



UDS

Urban Development Services.....Changing the way we look at urban spaces



DISHES
FACTORY

58

Distributeur
Durobor



Baksteenkaai 58
1000 BRUSSEL



DISHES
FACTORY

VERKOOP VAATWERK EN GLAZEN

02 511 90 02



Quick Poll

- What's businesses seem to be doing the best in your downtown?
- What do you feel is the biggest challenge facing retailers today?

What's the Future of Retail in Our Downtowns

- Perfect Information (showrooming) will tend to congregate all middle and upper price point purchases to a few retailers.
- Basic consumer goods will be served by low margin, big box stores.
- Downtown will be more convenience oriented, specialty, entertainment/“atmosphere” dependent

SEARS, ROEBUCK & CO.

WE SELL EVERYTHING BY MAIL ORDER ONLY. YOUR MONEY WILL BE PROMPTLY RETURNED FOR ANY GOODS NOT PERFECTLY SATISFACTORY AND WE WILL PAY FREIGHT OR EXPRESS CHARGES BOTH WAYS

A 7944



BOUNDARIES: KEDZIE AVE HARVARD ST. CENTRAL PARK AVE. AND CHICAGO TERMINAL TRANSFER R.R.

CABLE ADDRESS: SUPPLY CHICAGO.
DIRECT WIRE WITH WESTERN UNION.
AND POSTAL TELEGRAPH CO'S.
LONG DISTANCE PHONE KEDZIE 2500
WITH PRIVATE EXCHANGE TO ALL DEPARTMENTS.

OUR MAMMOTH CATALOGUE CONTAINS OVER
100,000 ILLUSTRATIONS AND QUOTATIONS MAILED
TO ANY ADDRESS FREE ON APPLICATION. THIS BIG
BOOK NAMES THE LOWEST PRICES ON EVERYTHING
WRITE FOR IT TODAY. WE CAN SAVE YOU MONEY
ON ANYTHING YOU WANT TO BUY.

REFERENCE BY SPECIAL PERMISSION.
FIRST NATIONAL BANK CHICAGO.
CORN EXCHANGE NAT'L BANK CHICAGO.
NATIONAL CITY BANK NEW YORK.
NATIONAL SHAWMUT BANK BOSTON.

Sears, Roebuck & Co. letterhead boasting of its Chicago plant, 1907



What Businesses Will Tend to Succeed at a Higher Rate?

- Businesses that add value/ exceptional service (Includes artists, cottage industry)
- Businesses that have exceptional “theater”
- Businesses that are convenience oriented “customers that need something now”
- Showroom outlets for larger distributors (ease of access to customers)
- Specialty businesses that are tech/internet/social media savvy



KUNSTGRAS PARK
NU € 29,00/m²

SUPER
AANBIEDING!
(Vergas met stopper)
NU € 15,00/m²

EINDE
REEKS!

KUNSTGRAS EXCELLENCE
NU € 33,00/m²
Prestatie prijs € 46,00/m²

EXCELLENCE
NU € 20,00

KUNSTGRAS
Zeer aangename kwaliteit
nu € 18,00/m²

SUPER AANBIEDING
KUNSTGRAS
EDITION 2
1. p.v. € 48,00/m²
2. p.v. € 25,00/m²

KUNSTGRAS



What is “Convenience”

- Food
- Pharmacy
- Finance (Transitioning)
- Telecommunication
- Entertainment
- “I don’t have to have it but I like it”
- “It broke and I need to replace it”
- “I forgot to buy something”

Successful, Downtowns of the Future will....

have a great sense of place that is founded on highly stimulating, legitimate environments.



Sales and profitability are influenced by:

- *Merchandising*
 - *Visual Merchandising*
 - *The planning, tracking and analysis of sales*
- Product relevancy (demand)
- Marketing (internet, social media)
- Management
- Customer Service
- Location/Competition

Sale Profitability is influenced by:

- The planning, tracking and analysis of merchandise
 - Developing an Open-to-buy
 - Inventory control
 - Sales Profitability Models
- Visual Merchandising
 - Window displays
 - Floor plan
 - Store fixtures, lighting, merchandise maintenance

Open To Buy

Cash flow planning to ensure enough cash will be on hand to meet sales goals

	JULY	AUG	SEPT	OCT	NOV	DEC
1. S/S Ratio	3.5	3.7	3.9	2.5	2	1.7
2. Projected sales	\$10,000	\$11,000	\$13,000	\$16,000	\$24,000	\$42,000
3. BOM (1x2)	\$35,000	\$40,700	\$50,700	\$40,000	48,000	\$71,400
4. Projected Markdowns	\$2,000	\$1,500	\$1,000	900	\$2,200	\$7,500
5. EOM [before OTB] [3-2-4]	\$23,000	\$28,200	\$36,700	\$23,100	\$21,800	\$21,900
6. OTB **	\$17,700	\$22,500	\$3,300	\$24,900	\$49,700	

1. Stock turn

The first figure that we need to calculate is **stock turn**. Stock turn evaluates the number of times per year an inventory investment will turn over. The higher the turn, the more profitable your store is. For example:

DEPT #	TOTAL SALES	AVERAGE INVENTORY based on retail prices	ANNUAL TURN
1	500,000	50,000	10
2	445,000	60,000	7.41

Stock to Sales Ratio

The third figure we need to be familiar with is the **Stock to Sales Ratio** or **Stock/Sales Ratio**. This ratio is the relationship between retail sales and the amount of inventory, planned or actual, at the beginning of the month at retail.

Calculating the S/S Ratio

$$\frac{\text{Average BOM} \times 13}{\text{Sales}} = \text{S/S Ratio}$$

$$\frac{\$100,000 \times 13}{500,000} = 2.6$$

Tracking Sales...Inventory Analysis



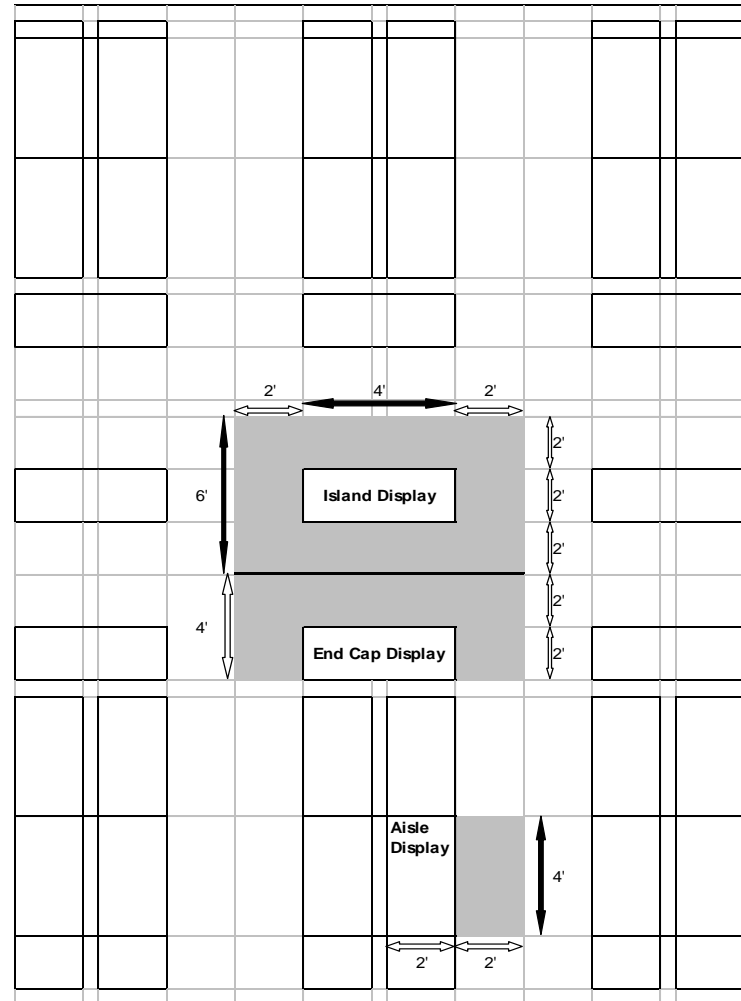
	MONTHLY SALES, PERCENTAGE OF YEAR'S SALES											
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC
ALL STORES	6.7	6.6	7.9	8.3	8.5	8.8	8.3	8.2	8.3	8.4	8.8	11.1
COMBINATION STORES (GROCERIES/MEAT)	8.1	7.5	7.9	8.2	7.9	8.4	8.6	8.0	8.5	8.4	7.9	10.5
GROCERY, CONFECTIONERY, SUNDRIES	7.6	7.1	7.9	8.2	8.7	8.6	9.1	9.1	8.6	8.5	8.1	8.4
ALL OTHER FOOD STORES	7.4	7.3	7.8	7.7	8.3	8.4	8.3	8.0	8.1	8.5	8.5	11.6
DEPARTMENT STORES	5.5	5.3	6.9	7.5	7.5	8.1	6.9	7.5	8.3	8.4	11.0	17.0
GENERAL MERCHANDISE	6.0	6.2	8.1	7.4	7.7	8.4	6.9	7.0	9.2	9.2	10.9	12.9
GENERAL STORES	6.0	5.7	7.7	7.1	8.5	8.9	9.3	8.9	8.5	9.0	9.3	11.0
VAREITY STORES	5.5	5.7	7.4	7.2	7.9	8.5	8.2	7.8	8.2	8.1	9.8	15.6
MOTOR VEHICLE DEALERS	6.1	6.9	9.3	10.0	9.5	9.3	8.2	8.2	7.8	8.5	8.6	7.6
USED CAR DEALERS	6.3	6.4	8.6	9.5	9.3	8.7	8.4	9.2	8.8	9.1	9.1	6.7
SERVICE STATIONS	8.2	7.8	8.2	8.1	8.9	8.8	9.0	8.9	8.1	8.0	8.0	8.1
GARAGES	7.4	7.2	7.8	8.3	8.9	9.4	8.9	8.6	8.4	8.5	8.8	7.6
AUTOMOTIVE PARTS/ACCESSORIES	5.7	4.9	6.4	7.8	9.8	10.1	8.9	8.1	8.1	8.5	9.5	12.2
MEN'S CLOTHING	6.1	4.6	6.3	7.5	7.8	8.6	6.7	6.1	8.4	9.1	11.1	17.6
WOMEN'S CLOTHING	6.7	5.4	7.1	7.9	8.4	8.5	7.5	7.5	9.0	9.0	9.3	13.9
FAMILY CLOTHING	6.2	5.2	6.4	7.1	7.3	8.0	7.1	7.9	9.2	8.7	9.4	17.5
SPECIALTY SHOES	7.8	5.9	7.5	8.5	9.6	9.5	8.5	8.0	8.2	7.8	7.1	11.6
FAMILY SHOES	6.7	4.9	6.9	8.0	8.3	8.7	7.6	7.5	9.2	9.0	9.3	13.9
HARDWARE	5.6	5.4	6.1	7.5	9.5	10.1	9.2	8.5	8.4	8.6	9.5	11.7
HOUSEHOLD FURNITURE	7.4	7.2	7.7	7.5	7.3	8.4	8.2	8.3	8.3	8.9	9.9	10.8
HOUSEHOLD APPLIANCES	7.1	6.4	7.4	8.7	7.5	8.3	8.6	8.6	8.2	8.4	9.3	11.5
FURNITURE/TV/RADIO/APPLIANCES	6.9	5.9	7.2	7.9	7.0	8.1	9.2	9.2	8.7	8.9	9.5	11.4
PHARMACIES/MEDICINE/COSMETICS	7.6	7.4	8.2	7.6	7.9	8.2	8.2	8.3	8.6	8.6	8.5	10.8
BOOKS AND STATIONERY	7.1	6.7	6.8	6.4	6.3	6.8	7.2	7.9	7.9	7.5	9.7	19.8
FLORISTS	5.7	7.9	7.4	8.0	11.3	8.3	6.6	7.6	7.8	7.8	8.1	13.5
JEWELRY	5.3	5.3	5.6	6.6	6.9	7.5	7.0	7.3	7.2	7.2	9.3	24.8
SPORTING GOODS/ACCESSORIES	5.5	4.8	6.3	9.0	11.2	12.4	9.5	9.0	7.6	6.2	6.7	11.8
PERSONAL ACCESSORIES	6.7	6.2	6.4	6.8	7.5	7.7	7.9	8.1	8.1	8.4	9.8	16.3
ALL OTHER STORES	6.3	6.2	7.0	7.5	8.2	8.7	9.1	8.7	8.4	8.4	8.8	12.7

*National Retail Federation

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Measuring Profitability

Sales Per
Square Foot



What is **GMROI**? (Gross Margin Return on Investment)

How to Calculate

Turnover

Gross Margin x Inventory

Example: 36% x 3.5 = 1.26

Determine for each department or sales category.

LESS THAN 1.00 is not Optimal

GMROI = Inventory turnover x Gross margin

DEPARTMENT	INVENTORY TURNOVER	GROSS MARGIN	GMROI	
Gifts	2.09	45.00	.94	*
Paint	3.89	33.30	1.30	
Paint Sundries	5.44	47.20	2.57	
Automotive	3.44	29.70	1.02	
Wire & Fixtures	1.82	48.80	.89	*
Bulbs	5.28	40.30	2.13	
Electrical Supplies	6.38	46.90	2.99	
Electric Motors	6.45	27.40	1.77	
Flashlights & Batteries	5.07	34.10	1.73	
Galvanized Pipe	5.25	53.90	2.83	
Copper & Plastic Pipe	5.10	52.00	2.65	
Plumbing Supplies	4.35	43.70	1.90	
Lawn & Garden	4.48	35.10	1.57	
School Supplies... Christmas	3.17	21.00	.67	*
Pet Supplies	3.33	32.70	1.09	
Toys	3.05	20.60	.63	*
Housewares	2.12	34.10	.72	*
Hand Tools	4.67	40.30	1.88	
Power Tools	3.96	31.10	1.23	
Welding Tools	3.69	35.30	1.30	
V-Belts	6.43	52.30	3.36	
Wire	3.78	18.70	.71	*
Fence Wire-Posts-Braces	4.61	15.10	.70	*
Electric Fence Control	5.00	25.20	1.26	
Fencing Supplies	5.97	36.30	2.17	
Panels-Gates-Feeders-Tanks	4.78	20.40	.98	
Generators & Starters	3.10	38.70	1.2	
Tractor-Imp Tires	4.60	23.50	1.08	
Hydraulic	3.82	30.40	1.16	
Tractor Accessories	4.89	34.40	1.68	
Sprayer Parts	4.16	41.10	1.71	
Sprayers	2.71	29.30	.8	*
Plastic	5.26	42.00	2.21	
Seasonal Merchandise	2.55	21.40	.55	*
Dairy Equipment	5.68	21.00	1.19	
Ladders-Rope	4.03	39.80	1.61	
Barn-Feed-Equipment	5.24	28.10	1.47	
Car-Truck Batteries	6.80	23.60	1.60	
Implement Parts	4.15	29.50	1.22	
Farm Oil	6.29	28.10	1.77	
Oil Filters	5.19	39.40	2.04	

Looking Good is Good Business

The Visual Aspect of Merchandising



Looking good is good business...first impressions are lasting impressions





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Streets that are fun to shop =

**Street
Theater**



Degree of Transparency

No smoked, tinted, or mirrored glass



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Displays should be visible from across the street





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Why are these guidelines important?

- The average customer is willing to walk about 70 feet in an unstimulating environment.
- About 65% of all sales (department store merchandise) happen on impulse





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Visuals need to
be enticing for the
target market



Traditional

Contemporary

Hi-tech, Funky, Artistic

\$



\$\$



\$\$\$





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Window Displays

Window Displays and Front Entryways...

key impression area





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SORRY,

NO

PUBLIC

RESTROOM

sorry we're
CLOSED

BUSINESS HOURS

	AM	PM
MONDAY	9:30	5:00
TUESDAY	9:30	5:00
WEDNESDAY	9:30	5:00
THURSDAY	9:30	5:00
FRIDAY	9:30	5:00
SATURDAY	9:30	5:00
SUNDAY	CLOSED	

VISA

MasterCard

NO SOLICITING
WATCH YOUR
STEP

**-NO-
FOOD OR
DRINK
ALLOWED**

ONLY
25 ITEMS PER
WEEK
OR
50 ITEMS
EVERY OTHER
WEEK

EXCLUDES
DONATED ITEMS

WE WILL
CONTINUE
ACCEPTING
SUMMER
CLOTHING
THRU JUNE

NO
GARAGE SALE
LEFTOVERS

**WE DO NOT ACCEPT
GARAGE SALE
LEFTOVERS**

**WE ARE NO
LONGER
ACCEPTING**



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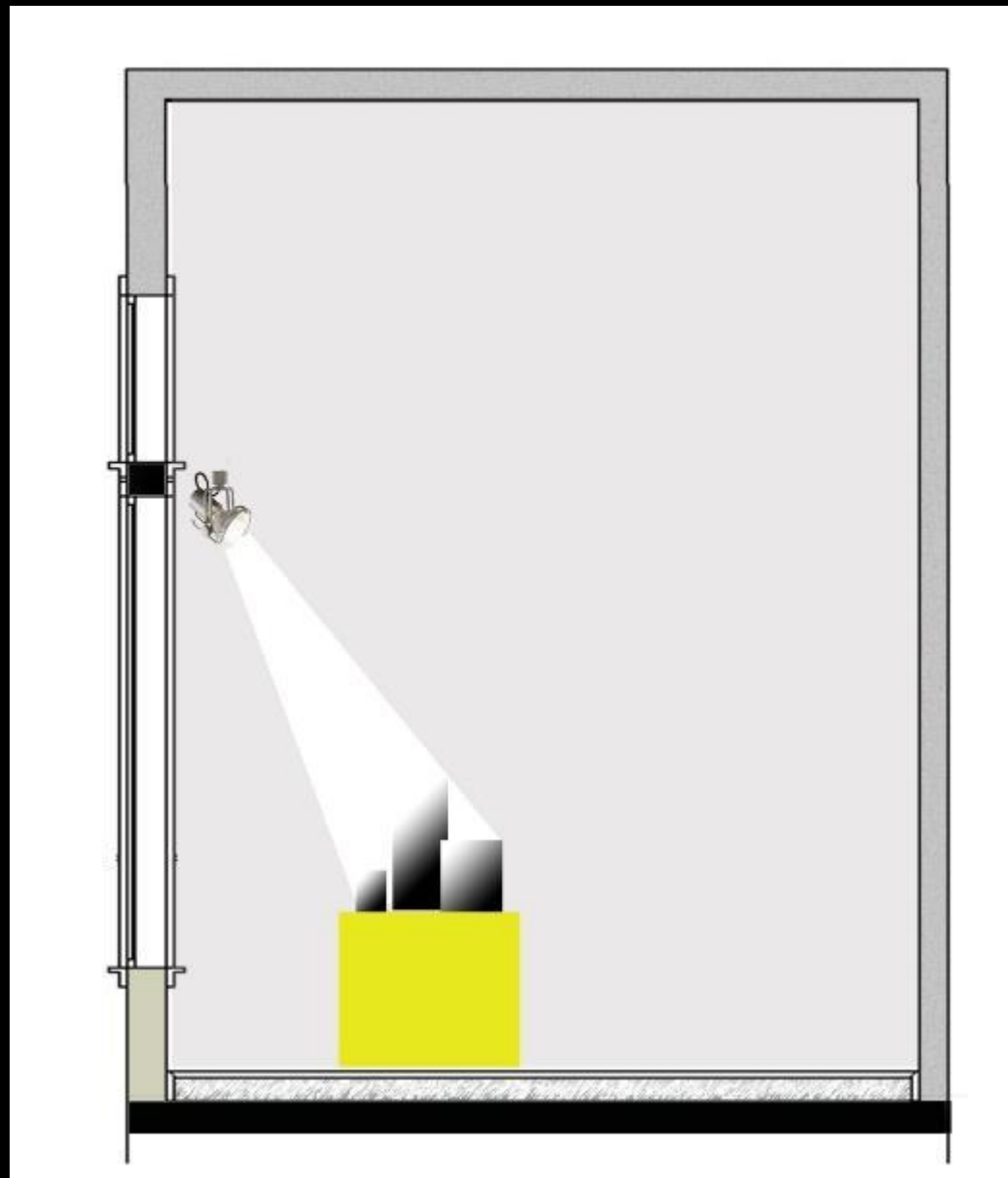
ALL UNATTENDED
CHILDREN WILL
IMMEDIATELY BE



GIVEN THREE
SHOTS OF ESPRESSO



AND SENT
HOME WITH A NEW
PUPPY



Lighting should be as close to the front window as possible.

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Natural
Foods

Oakland County
Main Street Program

September 30, 2006 Not to Scale

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San Antonio, TX 78209

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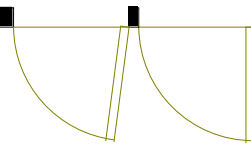
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Floor planning

N	A	N
A	P	S
P	S	S



P =Prime

S =Superior

N =Non-productive

A =Average



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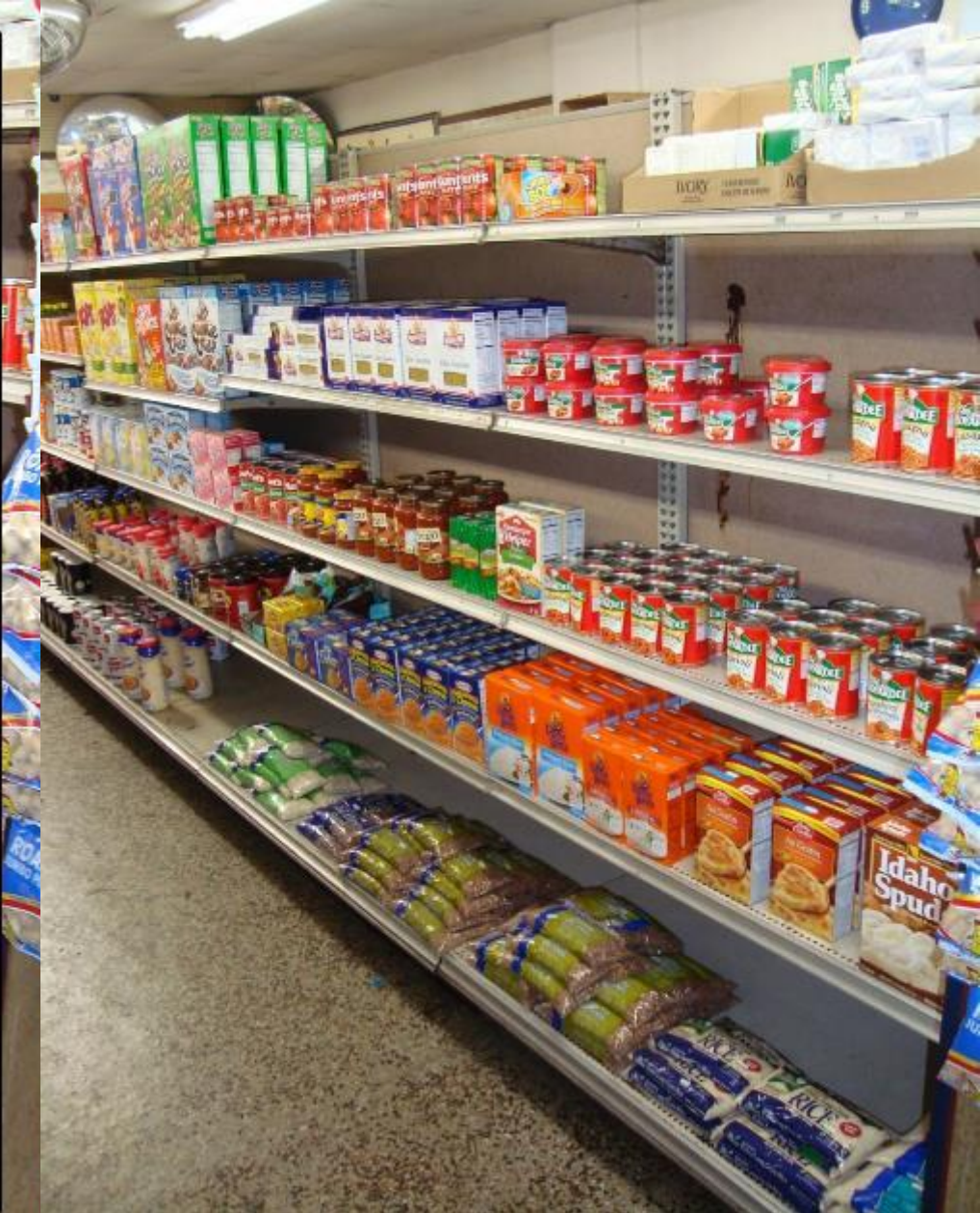
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RULES

Don't be rude to the staff
They are paid people
Please don't drink
And don't wear a hat if not the





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Lighting





Fluorescent

Halogen Spots





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Fronting Merchandise, End Caps and Sight Lines



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No more than 20%
negative space





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ENVELOPES





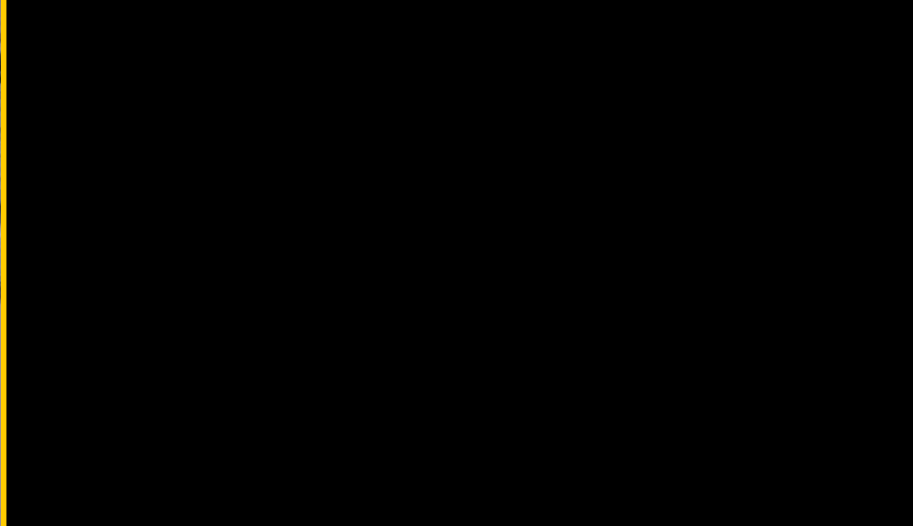
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— Store Policy —

1. No Cash Refund
2. Only exchange within 7 days with sales receipt
3. Worn, washed, and altered goods are not returnable
4. No exchange and no refund for all final sale items

— Lay-A-Way Policy —

1. No refund & no exchange
2. 10% surcharge on cancelled items
3. Lay a ways are held for 30 days only

**First impressions establish
the merchandise's
perceived
value**





DUCOEUR'S FURNITURE

506 McKEAN AVENUE
CHARLEROI, PA
(412) 483-2212

No. 827020

No. _____

Mfr SOMERSET

Finish HAIRBELLS

\$ 199.00

First Ten Feet...the impression zone





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Packaging





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