



AUGUST 2018

BRIDGE ROAD MAIN STREET

STRATEGIC PLAN

PREPARED BY FIREWORKS PR
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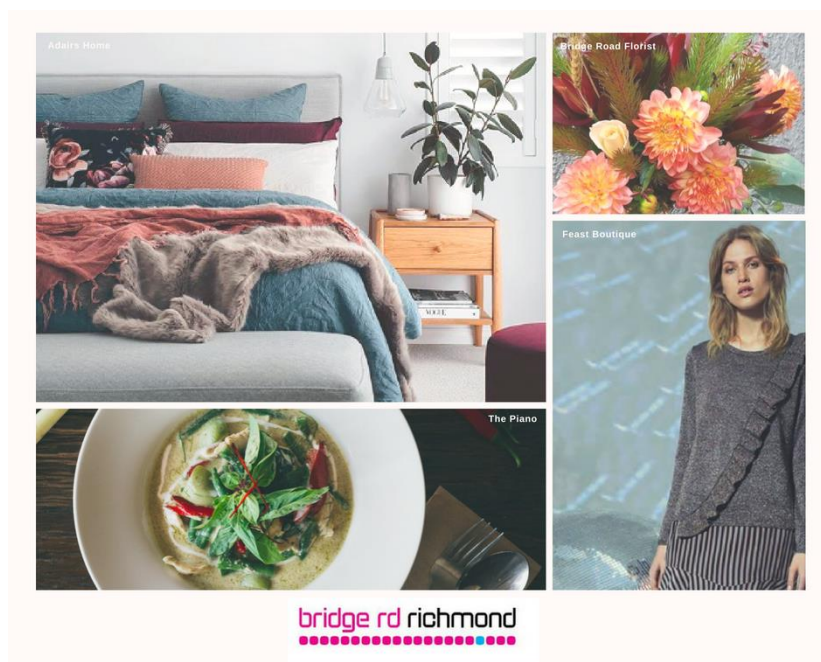
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EXECUTIVE SUMMARY

FireWorks PR has been engaged on a project basis over a number of years by Bridge Road Main Street (BRMS), initially to conceptualise, event manage and promote the inaugural Bridge Road Gathering in 2015 as part of the Melbourne Food and Wine Festival. Since then, FireWorks PR has created the two highly successful *Bridge Road Gathering - After Dark* events, run in 2017 and again in 2018, including all concept development, event management, publicity and social media for this year's event.

With a thorough understanding of Bridge Road, its offerings and its traders, FireWorks PR has been engaged to prepare a Strategic Plan to sit underneath the existing planned marketing activity and budget and support the organisation's Business Plan 2018 – 2021.

Considering the feedback from traders' post-events, and in consultation with the BRMS President and Marketing Co-ordinator, the time has come to commit to a consistent and strategic plan to keep Bridge Road on the map over the whole year, utilising the planned events and activations as leverage for publicity. There is a story on one of Melbourne's oldest and most iconic thoroughfares that needs to be told.



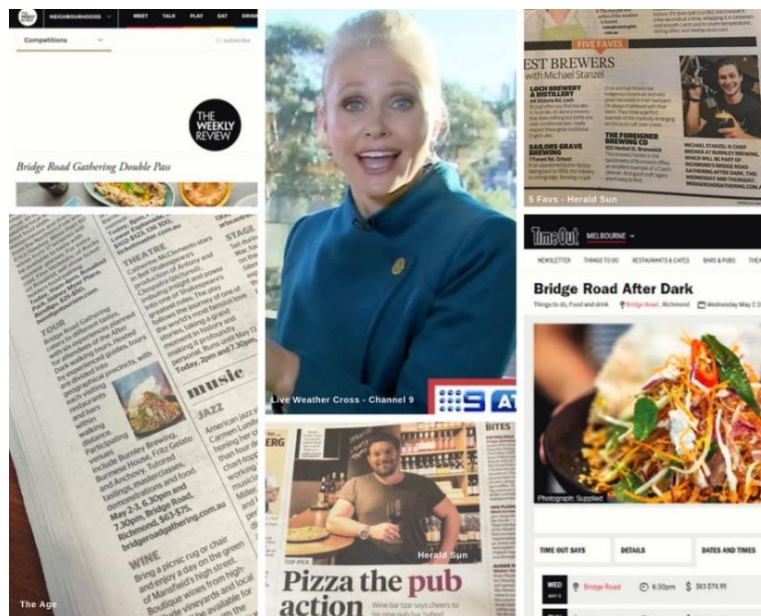
SITUATIONAL ANALYSIS

After some successful events and activations along the street for the past few years, and some subsequent research amongst traders, it appears that a new and fresh approach is required. With a Business Plan in place for the next 12 months, and off the back of substantial publicity for this year's *Bridge Road Gathering – After Dark* event, it is time to be more consistent with messaging.

Previously, publicity and profiling has peaked around events, which has contributed immensely to their success, but it is time for a more consistent approach. As detailed in the SWOT Analysis*, undertaken as part of the Business Plan (3.2 SWOT Analysis, BRMS Business Plan), some of the weaknesses need to be addressed. These include changing the positioning of Bridge Road as a 'find' and rather changing the narrative to tell the stories behind the facades. We need to address the changing traditional retail mix from fashion retail to cafes and restaurants, highlighting the rise in homewares, personal services and professional services as part of the diverse offering along Bridge Road.

We need to build on the strong publicity generated by the events that have been run and make sure Bridge Road stays front and centre in the minds of consumers, whether they be local or from further afield.

A snapshot of some of the good work profiling Bridge Road that has already been done...



The time is right to undertake a strategic and consistent approach to communications for Bridge Road Main Street, encompassing a range of tactics designed to keep Bridge Road at the forefront of main street profiling and the place to be!

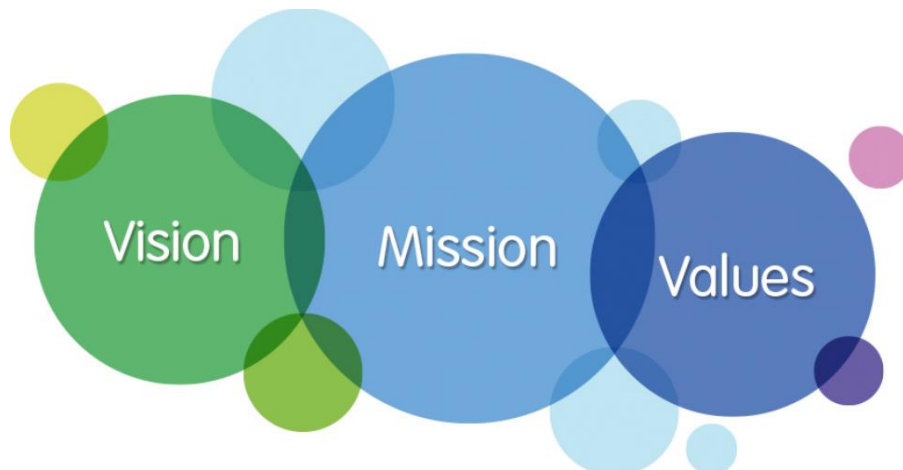
VISION AND MISSION

VISION

Bridge Road is a vibrant, iconic and exciting strip that offers a rich retail mix and a range of services that consumers want and need. It is accessible, diverse and is a destination that offers a unique range of experiences.

MISSION:

To engage with all stakeholders via a comprehensive Strategic Plan that supports Bridge Road Main Street's Business Plan 2018 – 2021 to drive profile and underpin Bridge Road's long term commercial viability.



GOALS AND OBJECTIVES FOR THE STRATEGIC PLAN

GOAL

To re-engage, re-position, re-invigorate and re-imagine all communications and activities about the hub that is Bridge Road, Richmond.

OBJECTIVES

To create a Strategic Plan that includes a range of tactics and outcomes to be rolled out to achieve our goal.

In order to do this, we will create a number of communications 'pillars' which will form the basis of all communications. These include:

IMBIBE

Continuing to build Bridge Road's reputation as a quality dining and drinking destination

STYLE

Reiterating the classic fashion story, noting that Bridge Road still has a range of fashion options for shoppers and not just high street brands

HOME

Highlighting that Bridge Road has become a 'homewares hub' with a range of interesting and unique suppliers and designer products

ME

A range of professional, personal, health and fitness options are available on Bridge Road

RELATE

Tell the stories of the people behind the shop facades

ASPIRATIONS FOR THE STRATEGIC PLAN

In order to support the goals and objectives of the plan, the ‘aspirations’ for Bridge Road Main Street have been identified. Listed below, they include the reason for inclusion and comprehensive Strategy will approach the issue to drive outcomes:

ASPIRATIONS

To strengthen engagement with customers, community and businesses

Reason: To ensure buy-in from all stakeholders

How: Sharing plans transparently and share generated publicity to illustrate outcomes of Communications Plan

To have a dynamic business mix and an increasing demand for local service businesses

Reason: To keep the street vibrant and evolving and catering to stakeholders’ needs

How: PR/profiling and business storytelling to attract new tenants

Engaging and connecting with Richmond’s changing demographic

Reason: To position Bridge Road as the heart of Richmond

How: PR/storytelling of the vibrancy of Richmond as a place to be

Promote general retail, cafes, bars and restaurants

Reason: Lead with our strongest retail sector to create destination visitation

How: PR/storytelling/social media/events (Bridge Road Gathering) as one of our pillars of communication

Promote the extensive range of home and living specialty and box retailers

Reason: To highlight the diversity of the offering on the strip

How: PR/profiling/storytelling/social media

Develop the amenity and appeal of Bridge Road as a social interaction space

Reason: To position Richmond as a buzzy community and ‘the place to be’

How: PR/storytelling/social media

TARGET AUDIENCES

As identified in the Business Plan 2018-2021, the following key customer groups have been named as:

- Workers
- Players
- 'Livers' Established
- 'Livers' New
- Travelers

However, there is a number of other key stakeholder groups who will be engaged by a Communications Plan and roll out. These include:

- Tenants and business owners
- Landlords
- Council officers and colleagues

All stakeholders are consumers of 'media' whether it be traditional or social. They will be captured by any resulting publicity, profiling and messaging outcomes. Our aim is to develop a sense of pride around Bridge Road and their involvement in it.



KEY MESSAGES

- *Bridge Road Richmond is 'the' place to live and work*
- *Bridge Road is open for business*
- *Bridge Road offers a rich and diverse range of drinking and dining experiences*
- *There is a growing offering of health care, fitness and personal services available to me along Bridge Road*
- *Bridge Road's proximity to the city and its exciting and eclectic offering makes it a destination for visitors to Melbourne*

BRAND VALUE

In keeping with its historic and iconic personality, Bridge Road, Richmond is a dynamic and evolving shopping and dining strip with a diverse range of experiences on offer. With a strong place in Melburnians' hearts, Bridge Road deserves our attention.

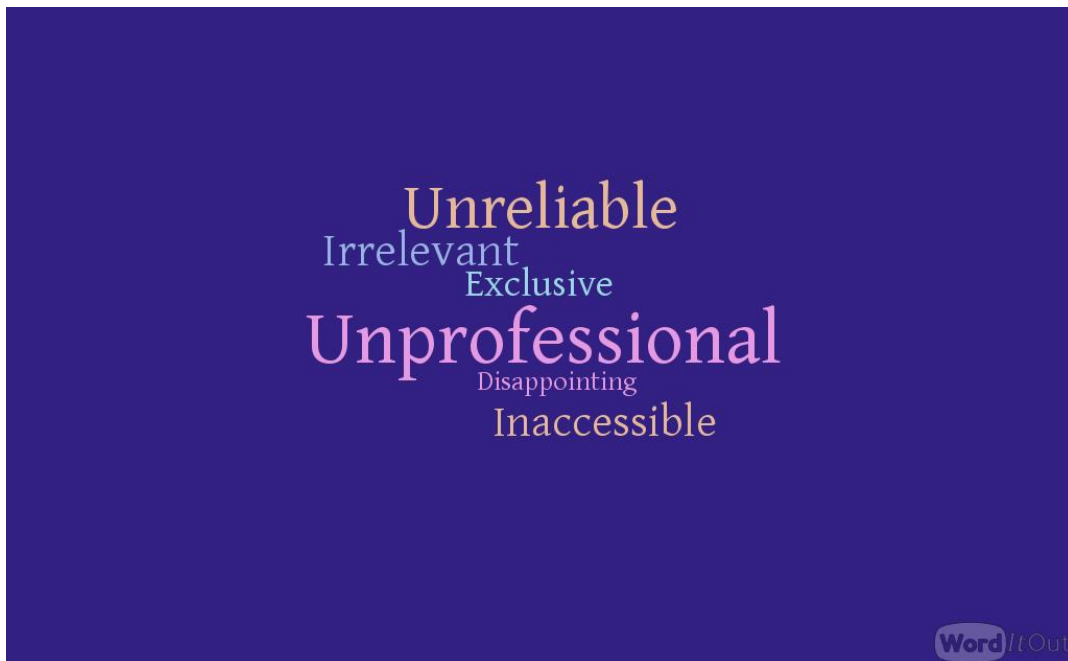


TONE OF VOICE

It is important in any Strategic Plan to establish a 'tone of voice'. The following have been suggested as the most relevant and will be mindfully included in all communications:



What we're NOT:



TACTICS

In order to achieve our overarching goals and objectives, and to support the confirmed activity in the broader Marketing Budget, FireWorks PR has identified a number of tactics. Not all of the tactics will be appropriate to all of our activity however, there will be an element of customizing required according to the target audience and the activity being promoted.

PUBLIC RELATIONS & COMMUNICATIONS

Utilising the five pillars of communication detailed in the Goals and Objectives above, we would undertake a consistent profiling and messaging campaign. This means monthly media liaison either promoting any activity along Bridge Road, telling the stories of the people of the road, highlighting any positive developments (greening, school opening etc.) or activating a photo opportunity.

Previously we have relied on irregular event activity to drive publicity rather than an ongoing and consistent approach. By undertaking monthly media relations, the aim is to keep Bridge Road in the 'news' – to build profile and create top of mind awareness utilising traditional and digital media platforms.

The steps to roll out this plan include:

- Brainstorming some possible stories for 'telling' across all pillars of communication
- Putting together comprehensive media lists relevant to the 'story'
- Pitching media stories to relevant media
- Creating ideas for activations and photo opportunities, leveraging what else is happening in town (particular 'days', 'weeks', festivals, conventions and conferences for e.g.)
- Driving publicity via media releases about any activity and good news developments along Bridge Road

Any media campaigns will work in concert with social media to ensure solid and consistent messaging to the broadest possible audience.

SOCIAL MEDIA MANAGEMENT

No modern plan encompassing communications is complete without taking social media management into account. On the back of the success of the *Bridge Road Gathering* social media management, managed by FireWorks PR, it is our recommendation that the Bridge Road Main Street's social media form part of this strategic communications approach.

We recommend a program of monthly social media campaigns to support the day to day social media function which would continue to be managed by Pauline Keays as part of her current remit.

MONTHLY CAMPAIGNS

Campaign Concept including:

- Think, research and planning time!
- Creation of an engaging campaign concept
- Each campaign would run for a one-week period
- Concept presentation for approval
- Campaigns could include – prize giveaways, videos, competitions, special events, holiday periods, tag to win etc

Campaign Set Up & Scheduling including

- Campaign scheduling
- Campaign logistics i.e. curating content and existing assets
- General logistics – communications, sorting prizes, contacting winners etc

Monitoring & Communications

- Online monitoring during week of campaign
- Follower engagement and communications during week of campaign
- Reposting during week of campaign

Reporting

- Annual report to Bridge Road including dashboard analysis

ADDITIONAL PAID ADVERTISING SUPPORT (IF REQUIRED)

Paid Advertising & Scheduling

- 1 additional paid post per week of campaign
- 2 platforms – Facebook and Instagram

Scheduling Paid Advertising

- Producing paid advertising schedule
- Monitoring paid advertising during the week of the campaign

DRAFT BUDGET

1 Oct 2018 - 30 Sept 2019

Draft Budget: **\$212,600.00**

ACTIVITY	ESTIMATE
MARKETING	\$ 15,000.00
Logo - new	
Website - update and hosting	
Photography and video production	
Market Research - surveys including Annual Business Survey and Customer Data Collection	
DIGITAL MARKETING	\$ 22,900.00
Monthly Social Media campaigns - Facebook & Instagram	
Paid Advertising Campaign Support - Facebook & Instagram	
Google & Website SEO	
ADVERTISING	\$ 27,000.00
Tourist Brochure (Fed Square) - graphic design, printing and distribution	
Where Magazine (hotel, convention centres etc distribution)	
TRADER ACTIVATIONS/EVENTS	\$ 85,200.00
Wellness Week	
Christmas	
Bridge Road Gathering (or other F&B event)	
Town Hall Light Projection	
Concierge Famil	
Various other Bridge Road Trader activations (TBA) - providing an ongoing monthly program of activations and publicity across the five pillars of communications highlighted in the strategic plan	
SPECIAL RATE COMPLIANCE	\$ 7,500.00
Trader Engagement and Meetings	
Newsletters	
AGM Documents	
WAGES	\$ 55,000.00
Marketing Wages (Co-ordinator and/or Management fee)	
TOTAL:	\$ 212,600.00

STRATEGIC ACTIONS & RECOMMENDATIONS

When putting together this Strategic Plan, it was necessary to consider the planned Marketing activity's strategic actions and ensure that the Communications tactics support them to drive outcomes. We needed to reconcile our pillars of communication with the way the original budget has been allocated to ensure alignment. And we are conscious that the key to success of any Communications as a support to the Marketing activities is the management of traders' expectations given the low level of financial support that they provide.

Having said that, and with some recommendations requested based on the knowledge we possess (which not be ALL there is to know!), our comments on the planned budget are:

ADVERTISING

Tourist brochure and Where Magazine have been successful in the past and should remain as part of the marketing mix.

BRIDGE ROAD GATHERING

It was our recommendation post event 2017 to simplify the logistics, seek efficiencies and rework the concept as it is a very 'time heavy' exercise. This will be done for the 2019 event. However, as the biggest retail sector, and with Melburnians' obsession with food and drinks (Imbibe pillar of communication), we believe this is an important event on the annual calendar.

SOCIAL MEDIA

This is a vital part of the mix and has been successful in building community and driving engagement. A mix of organic and sponsored posts will be included in planning. A strategic plan and calendar just for social media is necessary given its importance in the overall plan.

LIGHT PROJECTION

A winner last year (as were the Tigers!), generating huge crowds, atmosphere, attention and publicity at short notice. This will be included on this year's plan and deployed to create Richmond as the 'heartland' of football.

WEBSITE

Requires constant review and time investment.

MARKET RESEARCH

Very important and a low-cost item.

WELLNESS WEEK

A great addition to the calendar last year, this is an area that will continue to build. The logistics and roll out warrant some discussion, planning and thought however a positive event to support this growing sector as part of the precinct mix.

OTHER

New branding is vital as it appears dated, irrelevant and inappropriate given the changing face of the street and retail mix. This is slated for Year 2 in the Business Plan, but we would see this as a matter of priority. A new identity is an opportunity to relaunch Bridge Road, drive some publicity outcomes and storytelling opportunities.

Concierge famil appeared to work but almost impossible to measure. Reasonably low-cost activity to keep them engaged and Bridge Road front of mind.

Christmas activation needs to be creative and spectacular. A feel-good factor to create colour, movement and goodwill.

We conclude that with a consistent and strategic Communications approach to support planned Marketing activity and some revisit and rethink of current plans, that this is a solid initiative for Bridge Road moving forward. Using our pillars of communication to drive profiling and storytelling, and in concert with the events and activations, we have a strong vision for promoting one of Melbourne's most loved and iconic strips.

Bridge Road Marketing Plan 2018- 2019

Vision - Bridge Road is a vibrant, iconic and exciting strip that offers a rich retail mix and range of services that consumers want and need. It is accessible, diverse and is a destination that offers a unique range of experiences

Mission - To engage with all stakeholders via a comprehensive Strategic Plan that supports Bridge Road Main Street's Business Plan 2018 -2021 to drive profile and underpin Bridge Road's long term commercial viability

MARKETING OBJECTIVE/ASPIRATIONS	MARKETING ACTIVITY	PRIMARY TRADER GROUP	TARGET CUSTOMER	KPI's	KEY TASKS
Tourist Brochure					
To increase the number of tourists to Bridge Road	Produce and distribute an annual tourism brochure that features product and services that are unique/distinctive to Bridge Road.	Food, fashion and entertainment	Traveller	10,000 copies distributed via: -concierges; -hotels; -VICs	Facilitate focus group targeting relevant business mix to provide input into content and design Engage and brief graphic designer Print and distribute
Advertising					
Build strong publicity generated by the events that have been run and make sure that Bridge Road stays front and centre in the minds of consumers	Promote key campaigns and profile new and emerging businesses and special offers and link with most relevant advertising platform.	Fashion, furniture, health; business services	Traveller	At least two paid advertising campaigns that aligned with the most relevant communication channel	Liaise with at least 4 businesses from each sector to identify the most relevant platform that represents their product/service Source space and images for platform Review and evaluate to inform next 12 months
Website					
The 'go to' destination for current information on offers, events and what's happening on Bridge Road	Create a compelling website that is up to date, featuring all key attractions and new offerings to the Precinct this also includes: • revamp website to be more engaging and visually appealing • encourage all businesses to register on the directory • review and upgrade the business directory to enhance navigation • generate increased content supplied by businesses – business profiles and featured offerings from each business • Publish dynamic images for the home page that is linked to key campaigns	All traders and property owners of vacant properties	'Livers' New Workers Players	At least 90% of businesses are listed in the directory Website is bench marked against industry average and achieving comparable metrics using dash board analysis	Hire a web developer that will improve website appearance and searchability Promote website through all other channels Target and meet with businesses to encourage listing in directory Develop and track campaign and promote outcomes to businesses and property owners in newsletter and AGM report
Trader Engagement					
Create a sense of pride around Bridge Road and their involvement in the promotion of Bridge Road	Provide timely information to traders on marketing opportunities to gain trader support for various marketing campaigns and to increase trader awareness of the work of BRMS by: -Producing up to three newsletters per year (available in hard copy and digitally) to highlight key achievements, seek feedback and report on marketing outcomes and directions; -Conducting an annual network session that invites all businesses and members to reflect on the year and input into initiatives/calendar for following year. Consider inviting guest speaker to attract attendees refer to Business Showcase Marketing activity; -Inviting targetted businesses to participate in focus groups to contribute in the development of annual tourist brochurecampaign events and advertising activities; -Profiling new businesses in newsletter; -Developing welcome kit for new businesses arriving in the Precinct; -Developing a recruitment campaign to attract new committee members; and -Reporting annually to business on marketing and business plan actions through AGM and newsletter.	All traders		Recruited 50 new members At least 20 businesses participated in the focus groups Networking events are well attended and attracting a broad range of business sectors	Prepare schedule of implementation for: - production and distribution of 3 newsletters; - promotion of AGM; - meeting and greeting businesses; - recruiting new members; - hosting at least 3 catch ups type events
Social Media					

<p>The following communications "pillars" will form the basis of all communications:</p> <p>Imbibe - continuing to build Bridge Road's reputation as a quality dining and drinking destination;</p> <p>Style - reiterating the classic fashion story, noting that Bridge Road still has a range of fashion options for shoppers and not just high street brands;</p> <p>Home - highlighting that Bridge Road has become a 'homewares hub' with a range of interesting and unique suppliers and designer products;</p> <p>Me - A range of professional, personal, health and fitness options are available on Bridge Road;</p> <p>Relate - Tell the stories of the people behind the shop facades</p>	<p>Build use of digital media and engagement by:</p> <ul style="list-style-type: none"> conducting monthly social media campaigns to support the day to day social media function which would continue to be managed by the Coordinator placing greater emphasis on trader profiles and local community stories to build connections generating increased content supplied by businesses supporting businesses to leverage from one another's social media engaging a creative agency to do regular postings on all social media platforms 	all traders	social media is aligned with website and platform is determined by campaign activity	<p>Social media strategy developed</p> <p>Monthly social media campaigns implemented</p> <p>Actively engaged audience and trader engagement sharing content</p>	Review current platforms
					engage creative agency to develop strategy and execute posts
					implement strategy and review annually
Trader Activations/ Events					
Highlight the diversity of the offering on the strip and to position Bridge Road as a social "buzzy" community and 'the place to be'	Deliver activations that target either specific market segments/industry sectors such as wellbeing (wellness week), hospitality (global gathering) and other segments as outlined within the communication pillars or geographic segmentation of the street (light projection around civic center)	five communication pillars	Workers Livers established and new Players	At least 100 traders actively participated in campaigns	
Market Research					
abreast of customer and business needs and opportunities	Conduct surveys on all key campaigns and events seeking feedback from business owners, customers to inform future marketing activities.		customers	at least one survey conducted annually	Survey participating businesses and attendees at events
			Business Owners	at least one survey conducted annually	Undertake annual business survey to help shape the future direction for BRMS and marketing campaigns
Marketing Coordination					
To re-engage, re-position, re-invigorate and re-imagine all communications and activities about the hub that is Bridge Road	Engage a qualified/experienced Marketing Coordinator to assist BRMS committee with development, implementation and review of the marketing and engagement program. This role will be supported by a clear job description, performance objectives and annual review.			refer to position description	refer to position description