenities and infrastructure, and inform Council of Market needs.
	b) Regularly communicate with other authorities to ensure Market needs are identified, and that the Market's needs are considered in planning.
	c) Integrate Market planning with other sections of Council, including arts and culture and infrastructure planning.

### 9.3 GOAL 3 - Marketing and Communications Plan

With increasing competition, the global economy, substantial technological changes and changing consumer expectations, the need to understand the target audiences and how to reach them is essential. The Marketing and Communications Plan will identify the best mechanisms to attract the right people to the Market.

<b>Goal 3:</b> Develop and implement a Marketing and Communications Plan to increase visitor numbers, the Market profile and profitability for stallholders.	
<b>Strategy</b>	<b>Actions</b>
3.1 Conduct research and develop an effective Marketing and Communications Plan.	a) Conduct market research to ascertain: <ul style="list-style-type: none"> <li>- a clear understanding of the Market's target customers and positioning</li> <li>- competitor analysis</li> <li>- other information required for marketing plan</li> </ul>
	b) Develop a Marketing and Communications Plan (capable of being monitored) that increases awareness of and visitor numbers to the Market including new visitors and return visitors. <ul style="list-style-type: none"> <li>- Include a trial of a catalogue of market artists and craftspeople, online and/or in hard copy</li> </ul>
	c) Identify the available budget for marketing and communications.
3.2 Strengthen the Market's brand and position.	a) Clearly develop the Market's brand and unique attributes through market research.
	b) Position the Market as Melbourne's premier art and craft market in an iconic location.
3.3 Develop an effective e-marketing plan.	a) Improve the Market's on-line presence and identify e-marketing and communication opportunities including: <ul style="list-style-type: none"> <li>- Opportunities for on-line sales.</li> <li>- Social media marketing opportunities</li> </ul>
3.4 Identify opportunities to create beneficial partnerships.	b) Create partnerships with other stakeholders to maximise the impact of marketing activities including: <ul style="list-style-type: none"> <li>- Tourism organisations and businesses including local hotels</li> <li>- Events</li> </ul>

	<ul style="list-style-type: none"> <li>- Local/State Government marketing campaigns (Tourism and others)</li> <li>- Local traders/businesses</li> <li>- Transport authorities (e.g. Trams)</li> </ul>
	<p>c) Develop partnerships with organisers of major events to maximise the positive impact and spend from event visitors – e.g.</p> <ul style="list-style-type: none"> <li>- Advertising in event promotions</li> <li>- Integrating the Market experience into the event experience</li> </ul>
<p>3.5 Create systems to continuously evolve the Market's marketing and communication strategies.</p>	<p>a) Continuously identify new ways to engage with potential Market visitors, for instance: market tours, or labelling/ signage to reinforce to customers it's a makers' market.</p> <p>b) Implement a system to regularly audit/ track performance and marketing effectiveness.</p>

## 10. STRATEGIC REVIEWS

The Strategic Plan will be reviewed annually to ensure the Market is well positioned to respond to current and emerging challenges. As additional information is known the Strategic Plan will be reviewed and updated.