The Pitch

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

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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
Tenanting 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)
Tenanting 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

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<tr>
<th></th>
<th>Downtown New Haven</th>
<th>Thayer Street / Providence</th>
<th>Church Street / Burlington</th>
<th>Westfarms Mall / West Hartford</th>
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</thead>
<tbody>
<tr>
<td>Population</td>
<td>362,752</td>
<td>540,906</td>
<td>106,112</td>
<td>426,955</td>
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<tr>
<td>Median Household Income</td>
<td>$56,083</td>
<td>$44,003</td>
<td>$51,338</td>
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<td>Median Home Value</td>
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<td>$260,119</td>
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<td>Population w/ B.A. or More</td>
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<td>82,468</td>
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<td>Households Earning $100K or More</td>
<td>32,268</td>
<td>30,588</td>
<td>7,689</td>
<td>33,856</td>
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<td>Homes Valued at $400K or More</td>
<td>10,230</td>
<td>8,965</td>
<td>3,942</td>
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</tbody>
</table>
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…

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