

The Pitch

How To Channel *Mad Men's*
Don Draper On Behalf of Your Downtown



A Retail Real Estate Consulting Firm

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Mike Berne
MJB Consulting

MJB Consulting



- National retail consulting firm
 - Offices in New York City and the San Francisco Bay Area
 - Work across the U.S., Canada and the U.K.
- Michael J. Berne, Principal
 - Expert in urban and “urbanist” retail
 - Incoming Vice Chair, International Downtown Association (IDA)

Mad Men



- Critically-acclaimed AMC series
 - Madison Avenue advertising firm in late '50's and '60's
 - Don Draper, Creative Director, as protagonist

Mad Men



- Things to know about Don...
 - He smokes and drinks heavily (*Lucky Strike, Old Fashioned*)
 - He is an unfaithful husband and a serial womanizer
 - **He has a keen understanding of human psychology**
 - Of both the consumer and the Client

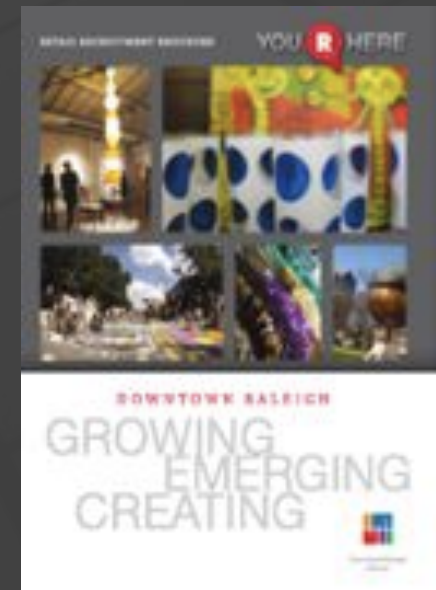
Our Approach



- Scope typically includes retail recruitment role
 - Canvasses for prospects
 - Screens and pre-qualifies possible operators
 - **Makes initial “pitch” for metro area, Downtown**
 - Steers interested tenants to landlords/brokers of available spaces which meet their criteria
 - Trains an “in-house” retail recruiter

First Steps

- Retail positioning and tenanting strategy
- Extensive outreach to landlords, brokers
 - To secure “buy-in” to role and strategy
- Updated database of available spaces
- District-wide leasing brochure
 - Builds a *general case*
- **Canvassing for specific prospects**



Tenancing Strategy

- Typically concentrate on “chain-lets”
 - Operators with two to ten locations
 - Not yet considered “chains”
 - Can be local, regional or national
 - “Niche” nationals
 - Includes “multi-concept operators” (MCO’s)



Tenancing Strategy

- Typically concentrate on “**chain-lets**”
 - More realistic for most urban business districts
 - Retains some distinctiveness and character
 - Aligns with vanguard of urban renaissance
 - Offers a successful track record (for landlords)



The Initial Approach

- ICSC (national conferences)
 - Las Vegas (May) and New York (Dec)
 - Most Downtowns overshadowed
 - Most chain-lets unlikely to attend
 - Regional and local events
 - “Idea Exchange” and “Alliance”



Crafting The Pitch

- Basic structure
 - Personal / psychological appeal
 - Pitch for overall market (metro)
 - Pitch for specific district
 - Part of a larger effort
 - Forms of assistance
 - Invitation

Doing Your Research

- Knowing where *they* are headed...
 - Expanding
 - Expanding to other markets
 - Necessary infrastructure in place



Getting Personal

- Seeing the concept through *their* eyes...
 - Might not always be completely accurate...
- Pushing *their* buttons...
 - Offering thinly-veiled appeals to *their* ego...



Getting Personal

- Understanding who *they* are as individuals...
 - Recognizing *their* lifestyle and worldview
 - Speaking *their* language



Getting Personal

- Understanding what drives *them*...



Crafting the Pitch

- The overall market
 - Size of metro area
 - Eye-opening comparables
 - Population growth
 - Employment stability
 - Education and health care
 - “High-integrity” references
 - The impact of **name-dropping**



Crafting The Pitch



- The overall market
 - Validating the market
 - Presence of “blue-chip” retailers
 - Performance of “**bell-weather**” brands
 - Under-supplied concept
 - Tenant-specific demographic data
 - # of HH’s earning \$75K or more

Crafting The Pitch

- The overall market
 - Cultural like-mindedness
 - Shared values and sensibilities



Crafting The Pitch

- The business district
 - Is their core customer there?
 - Presence of similar **co-tenancies**
 - With sales volumes if possible (and references to comparables)
 - Draw of existing anchors and other traffic drivers
 - Quantify to the extent possible (and reference comparables)



Crafting The Pitch



- The business district
 - Is their core customer there? (align with peak day-part)
 - Restaurants: high-volume entertainment draw, daytime pop.
 - Comparison retailers: other successful comparison retailers, weekend foot traffic
 - Conveniences: worker/resident density, supermarket anchor

Crafting The Pitch

- The specific district
 - Is their core customer there? (latent demand)
 - “Re-framing” of demographic data
 - Absolute numbers (*not averages*)
 - Drive times (versus land area)
 - Comparable locations

| | Downtown New Haven | Thayer Street / Providence | Church Street / Burlington | Westfarms Mall / West Hartford |
|-----------------------------------|--------------------|----------------------------|----------------------------|--------------------------------|
| Population | 362,752 | 540,906 | 106,112 | 426,955 |
| Median Household Income | \$56,083 | \$44,003 | \$51,338 | \$50,039 |
| Median Home Value | \$236,798 | \$216,457 | \$260,119 | \$201,617 |
| Population w/ B.A. or More | 80,920 | 91,433 | 29,268 | 82,468 |
| Households Earning \$100K or More | 32,268 | 30,588 | 7,669 | 33,856 |
| Homes Valued at \$400K or More | 10,230 | 8,965 | 3,942 | 8,237 |

Crafting The Pitch

- Competitive context
 - Understanding with whom you are competing
 - Analyzing how your district compares
 - Anticipating prospect's likely concerns...
 - ... without explicitly mentioning your rivals



Crafting The Pitch

- Competitive context
 - Aligning with values and sensibilities
 - Prefers authentic Downtown, historic fabric, re-emergent district, trendy quarter, etc.
 - “Hot”, “up-and-coming”, “about to pop”
 - Reference to broader ecology (if appropriate)



Crafting The Pitch

- Part of a larger recruitment effort
 - Note targeting of similar concepts, relevant anchors
 - Highly regarded entrepreneurs from home market
 - Highlight ones that have shown interest
 - ... without compromising their confidentiality



Conclusion

- The virtue of perseverance
 - “Retail recruitment is a marathon, not a sprint”





Contact Info

With any comments or questions...

Michael J. Berne

President, MJB Consulting

85 Fourth Avenue / Suite 6A / New York, NY 10003

2730 Forest Avenue / Suite W / Berkeley, CA 94705

Phone | 917 816 8367

E-Mail | mikeberne@consultmjb.com

Web | www.consultmjb.com



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