THE TOWN OF NEWTON

MARKETING ANALYSIS

February 2013

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The Strategic Vision Plan Proposal requested the marketing consultant develop a marketing plan section to include key strategies and objectives related to the marketing components of the issues raised by the public involvement sessions and stakeholder meetings. Further, the marketing consultant is to assist in developing the Strategic Vision plan, incorporating the data from a market analysis as well as the information from the surveys, retail inventory and demographics. Below is a synopsis of the findings.

DATA SUPPORT

The analysis relied upon a variety of reports for data collection and statistical reports. The RMP retail store analysis is one of the most important tables and figures in the study. They define the retail sales (supply) versus consumer expenditures (demand) of consumer spending and determine the gap or opportunity in every category. For Spring Street it is particularly enlightening as the RMP supports the perceptions, desires and vision of what the stakeholders would like Newton to become. With comments ranging from “Old Fashioned Stores”, “Great Bones”, “Entertainment and Dining Experience”, to “upscale, trendy and artistic” Newton has the ability and the demand to offer all these things; and thus the opportunity to attract new businesses.

Four out of the top 5 categories support the perceptions of what is needed in Downtown as determined by the Town Hall meetings, interviews and surveys. All of these are positive re-enforcement of the Vision for Newton. Below is a summary of the retail opportunity ranking. Further, as we find next based upon the Strength, Weakness, Opportunity, Threat (S.W.O.T) matrix these categories are consistent.

RMP Ranking vs. Radius

Category Code	0-5 Mile Radius	5-10 Mile Radius	10-20 Mile Radius	AVERAGE SCORE	OPPORTUNITY RANK	CATEGORY
TOTAL	23.71%	50.07%	02.46%			TOTAL ALL CATEGORIES
441	-37.17%	66.77%	20.84%			MOTOR VEHICLE AND PARTS DEALERS
442	75.80%	93.30%	45.57%	71.55%	**1**	FURNITURE AND HOME FURNISHINGS STORES
443	57.02%	83.79%	14.92%	51.91%	**3**	ELECTRONICS AND APPLIANCE STORES
444	21.42%	69.75%	28.62%	39.93%	**5**	BUILDING MATERIAL, GARDEN EQUIP STORES
445	-59.02%	-33.78%	-54.35%			FOOD AND BEVERAGE STORES
446	-44.84%	55.41%	49.32%			HEALTH AND PERSONAL CARE STORES
447	00.33%	29.39%	10.74%			GASOLINE STATIONS
448	55.89%	85.53%	35.62%	59.01%	**2**	CLOTHING AND CLOTHING ACCESSORIES STORES
451	21.76%	80.31%	30.16%	44.07%	**4**	SPORTING GOODS, HOBBY, BOOK, MUSIC STORES
452	19.89%	59.52%	34.64%	38.01%		GENERAL MERCHANDISE STORES
453	00.33%	75.55%	35.37%	37.08% *55.46%	**2***	MISCELLANEOUS STORE RETAILERS
454	-42.74%	84.24%	-79.56%			NON-STORE RETAILERS
722	30.41%	35.19%	30.38%	31.99%		FOOD SERVICE AND DRINKING PLACES

S.W.O.T : Strengths – Weaknesses – Opportunities – Threats

The information used to develop the S.W.O.T was compiled from the interviews, Town Hall meetings and surveys over a period of two months from several hundred respondents.

As we can see the Strengths provide many opportunities while the weaknesses and threats may also be viewed as opportunities to improve. For instance, the weaknesses such as crime and access to parking are more perceptual than actual, for survey results show 78% believe parking is sufficient. And though the threats perceived are real, they may be combated with increased government support and partnerships.

SWOT Analysis

SWOT ANALYSIS	**Helpful** To achieving the objective.	**Harmful** To achieving the objective.
	Strengths	**Weaknesses**
Internal Origin Attributes of the organization.	• Easily accessible • "Small town" community feel • Community oriented • Diversity • County seat • Good schools • County College	• Crime • Access to parking • Single Room Occupants (SRO) • Visitors not patronizing retailers • Absentee landlords • Public infrastructure • Lack of retail options • County Jail
	Opportunities	**Threats**
External Origin Attributes of the environment.	• Economic revitalization • Community beautification • Business development • Increase in proactive community programing • Advertising • County partnerships • Historic preservation	• Further economic decline • Attraction of unwanted crowds • Increased criminal activity • Increased external negative perception • One step forward, two steps back mentality • Decline of property values

Select Findings

1. After conducting the Town Hall meetings and compiling the information four (4) major categories were revealed. These categories were developed based upon their frequency in which they were mentioned; and thus became the goals of the work. Finally, once the frequency was established they were further refined into groupings or identifiable objectives. The following are the four goals and their corresponding objectives:

   GOALS*: OBJECTIVES*

   Building & Hardscape: *Physical, Parking, Transportation, Code Enforcement, Beautification*

   Businesses: *Entertainment, Retail, Restaurants*

   Communication: *Marketing, Advertising, Promotion*

   Community: *Loitering, Safety, Perceptions*

2. Responses to the personal interviews provided both a broader yet more focused perspective to the questions than the Town Hall meetings. This was due primarily to the fact that these were private conversations, with no attribution or anyone classifying who said what and why. Below is a recap of these Vis-a-via encapsulated comments.

Perception =	Historic, Unique, Compact, Potential underscored
Vision =	Vibrancy, Walk-ability, Arts as attraction, Connectivity town/county
Small Steps =	Signage/lighting, code enforcement, SID, Cross promo outside Spring St.
Shop Local =	Customer base from outside, Yes if better mix
County Seat =	Professionals good, Social Services mixed

3. With the arrival of new arts and entertainment there should be coordination with the many different food/dining experiences. Of the 82 retail storefronts there are 13 different eating establishments in ten different categories; from a simple diner, pizzeria, and pub to white table cloth dining. This supports the desires and visions of Newton to be an entertainment/dining experience.

4. In the Projected Employment Table 4 of the Report it should be noted that the fields of Healthcare/Social Services, Accommodations/Food Services, and the Arts/Entertainment are in the highest job growth categories. This corresponds with the finding above for Newton to be an entertainment/dining destination.

5. Distribution of Primary Local Retail Competition within 5-10-20 Mile Radius of Site operations are of significance because they show the difference between local five mile radius and the outer twenty mile radius having a huge increase. This can be interpreted to indicate there is far more demand (spending) versus supply (sales) as we have seen in the RMP Retail Opportunity Rankings.

6. The RMP supports the perceptions, desires and vision of what the stakeholders would like Newton to become. Hobby stores, books stores and music stores along with clothing and accessories stores such as men's and ladies clothing and jewelry stores all have high positive consumer expenditures (demand) versus sales (supply) regarding consumer spending.