

Buy Local Study: Final Report

June 16, 2014

A Study to Promote the Vibrancy of
Scarsdale's Commercial Hubs





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We Appreciate the Contribution of Market Research Expertise



- Pioneer of online market research for more than 14 years
- Preferred supplier for many of the top consumer product, pharmaceutical and financial services companies
- Founded by SHS graduate & Scarsdale resident

www.buzzback.com

Buy Local Study |

Final Report

- **Introduction to TAP**
- **Buy Local Study**
- **Research Results**
- **Best Practices**
- **Recommendations**
- **Proposed Marketing Campaign**
- **Next Steps**
- **Appendix**

- **Introduction to TAP**
 - **Our Organization**
 - **Our Team**
 - **Buy Local Team**
- Buy Local Study
- Research Results
- Best Practices
- Recommendations
- Proposed Marketing Campaign
- Next Steps
- Appendix



Tapping the potential of professional women to accelerate small business growth

The Acceleration Project, Inc. (TAP) is a nonprofit organization that deploys local professional women to assist local small businesses in need of strategic and tactical advice.

Mission

- To tap the potential of professional women and local businesses, maximizing human capital and boosting economic development
- To empower women to make a meaningful impact in their local community while advancing their skills

Organization

- Staffed entirely by consultants who volunteer their time
- Supported solely by donations from individuals, businesses, and private foundations

www.theaccelerationproject.org

info@theaccelerationproject.org

Lisa Tretler, Co-Founder /Co-CEO

- Over 20 years of business strategy consulting experience
- New business start-up and career coach
- Wharton Faculty Member, WEDC Course Instructor to Small Business Owners
- Wharton MBA, Scarsdale resident

Jane Veron, Co-Founder/Co-CEO

- Over 15 years of business strategy consulting experience
- New business start-up and career coach
- Over 15 years as civic leader; Scarsdale Planning Board Chair, League of Women Voters President, SNAP Chair
- Harvard MBA, Scarsdale resident

TAP Consultants

- ***Trained to work with small businesses*** - recognize constraints of limited resources and time
- ***Dedicated to community service*** - leaders in nonprofits, government, and schools
- ***Scarsdale residents with long-term vested interest*** - shared goal of community vitality
- ***Highly experienced*** - extensive professional work in consulting, finance, and industry
- ***Highly educated*** - MBAs from leading business schools
- ***In-depth functional knowledge*** - Retail, Marketing, PR, Finance, Sales, Customer Service



Donating their talent and time to help the public good

A local team helping our local community:

Lisa Tretler, Co-Founder and Co-CEO, TAP
Jane Veron, Co-Founder and Co-CEO, TAP
Tracy Ullman, Advertising Executive and Consultant, TAP
Carol Fitzgerald, President and CEO, BuzzBack Market Research
Tracy Jaffe, Consultant, TAP
Amanda Hack, Consultant, TAP
Joan Hendell, Consultant, TAP
Kim Meyers, Consultant, TAP
Pam Rubin, Consultant, TAP
Nanette Koryn, Advertising and Creative Executive
Richard Effman, Marketing and Advertising Executive
Janette Gee, Graphic Design
Mary Blum, Public Relations
Rhonda Schnipper, Assistant, TAP
Andreas Larsen, Senior Options Media Specialist
Emily Feldstein, Intern
Julia Feldstein, Intern
Michaela Hendell, Intern
Claire Brennan, Intern

Quaker Ridge
Fox Meadow
Fox Meadow
Fox Meadow
Greenacres
Heathcote
Greenacres
Heathcote
Fox Meadow
Fox Meadow
Greenacres
Greenacres
Fox Meadow
Quaker Ridge
Edgewood
Fox Meadow
Fox Meadow
Heathcote
Edgemont



Over 2400 Professional Hours Donated

- Introduction to TAP
- **Buy Local Study**
 - Current Situation
 - Goals
 - Rationale
 - Why It Matters
 - Proposed Process & Deliverables
 - Actual Process
 - Actual Deliverables
- Research Results
- Best Practices
- Recommendations
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Buy Local Study

Current Situation

- Scarsdale’s small businesses have never before faced so many challenges to their vitality.
 - Intense competition from the Internet and regional and national chains
 - Shift in buyer behavior
 - Parking constraints
- Business owners struggle independently to address common concerns.
- Vacancies of storefronts have an adverse impact on the community as a whole.



Pressing need to initiate a conversation amongst stakeholders - businesses, consumers, officials - to accelerate the process for change





Key Goals

Drive more customers to Scarsdale businesses; increase loyalty and volume

- Provide customer information to inform merchant mindset
- Share relevant examples from other businesses and municipalities

Educate stakeholders on their roles in enhancing the vibrancy of Scarsdale's retail hubs

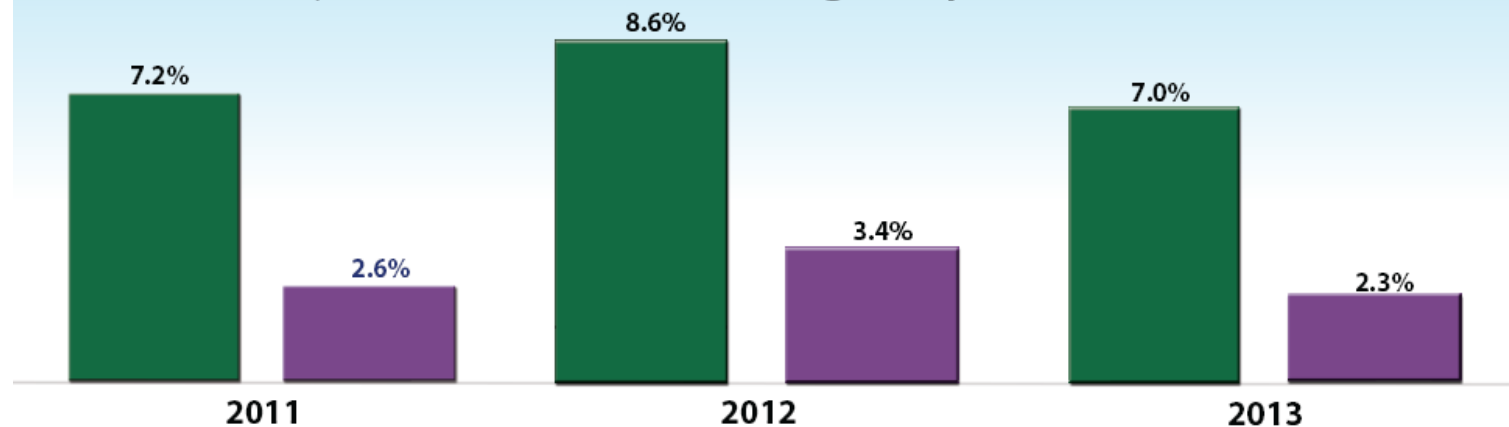
- Provide recommendations for awareness campaign to underscore importance and value of supporting Scarsdale businesses
- Further the conversation on how collaboration benefits all



The Bottom Line:

- *We care greatly about the local economy and want to make you successful as business owners*
- *We believe this project is a win-win for all parties: A flourishing Scarsdale benefits both residents and businesses*

Do Buy Independent / Buy Local Campaigns Make a Difference?

Year-to-year sales increases among independent businesses



-  Communities with campaigns run by Independent Business Alliances® / Local First Networks
-  No Independent Business Alliance / Local First Network

Data: Institute for Local Self-Reliance
Graphic: American Independent Business Alliance
Graph source file: amiba.net/buy-local-campaigns

What can the Buy Local Study do for **SCARSDALE BUSINESSES?**

- **Offers access to your consumers' buying behaviors and preferences**
 - Provides current and relevant data to better meet customer needs
- **Elevates importance of buying local, reinforced by customized marketing campaign**
 - Reminds consumers to support your business more often
- **Incorporates local business input**
 - Provides a forum for you to learn from fellow business owners
- **Identifies strategies for future growth**
 - Informs your investment decisions on best means to grow your bottom line
 - Shares best practices from across the country
- **Provides a community forum to address local commerce issues**
 - Lays the groundwork for stakeholder dialogue to improve local business environment, together as a community

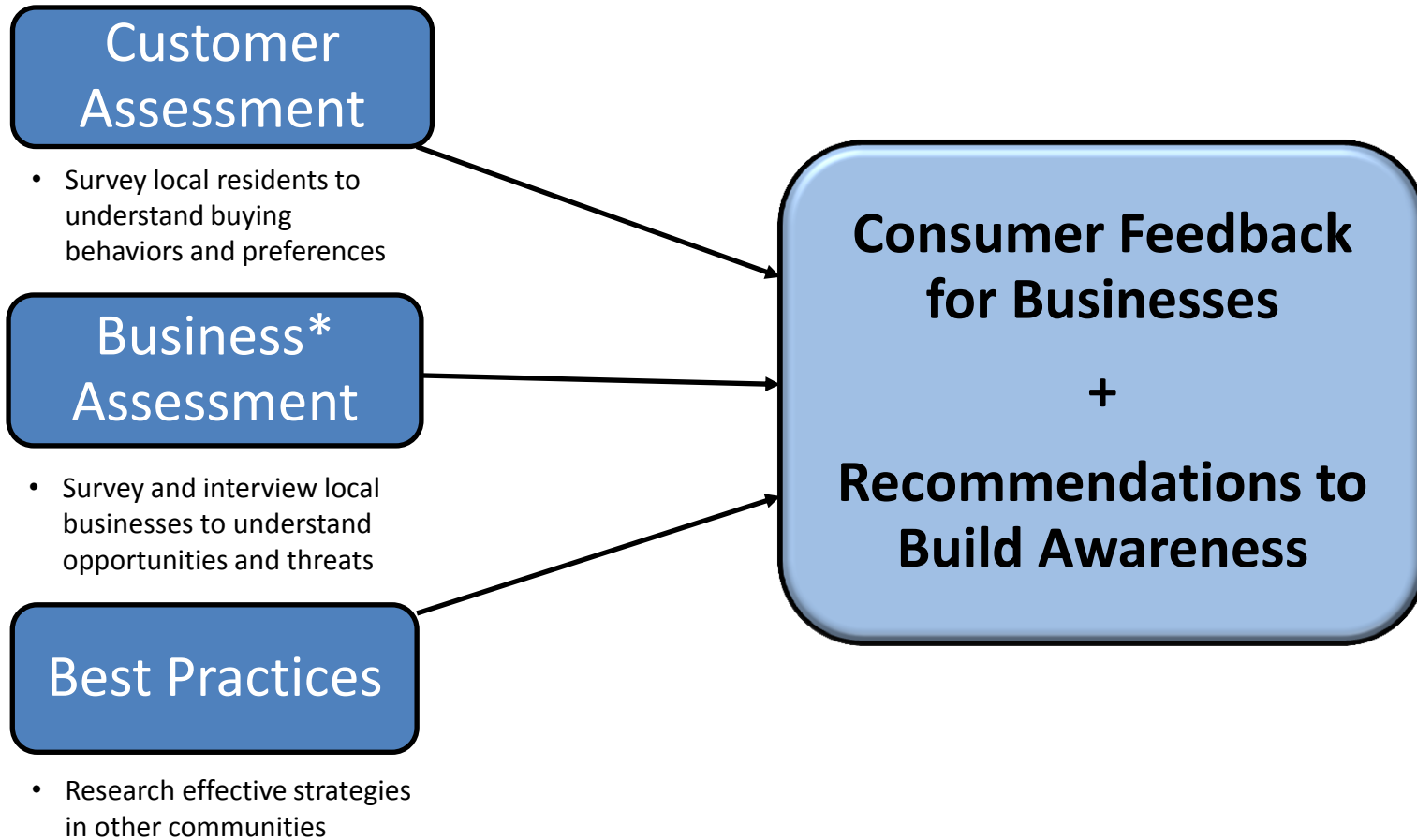




What can the Buy Local Study do for **SCARSDALE**?

- **Elevates business success and the entire community**
 - Thriving retail centers make Scarsdale an attractive place to live, work, eat, and shop
- **Ensures local businesses remain vital for our convenience**
 - Residents value the proximity of retail, dining, and services
- **Preserves our sense of community**
 - Scarsdale’s retail hubs provide a central meeting place for friends, family, and colleagues
- **Initiates collaboration across all stakeholders**
 - Working together fosters creative problem solving that benefits all
- **Enables Scarsdale to lead through innovation**
 - Taking a proactive approach will promote growth and opportunity





Recommendations will be shared in June → Implementation by Chamber/businesses thereafter

* Retailers, Restaurants, Professionals, Service Providers

Customer Assessment

- **517** local residents surveyed to understand buying behaviors and preferences, Jan - Mar '14

Business Assessment*

- **50** business owners* surveyed, Jan - Mar '14
- **60 +** interviewed to assess opportunities and threats, Nov '13-May '14

Best Practices

- Researched over **20** effective initiatives in other communities
- Identified numerous local examples

*Retailers, Restaurants, Professionals, Service Providers

Buy Local Study



Actual Deliverables

**Consumer
Feedback for
Businesses**



Business Perception Survey and Gap Analysis
National and Local Business Best Practices

**Recommendations
to Build
Awareness**



Logo Design
Messaging
Collateral Specs and Budget
Buy Local Video
Comprehensive Local Business Database
Establishment of Block Captain Roundtable
Establishment of Government Taskforce

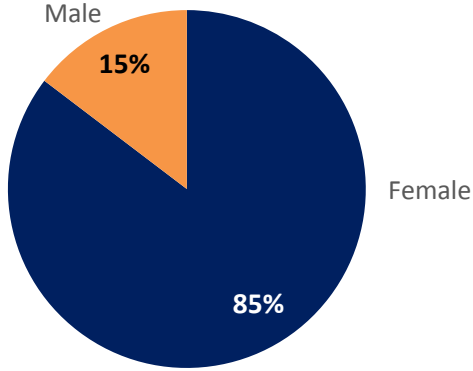
- Introduction to TAP
- Buy Local Study
- **Research Results**
 - Consumer Profile
 - Consumer Behavior
 - Consumer Preferences
 - Business Profile
 - Business Perceptions
 - Areas of Alignment
- Best Practices
- Recommendations
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Research Results

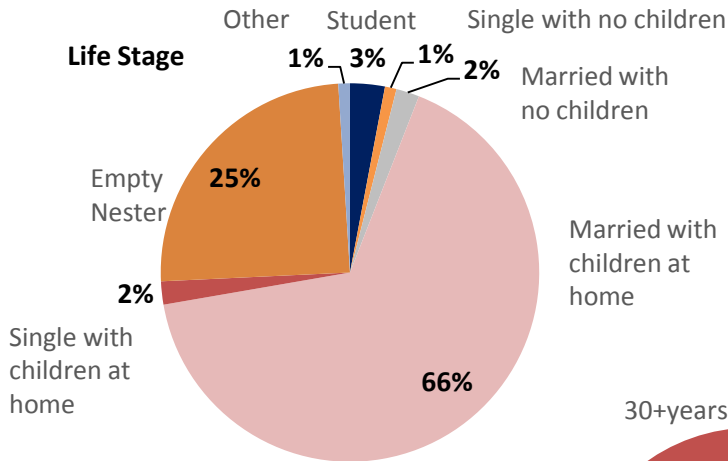
Consumer Profile

- 517 consumers
- 85% female; 15% male
- Most with children at home
 - Around 25% empty nesters
- Span of years living in Scarsdale & neighborhoods represented

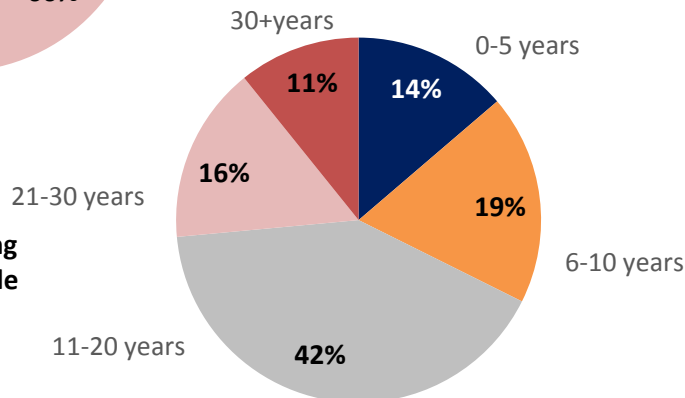
Gender



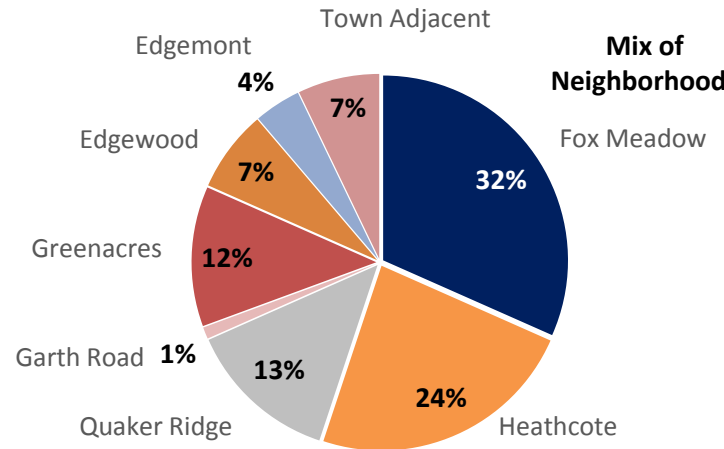
Life Stage



Years Living in Scarsdale



Mix of Neighborhoods



Research Results

Consumer Behavior

Consumers Frequent Scarsdale for Necessities, Dining, and Fitness

- **Consumers patronize Scarsdale hubs**
 - Weekly (73%)
 - Monthly (21%)
- **Consumers visit Scarsdale weekly for necessities**
 - Groceries (64% weekly, 89% weekly/monthly)
 - Dry cleaning/pharmacy (46% weekly, 73% weekly/monthly)
 - Banking and financial services (46% weekly, 74% weekly/monthly)
- **Post Office continues to be an anchor**
 - 79% visiting weekly/monthly
 - Observable increase in internet returns
- **Eateries draw consumers**
 - 91% visit restaurants weekly/monthly
 - 85% visit bakeries, coffee shops weekly/monthly
 - Restaurants, coffee shops/bakeries showed largest increase in patronage over past 3 years
- **New and abundant fitness programs attract consumers**
 - 42% visits weekly/monthly
 - 28% of consumers reported an increase in fitness usage over past 3 years

Business	Weekly	Monthly	Annually	Never
Grocery Stores	64%	25%	8%	3%
Dry Cleaning/Pharmacy	46%	27%	9%	19%
Banking/Financial	46%	28%	10%	16%
Post Office	23%	56%	17%	4%
Restaurants/Dining	37%	54%	9%	1%
Bakeries/Coffee Shops	47%	38%	11%	4%
Fitness/Well-Being	32%	10%	8%	49%

Research Results

Consumers Support Scarsdale Storefronts

- Wine/spirits and beauty receive regular traffic
- Consumers purchase home and gifts, apparel, and jewelry in Scarsdale

Business	Weekly	Monthly	Annually	Never
Wine/ Spirits	6%	53%	29%	12%
Beauty	11%	31%	19%	39%
Home/ Gift	2%	31%	46%	21%
Apparel	2%	28%	40%	30%
Jewelry	0%	13%	50%	36%

Yet, Consumers Report Slight Softening of Patronage

- 23% of consumers note overall decline in Scarsdale retail spending
- Consumers cite decrease in some retail categories
 - Apparel showed most notable drop (34%)

Consumer Behavior

Scarsdale Consumers Use Local Medical Professionals More Often Than Other Service Providers

- 68% of consumers patronize local doctors

Business	Weekly	Monthly	Annually	Never
Doctors/Medical Professionals	2%	20%	46%	32%
Home Service Professionals	14%	14%	13%	58%
Business Service Professionals	0%	2%	10%	89%

Patronage of Service Businesses Remains Fairly Stable (Medical, Home Service, Business Service, etc.)

- 62% reported no change over past 3 years

Where Else Do Consumers Shop?

Location	Weekly	Monthly	Annually	Never
Central Avenue	44%	40%	12%	3%
Local Malls/Dept. Stores	22%	64%	12%	2%
Other Westchester Towns	28%	43%	22%	6%
NYC	20%	45%	30%	5%
Greenwich	4%	26%	41%	29%

Internet Creates Share Shift

- Nearly all consumers shop on the internet
 - Weekly (68%)
 - Monthly (26%)
- Consumers note increase in internet use over shopping locally in past 3 years (42%); consistent with national trend

My internet shopping has dramatically increased, but not yet to the extent it exceeds Scarsdale businesses

Yet, only 25% state they prefer internet shopping; half are indifferent

Top Reasons Consumers Patronize Scarsdale

- **Convenience/ Proximity**
 - 85% say Convenience is a top reason
 - More than 70% agree they “do business in Scarsdale for convenience over price”
- **Support of Local Business**
 - 85% want to support the local economy
 - 49% say supporting local business is a top reason to patronize Scarsdale businesses
 - 27% report shopping locally has become more important over past 3 years
- **Local Feel**
 - Close to 80% say “I enjoy the local feel and community spirit of doing business in Scarsdale”
 - Positive relationship/rapport with business owners (32%)
 - Enjoy meeting up with friends (25%)
- **Factors impacting patronage also support local emphasis**
 - Word of mouth (61%)
 - Community events (31%)



Top Reasons Consumers Do Not Patronize Scarsdale

- **Pricing**
 - 51% shop elsewhere for better pricing
 - 36% seek price matching; internet aids price comparisons
 - Even though 74% understand price dictated by high fixed costs
- **Parking**
 - 49% cite parking limitations
- **Internet**
 - 47% find it easier to shop on the internet
- **Selection**
 - 42% said better selection elsewhere

Price is key!

We need a better variety of shops, more "practical"

I like to shop locally, but I also like finding the best price for things

90 minute parking and aggressive ticketing is the biggest challenge

The parking in the village is simply a deal breaker for me

Consumers Would Choose Scarsdale More Often If...

- **Flexible Policies**
 - 38% say improved return/refund policies would encourage patronage
 - 36% sought price matching
- **Sales/Discounts**
 - 45% are influenced by offers
- **Longer Business Hours**
 - 34% would appreciate longer business hours
- **Personalized Touch/Customized Approach**
 - 30% find personalization compelling
 - 34% value personalized service over price

It's important to see an easy return policy. It's just too easy to return to Amazon/Home Depot/etc. to worry about it

Local vendors have nothing more important to offer than personal service

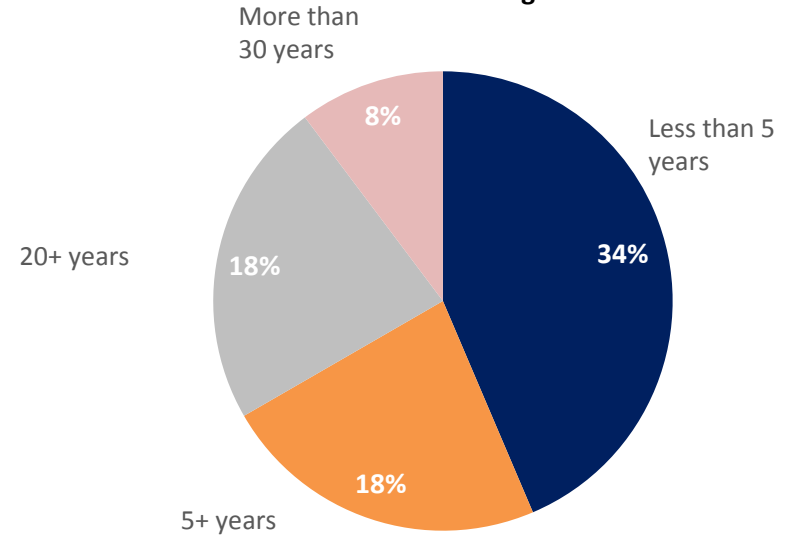
I like to buy things at a discount. Bloomingdale's and Lord & Taylor got on the bandwagon offering 25% off.

Research Results

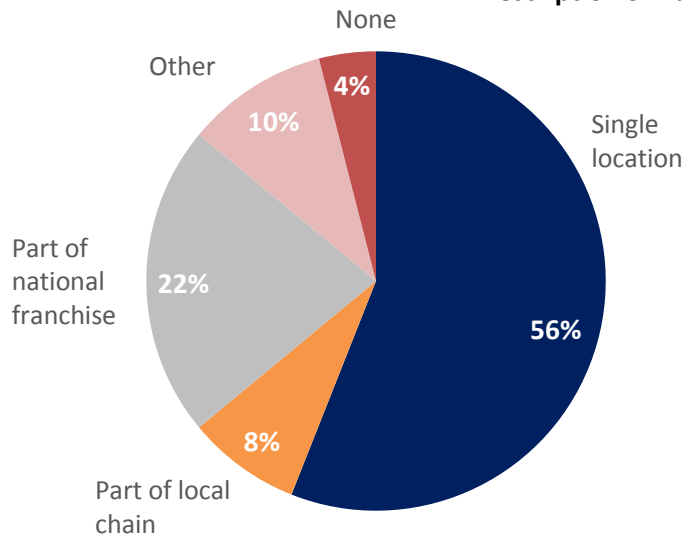
- 50 business respondents
 - Readable business segment
- General mix of
 - Independents and franchise
 - Types of businesses
 - Years doing business in Scarsdale (65%+ for 5 or more years)

Business Profile

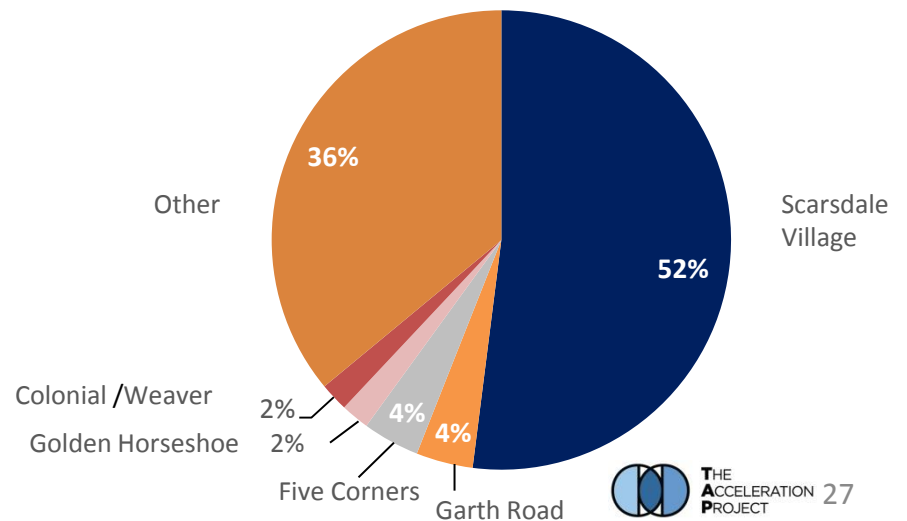
Years Doing Business in Scarsdale



Description of Businesses



Location of Businesses



Research Results

Business Perceptions

From Business Perspective, Top Changes in Local Environment:

- More competition from internet (42%)
- More empty storefronts (34%)
- Less foot traffic (32%)

There is a turnover of retail business in the village and more restaurants have come to town. The newer offerings are quite attractive to residents.

Open Ended Responses/Interviews Provide Additional Insight:

- Recession created shift in consumer and corporate spending patterns and expectations
- Consumers more demanding
- Rise in home-based businesses stealing share

Yet...

- New restaurants creating more vibrancy and foot traffic
- For some, uptick in business more recently

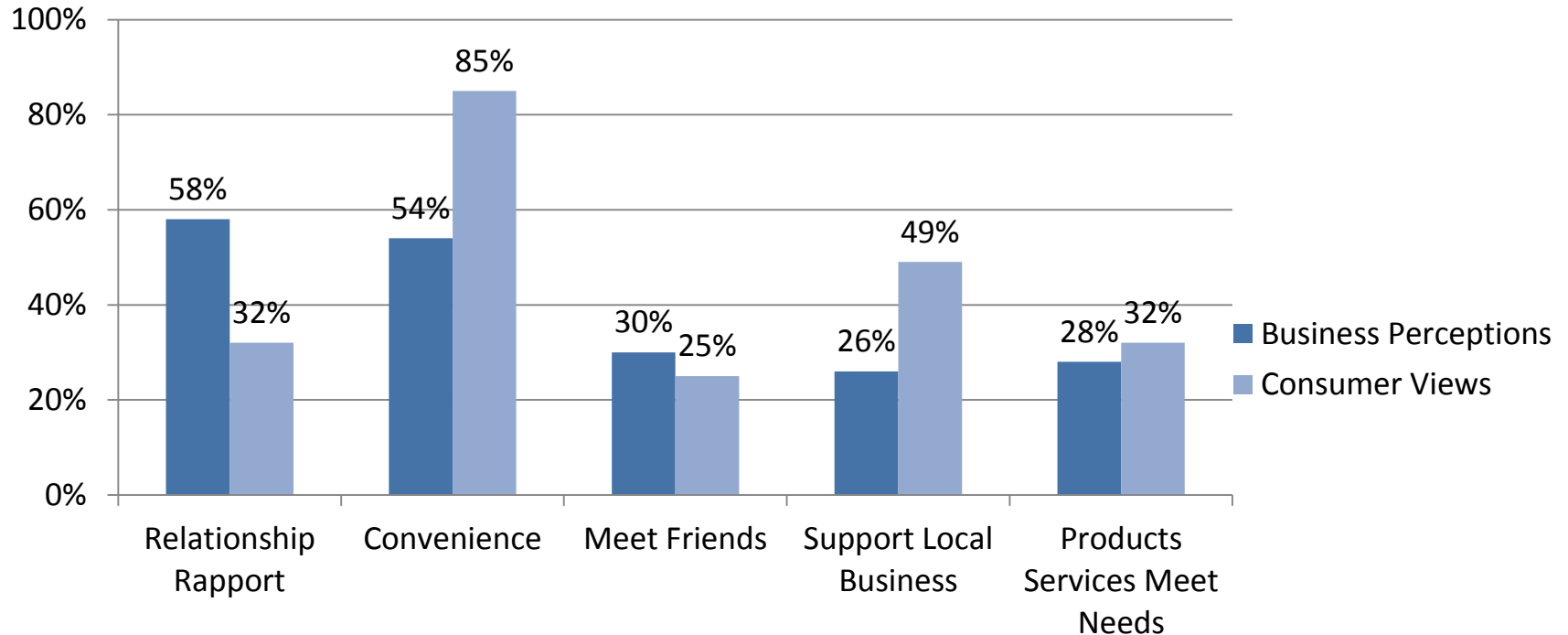
Despite some negative perceptions, 75% of businesses report satisfaction doing business here

Retail businesses have been severely impacted by e-commerce, and a younger generation of consumers who are "lazy" buyers content to shop on a smart phone and laptop. Consumers are more discount oriented than ever.

You need to go out of your way to make sure clients are happy.

Survey Reveals Disconnect Between Business Perceptions and Consumer Views: Top Reasons Consumers Shop in Scarsdale

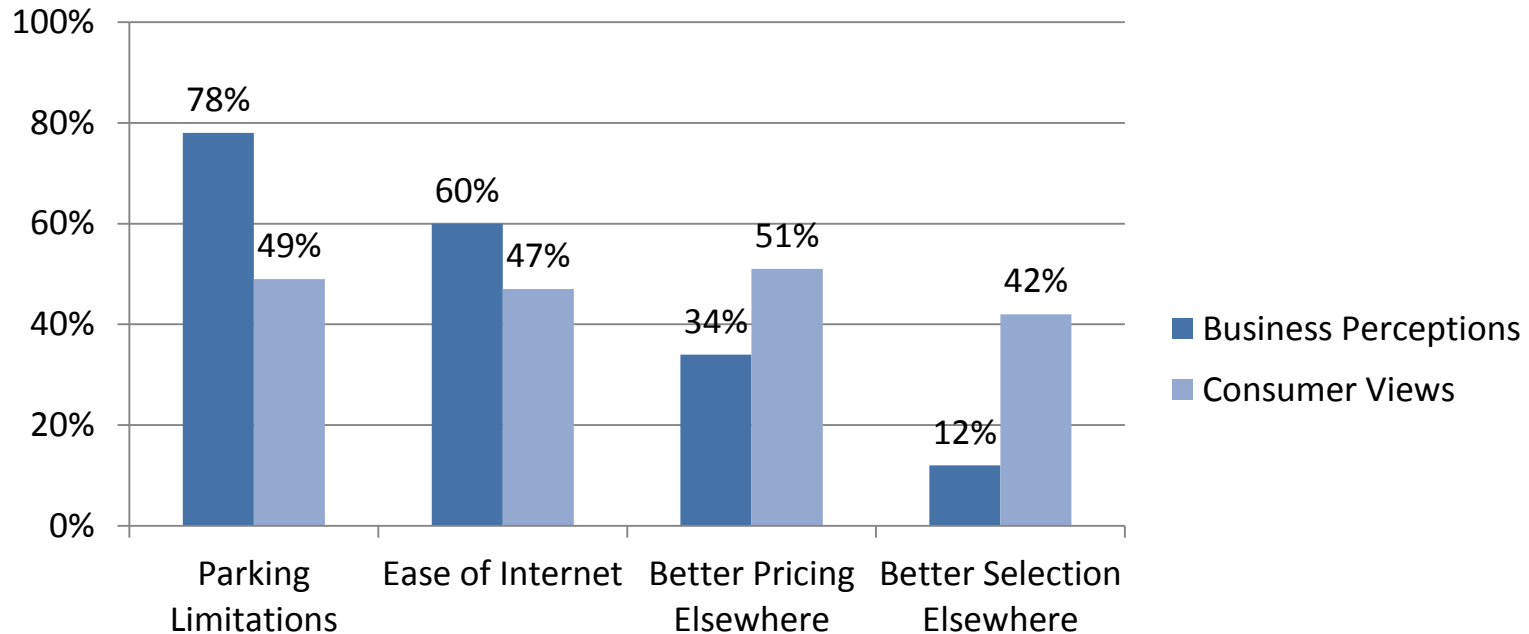
- Businesses Believe Relationship/Rapport Influence Patronage... Yet Consumers State Otherwise
- Businesses Underestimate Value of Convenience, Support Local Business



- 50% of businesses also choose message : “Customers benefit from owners they know and trust” while only one quarter of consumers find message persuasive
- Consumers may perceive relationship as given rather than differentiator

Survey Reveals Disconnect Between Business Perceptions and Consumer Views: Top Reasons Consumers DO NOT Shop in Scarsdale

- **Businesses Underestimate Importance of Pricing**
- **Though Parking Limitations are a Big Issue for All, Businesses Emphasize More Than Consumers**



- Customers cite price matching as top differentiator yet only 4% of businesses say they offer benefit
- Only 16% of businesses rely on sales and discounts to drive traffic

Businesses Under-Deliver on Services of Greatest Consumer Appeal

- **Businesses Cite Personal Touch and In Depth Knowledge as Top Two Benefits... yet, consumers don't value as highly as differentiator**
 - Consumers select flexible policies and price matching as top two benefits desired
 - Only one third of consumers value personalization over price
 - Furthermore, while majority of businesses state they offer in depth knowledge, only 1 in 5 consumers feel that is enough of a differentiator to encourage their patronage
 - In depth knowledge may be cost of entry, basic expectation of consumers
- **Customer Service Disconnect**
 - Businesses view their customer service differently from how consumers feel they are treated
 - 96% of businesses said they make their customers feel valued
 - Less than half of consumers said they feel valued

We have to give to our customers what big box stores can't and I feel that a Hello when they enter is a good start. Good Manners would be a good place to start for a lot of our local shopkeepers. Owning a small business in any town, you are providing a service. People forget that we are here to Serve with a Smile.

Despite Perception Gaps, Businesses and Consumers Share Areas of Alignment

- Importance of word of mouth for driving business
- Importance of community and store events for driving traffic
- Belief that our community vibrancy is linked to thriving retail centers
- Belief that the local feel and community spirit of doing business in Scarsdale is a big draw
- All agree that convenience is a huge driver and competitive advantage



Buy Local Study



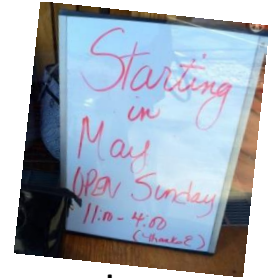
Final Report

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- **Best Practices**
 - Individual Business Efforts
 - Community Initiatives
 - Cross-Business Initiatives
 - National Campaigns
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Many Best Practices to Be Found In Scarsdale:

Scarsdale's "Best In Class" businesses:

- Place emphasis on knowing their customers' needs & wants
- Work at cultivating ongoing customer foot traffic & community engagement
- Work with other local businesses to cross-promote goods and services



Common practices :

- Utilize customized email blasts
- Collect customer information for future marketing efforts
- Monitor preferences, purchases of best customers
- Make training employees on customer service & hospitality a priority
- Offer value-added services of interest to customers:



Seasonal promotions and sales

Delivery service/Curb-side pick up/Carry Out Services

Phone orders

Online appointments/bookings for service providers

Price matching

Loyalty programs and discounts

Community initiatives, at their best, connect our local businesses, schools, government, religious organizations, and our residents to each other.

- Many examples to be found in Scarsdale:
 - **Countless donations** by businesses to local schools, religious organizations, and other local causes
 - **Candy N Cards Valentine's Day** window display created by Fox Meadow kindergarten class
 - **Hoff Barthelson free concerts** in Chase Park
 - **Lange's providing hot chocolate for Christmas Tree Lighting Ceremony**
 - **SoWe Festival, Car Concourse, Sidewalk Sale, Window painting**



Candy 'n Cards: Valentine's window display created by Fox Meadow kindergarten class

Marketing initiatives between businesses are an effective tool to improve customer acquisition and foot traffic

- Wilson & Sons event featured Savona wine/food
- Current Home event featured Vintology wine
- La Dentelliere sending customers to Imagine Candy and Martines to fill trays/bowls purchased; and offers to gift wrap it all together
- Pamela Robbins gets a Spanx from Petticoat Lane while customer is trying on a dress



The “Buy Local” campaigns of 20 communities across the country were also studied. Common elements of the most successful campaigns:

- Eye-catching logo and slogan prominently displayed across multiple venues
 - Chamber website, store windows, car decals, business websites, business advertisements, local press and media, social media platforms,
- Broad support from majority of store owners
- Support and press coverage/PR from town government officials (mayor, Chamber Pres.)
- Media support from local online and offline news sources
- Support materials easily provided to store owners
 - Downloadable fact sheet on why it’s important, easy access to logo
- Video content for campaign disseminated on website, social, YouTube
- Multiple efforts of campaign coverage/promotion tied to important annual programs:
 - National Small Business Week (June of each year)
 - Amex Small Business Saturday in Nov each year
 - Holiday shopping period
 - Major community events



Buy Local Study

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 - **Community Partners**
 - **Government**
 - **Consumer**
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<p>1. <u>Play a role in educating consumers</u> on the importance of supporting local business</p>	<ul style="list-style-type: none">• Thank consumers for shopping locally• Remind consumers they are doing a good thing when patronizing Scarsdale businesses• Use signage on window and at customer touch points to reinforce message• Participate in Buy Local campaign events
<p>2. <u>Create added value</u> throughout the customer's shopping or service experience</p>	<ul style="list-style-type: none">• Think about how to maximize the VALUE of the customer's experience<ul style="list-style-type: none">- Customers want to feel their business is valued- The experience needs to be positive before, during, and after the purchase of goods or services- Train employees to reflect your business' values• DIFFERENTIATE wherever possible and remind consumers about this value

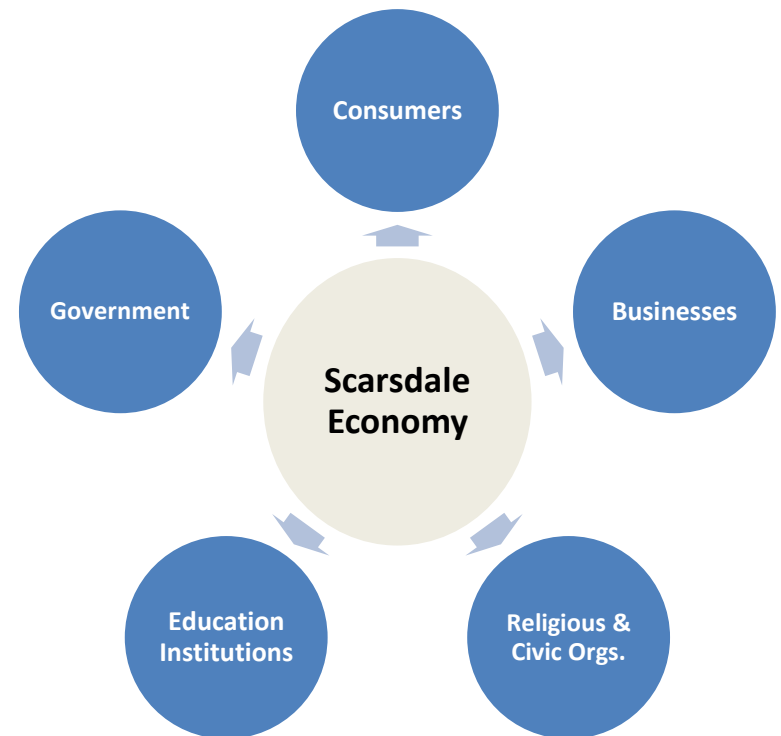
<p>3. <u>Promote patronage</u> through word of mouth and targeted communications</p>	<ul style="list-style-type: none">• Businesses' best customers should be "ambassadors" and promote to friends and family (both live and via their social media)• Send targeted emails communicating upcoming events, new product and service arrivals, and PROMOTIONS
<p>4. <u>Update policies</u> to address changing consumer needs and behaviors</p>	<ul style="list-style-type: none">• Provide more consumer-friendly return policies• Price-match when possible• Extend business hours when there is high demand
<p>5. <u>Stay relevant</u> to your customers</p>	<ul style="list-style-type: none">• Solicit consumer feedback on needs and preferences• Keep interiors updated to reflect quality

<p>6. <u>Work together</u> to generate traffic & cross sell</p>	<ul style="list-style-type: none">• Cross market with other Scarsdale businesses<ul style="list-style-type: none">- Develop cross promotional events- Leverage traffic to restaurants and fitness classes- Direct consumers to other local businesses• Support one another<ul style="list-style-type: none">- Purchase gifts, food, supplies from a neighboring business...make sure a neighbor stays a neighbor
<p>7. <u>Utilize community resources</u> to grow your businesses</p>	<ul style="list-style-type: none">• Attend Chamber of Commerce meetings<ul style="list-style-type: none">- A great way to network with other businesses about working together• Utilize community events to stay open, attract new customers and capitalize on increased foot traffic<ul style="list-style-type: none">- (SOWE, Window Painting, Concerts, Sidewalk Sale)• Provide incentives for other local businesses or organizations to support you<ul style="list-style-type: none">- Discounts, supplies or service donations

A vibrant local economy fuels a vibrant community

- Organizations and local infrastructure, including government, need to support local businesses too
- Local media support is key

The more partnerships we build between sectors, the stronger our community “web” becomes. The stronger our web, the more vibrant our retail hubs become.



TAP and the Chamber have already begun conversations with Village Government to address the following recommendations:

<p>1. <u>Improve parking situation</u> in Village to encourage commerce</p>	<p><i>With the advent of internet shopping, anything that impedes convenience will erode away at local businesses' main differentiator of convenience.</i></p> <ul style="list-style-type: none">• Share Buy Local research with government officials<ul style="list-style-type: none">• Survey data supports significant consumer and business frustration.• TAP compiled report focused solely on parking to be shared with government this summer.• Consider alternate parking solutions<ul style="list-style-type: none">• Alternative solutions currently in development
<p>2. <u>Provide leadership and resources</u> to support Buy Local campaign</p>	<p><i>Long-term success depends upon all stakeholders taking an interest.</i></p> <ul style="list-style-type: none">• Establish community/government taskforce to address Buy Local<ul style="list-style-type: none">• TAP secured government commitment to create Buy Local task force with Trustee Liaison and Village staff.

<p>1. Take the time to <u>stay and shop local</u></p>	<ul style="list-style-type: none">• Meet for coffee and then take a stroll around retail hubs• Take a class or make an appointment and then stay for lunch
<p>2. <u>Increase frequency</u> of visits to favorite businesses, and <u>try some new ones</u> while you're at it</p>	<ul style="list-style-type: none">• Support at least three local businesses each week that you wouldn't want to see go out of business• Try at least one new local business each month<ul style="list-style-type: none">• You don't know until you try• Choose a Scarsdale service provider; they provide great service close by
<p>3. Help <u>spread the word</u> to your friends and organizations</p>	<ul style="list-style-type: none">• Spread the word about our Buy Local campaign via Facebook and other social media• Encourage your organizations and activities to support local business 

Buy Local Study |

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 - **Talking Points**
 - **Logo**
 - **Slogans**
 - **Calendar of Events**
 - **Ongoing Initiatives**
 - **Budget Estimate**
 - **Block Captains**
- Next Steps
- Appendix

Objective: Build awareness and influence behavior

Logos and Messaging

- Create unified, compelling messages and images to encourage business adaptation and changes in consumer buying behavior

Promotions and Events

- Create interest among consumers
- Create ongoing visibility for the campaign, and therefore, the businesses
- Translate this visibility and interest into foot traffic for businesses

Collateral

- Procure the most impactful and cost effective forms of collateral

**Buy Local Messaging
Resonates With
Consumers More
Than Businesses
Think**

Most consumers (85%) agree that they want to support the local economy and half state that this is a top reason for patronizing Scarsdale

Only 58% of businesses believe that consumers are interested in supporting the local economy and only a quarter of businesses see this as a top reason for patronage

Proposed Marketing Campaign

Messaging

Based on survey feedback, both consumers and businesses agree that the value of our community is linked to thriving business and that proximity is key

	CONSUMER	BUSINESS
Primary Messages	<ul style="list-style-type: none">• <i>The value of our community is linked to thriving local businesses</i>• <i>I like to take advantage of convenience/proximity to home & work</i>	<ul style="list-style-type: none">• <i>Customers benefit from business owners they know and trust</i>• <i>The value of our community is linked to thriving local businesses</i>• <i>Take advantage of convenience/proximity to home & work</i>
Secondary	<ul style="list-style-type: none">• <i>I like to enjoy special local feel of shopping in Scarsdale</i>• <i>I like to have a meeting place to see my friends and neighbors</i>• <i>Without my support, businesses will start closing</i>	<ul style="list-style-type: none">• <i>Keep dollars local to reinvest in community</i>• <i>Scarsdale's unique product/services offerings tailored to meet their needs</i>• <i>Customers enjoy the special local feel of shopping in Scarsdale</i>
Tertiary	<ul style="list-style-type: none">• <i>I want to keep dollars local to invest in our community</i>• <i>I benefit from business owners I know and trust</i>• <i>Supporting our local community is the right thing to do</i>	

What's in it for YOU, SCARSDALE BUSINESS OWNERS?

The 3 C's on why supporting this campaign now matters:

COMMERCE: Your bottom line will benefit

- Businesses in communities with a 'buy local' campaign report strong **7%** sales growth over the prior year.*
- Over **75%** of businesses participating in a 'buy local' initiative reported benefits including **68%** said the campaign brought them new customers.**

COMMUNITY: We're in it together

- ***A rising tide floats all boats:*** we need full participation!
- Show customers and fellow businesses that you are vested in the community
- It's a small investment for a big impact

CARPE DIEM: Take action right now

- Be proactive and confront the changing business environment
- We have a unique window of opportunity. Capitalize on this momentum **right here, right now.**

* Source: study by Institute for Self Reliance 2013

** Source: Amex Open

Why should YOU, SCARSDALE RESIDENTS, buy local ?

The 3 C's on why supporting local businesses matters:

CONVENIENCE: It's *right here!*

- Retailers, restaurants, and services are at our doorstep. They need our patronage to remain thriving businesses.

COMMERCE: The value of our community is linked to thriving local businesses.

- For every \$100 spent in local independent businesses, \$45 on average goes back into our local economy vs. 0% when you spend online. [Source: ILSR]

COMMUNITY: Retail hubs enable us to connect with friends and our community.

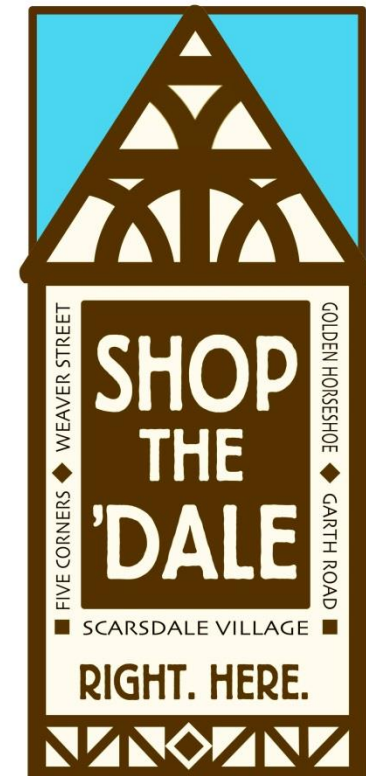
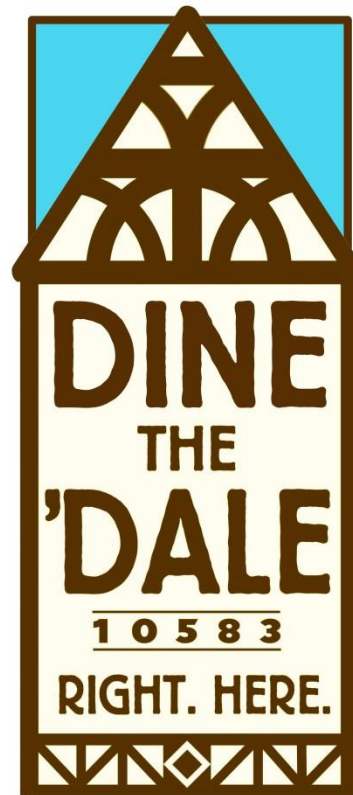
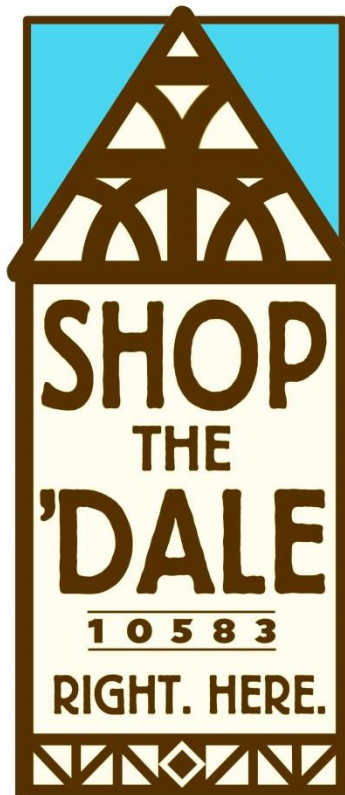
- When you choose to spend your time **right here**, you actively improve the value, vibrancy and desirability of our beautiful town.

Guidelines and Inspiration for Logo Development

- Keep it positive; upbeat tone
- Incorporate functional and emotional benefits
- Make it uniquely Scarsdale
- Develop unified campaign with room for customization
- Include a Call to Action
- Get people's attention!

Proposed Marketing Campaign

Logo





Proposed Marketing Campaign

| Slogans

BUSINESS-SPECIFIC

Walk the 'Dale
Run the 'Dale
Browse the 'Dale
Sample the 'Dale
Live the 'Dale
Invest in the 'Dale
Celebrate the 'Dale
Work the 'Dale
Bike the 'Dale
Spin the 'Dale
Sweat the 'Dale
Ohm the 'Dale
Rail to the 'Dale
Floss the 'Dale
Join the 'Dale
Do the 'Dale

SPECIAL EVENTS



SOWE Festival:
Toast the 'Dale
Yum the 'Dale



Tree Lighting:
Light the 'Dale



Window Painting:
Paint the 'Dale



Sidewalk Sale:
Sale the 'Dale

Proposed Marketing Campaign |

Calendar of Events

MONTH	DATE	EVENT	LOCATION
September, 2014	Saturday, 9/13/14	Buy Local Ribbon Cutting	All Scarsdale Retail Hubs
	Friday 9/19/14 - Sunday 9/21/14	Southern Westchester Food and Wine Festival (SoWe)	Scarsdale Village
October, 2014	Mid October	Concours d'Elegance	Scarsdale Village
	Sunday at the end of October	Halloween Window Painting and Parade	All Scarsdale Retail Hubs Parade in Scarsdale Village
November, 2014	November 30, 2014	Small Business Saturday (Amex)	All Scarsdale Retail Hubs
December, 2014	First Friday in December	Christmas Tree Lighting	Boniface Circle, 6:00 PM
February, 2015	Throughout Month	Friends and Family February	All Scarsdale Retail Hubs
	Valentines Day	Heart the Dale promotion	All Scarsdale Retail Hubs
May, 2015	Saturday and Sunday in the Middle of the Month	Westchester Fine Arts Festival	Scarsdale Village
July/August, 2015	Thursday, Friday, Saturday end of July/beginning of August	Scarsdale Sidewalk Sale	Scarsdale Village
Mid-July/mid-August, 2015	Weekly on Thursdays	Westchester Band Concert	Scarsdale Village, Chase Park 8:00 PM
Ongoing Events	Ongoing	Free Parking Days Late Night Thursdays	All Scarsdale Retail Hubs

Initiative	Explanation
Shopping Bag Sales	<ul style="list-style-type: none"> • Reusable shopping bags with <i>Shop the 'Dale</i> logo • Includes local coupons/discounts with purchase • Part of proceeds go to future Buy Local marketing
Social Media Push	Stores, organizations, individuals post Buy Local digital logo and messaging on newsletters, websites, social media
Window Decals	<i>Shop/Dine the 'Dale</i> window decals to be distributed to all store owners
Support Stickers	<ul style="list-style-type: none"> • <i>I Shopped the 'Dale</i> stickers to be handed out to those who made purchases • <i>Shop the 'Dale</i> stickers to be handed out to business owners and consumers at key events
Video Commercial	<i>Buy Local</i> infomercial being recorded and produced for use on social media, at key events and airing on cable station
Signage	Prominent Buy Local signage including poll banners, imprinted ribbons, and large banners for display at Scarsdale retail hubs
Media Spotlight on Local Businesses	<ul style="list-style-type: none"> • Columns or articles regularly featuring local businesses • “Did you know” blurbs on local businesses

Proposed Marketing Campaign |

Budget Estimate

Marketing Tactic	Notes	Budget
Large Banners	Chase Park and Post Rd & Across street (3)	\$ 500
Balloons/Ribbons/ Logo Table Covers etc	Balloons, ribbons, table covers and handouts	\$ 515
Stickers	10,000 b/w and 1,000 full color	\$ 600
Shopping Bags	Reusable with logo	\$ 3,000
Window Decals	250 die cut 5x7	\$ 450
Street Pole Banners	100 3'x2' banners with hardware	\$ 2,500
T shirts	50 logo T's	\$ 635
Meter Bags	250 reusable meter bags	\$ 200
Media Advertisements	Print and online	\$ 1,000
Web Support	Buy Local Digital Images, Style Guide, and Website	\$ 600
TOTAL		\$ 10,000*

* Does not include labor

Proposed Marketing Campaign | Block Captains

We have a fantastic team of Block Captains committed to support the Buy Local initiative- please invite them in!

- Will provide leadership on Buy Local effort and solicit input of neighboring business owners
- Will provide updates on Buy Local initiatives
- Will distribute Buy Local marketing collateral including window decals and related messaging

Michael Rosen, [Eye Gallery of Scarsdale](#)

Gary Holsten, [Holsten Jewelers](#)

Donna Halperin, [Imagine Candy](#)

Tony Domini, [Lange's of Scarsdale](#)

Michelle Anderson, [La Dentelliere](#)

Jay Muse, [Lulu Cake Boutique](#)

Michael Greenfader, [Neil's](#)

Glenn Greenbaum, [Scarsdale Hardware](#)

Jack Tacconi, [Standing Room Only](#)

Dean Morretta, [Vintology](#)

Mike Wilson, [Wilson & Son Jewelers](#)

Buy Local Study |

Final Report

- Introduction to TAP
- Buy Local Study
- Research Results
- Best Practices
- Recommendations
- Proposed Marketing Campaign
- **Next Steps**
 - **For Businesses**
 - **For Consumers**

Next Steps | For Businesses

- **Embrace the Buy Local effort;** your collective commitment will determine its success
- **Take responsibility** for the implementation plan; TAP has provided detailed steps and marketing collateral specifications, now take ownership:
 - Devote your time
 - Provide financial support
 - Welcome the Chamber and Block Captains for updates and marketing collateral
- **Take action:**
 - Thank customers for Shopping the 'Dale
 - Communicate messaging
 - Participate in events
 - Post decals in your windows; use logo at all consumer touch points
- **Incorporate Buy Local recommendations** into your business plan
 - Change is difficult but healthy
 - TAP will offer limited one-on-one sessions with owners in the fall to discuss Buy Local business implications (dependent upon funding)
 - Track year over year sales data to measure results



Next Steps | For Consumers

- **It's Right Here.** Take advantage of the proximity. [Shop the 'Dale](#)
- **Make a date.** [Dine the 'Dale](#)
- **Do the right thing** by supporting our local businesses
 - Increase the value of our community
- **Tell your friends,** family, and community organizations to support them, too
 - In person
 - On Facebook
 - On Twitter
 - On email and blogs
- **Commit to make ONE incremental purchase** from a Scarsdale merchant, restaurant, or service provider this week. Your local action will make a world of difference. [Right. Here.](#)
- **Try something new.** Sample a service, store or restaurant. You don't know until you try





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Buy Local Study |

Final Report

- Introduction to TAP
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- Next Steps
- **Appendix**
 - **Best Practices**
 - **Detailed Implementation Plan**

Appendix: Best Practices

Buy Local Best Practices: Gainesville, FL (major campaign)



- www.gainesvillechamber.com
- special page of dedicated support for “Buy Local/Save Jobs” www.gainesvillechamber.com/events-news/buylocal/
 - Sidebar of downloadable content on page (logo, linking member site to buy local page, reasons to support, etc)
- Multiple campaigns, first launched in 2010, refreshed in 2013 with video content and a revamped “I heart GNV” campaign (info follows)
- Two videos imbedded on this Buy Local site section- one is a 4 minute video, containing good town visuals, interviews with Chamber President and a few store owners about the importance of supporting local businesses; set against a good heart-tugging piece of music. It was done on vimeo, also might be on YouTube (production date is April 2013). Second video is lower quality “infomercial” about buying local, most likely a TV ad, also on YouTube
- “I Heart Gainesville” campaign - started in 2012: <http://www.gainesvillechamber.com/events-news/iheartgnvcampaign/>
- *I Heart GNV celebrates local, thriving businesses in the Gainesville community. This redesigned Buy Local campaign was created to draw attention to Chamber member businesses in the community that were eager to voice their pride for building business in Gainesville...The purpose of these contemporary marketing tools decals are for all businesses – regardless of size or functionality – to post on their windows to demonstrate their support and commitment toward fueling Gainesville ’s growing economy.*
- Bright logo decals placed in storefront windows of participating vendors



Buy Local Best Practices: Huntsville, AL (major campaign)

- Media/Support for **Amex Small Business Saturday**- town leaders broadcast messages via TV and newspaper to get out and shop local
- http://www.al.com/business/index.ssf/2013/11/huntsville_leaders_encourage_g.html :
 - *The city of Huntsville and Chamber of Commerce of Huntsville/Madison County held a joint media conference Wednesday at Harrison Brothers Hardware in downtown Huntsville to raise awareness of the shopping promotion and urge residents to keep their tax dollars in the community.*
- **“I shop local”** campaign ran in connection with **National Small Business Week** in June 2013 (community leaders held media conference on it, press coverage etc.)
http://www.al.com/business/index.ssf/2013/06/chamber_of_commerce_kicks_of_t.html
 - *The "I Shop Local" campaign was started to encourage local residents to spend dollars in Huntsville and Madison County, further creating and retaining jobs and generating more tax revenue for the city and county*
 - Buttons were disseminated in support of local merchants
- ** National Small Business Week 2014 is May 12-16 <http://www.sba.gov/nsbw/nsbw>
- **“Shop Huntsville First”** campaign in 2011
- http://www.huntsvilleal.gov/news/nr_shop_huntsville_first_12-1-11.php
- **“Shop Small, Shop Local Businesses for the Holidays”** in 2012, supported with YouTube video
- http://www.youtube.com/watch?v=TdYtYc_RClk
- **“Shop Huntsville First”** campaign in 2011
- http://www.huntsvilleal.gov/news/nr_shop_huntsville_first_12-1-11.php
- **“Shop Small, Shop Local Businesses for the Holidays”** in 2012, supported with YouTube video
- http://www.youtube.com/watch?v=TdYtYc_RClk

shop**huntsville**first


Buy Local Best Practices: Lancaster, PA

- “Think Local. Discover the Advantage”
- Wide promotion on Chamber home page for campaign and free mobile app (rotating center content window, this is screen shot of 1/5), plus clickable button in bottom left corner leading to more info, downloadable materials, etc. www.lancasterchamber.com
 - App provides searchable database of companies (by name, category, location) info on co.



- Program supported widely on Chamber site
- <http://www.lancasterchamber.com/article.aspx?page=thinklocal#.Uvpv-P15IzG>
 - Additional ‘buttons’ of Think Local content on Think Local landing page:
 - Resources: style guide showing logo used in various media formats
 - Member videos
 - Living out Think Local- monthly interview/profile of a participating Think Local businesses
 - Organization commits to supporting the campaign (they sign a “think local declaration of understanding”), then receive rights to use the Think Local logo, packet of info and resources
 - Logos displayed in windows, advertisements, on websites, PLUS if you are a Chamber member, you will receive designation next to your business on Chamber online directory and will be part of Think Local advertising



Buy Local Best Practices: Davie County, Mocksville, NC

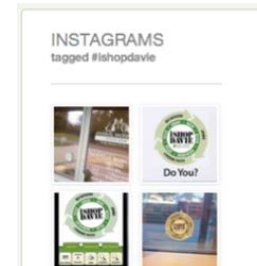
2013 Buy Local Campaign

Mobile App and Social Media

- Free Mobile App for Droid and Apple user with Downloadable Information about Davie County & iShopDavie Deals
- Social Media Campaign on Facebook and Instagram
- Video and printed ads that tie in with iShop Davie program
- Includes stats on benefits of shopping local

iShop Davie Logo and Awards Campaign

- Identifying Logo
- Logo placement in shop windows and other prominent places
- Consumer logos and car stickers
- Award Campaign tied to the “Best of Davies” Awards
 - Similar to Best of Westchester
 - Logo with Best of Davie awards for shop windows
- http://ishopdavie.com/wordpress/?page_id=131



Buy Local Best Practices: Tigard, OR (presence, no campaign)

- “Buy/Shop Local. The impact of buying local. Does it matter? YES!”
 - not a real campaign, but dedicated support on website with strong support points:
<http://www.tigardchamber.org/shop-buy-local>
 - 350 Project is referenced here; this chamber is a member and pulls stats and support from 350 Project
- The 350 Project (<http://www.the350project.net/home.html>)
 - “Saving the brick and mortars our nation is built on ”
 - fabulous information and stats on this site, including an app called Local Look. Overall premise: pick 3 independent businesses you would miss if they disappeared, spend \$50 each month locally there
“Pick 3. Spend 50. Save your local economy”



Buy Local Best Practices: Minor Campaigns

- **Nyack, NY: “Buy Local Sunday”** “make a purchase at a locally-owned business today. Real Simple. Real Impact” (exact timing unknown)

- <http://discovernyack.com/buy-local-sunday/>



- **Belville, TX: “Shop Local...Buy Local...help us help you!”**

- Slogan on Chamber home page, no logo nor evidence of a real campaign

- Top 10 reasons to shop/buy local listed, along with this blurb:

- <http://www.bellville.com/PDF%20FILES/CHAMBER/Shop%20Local.pdf>

- Town slogan is noteworthy (“large enough to serve. Small enough to care”)

Shop Local...Buy Local

Many people do not realize the importance of keeping their hard-earned dollars in their own community. They don't realize that by spending dollars outside of their community for goods and services that can be purchased here, they are supporting other communities' police and fire departments, parks and recreation facilities, businesses, workforce, etc. Because not only does buying local support businesses run by your FRIENDS and NEIGHBORS, the **local sales tax** generated is what funds a bulk of the local government services you enjoy in your daily life.

- **Sullivan County, NY: “Sullivan County – Think Local, Buy Local, Stay Local”**

- Logo used in businesses, stores, in their ads,

- Holiday Shopping Guide created (downloadable PDF on Chamber website)

- Quicklinks section on chamber home page, under “Join the Chamber” tab, one of which is “Shop Local Campaign”

- www.catskills.com



- **Waddington, NY: “We need you , so we can be here when you need us...”**

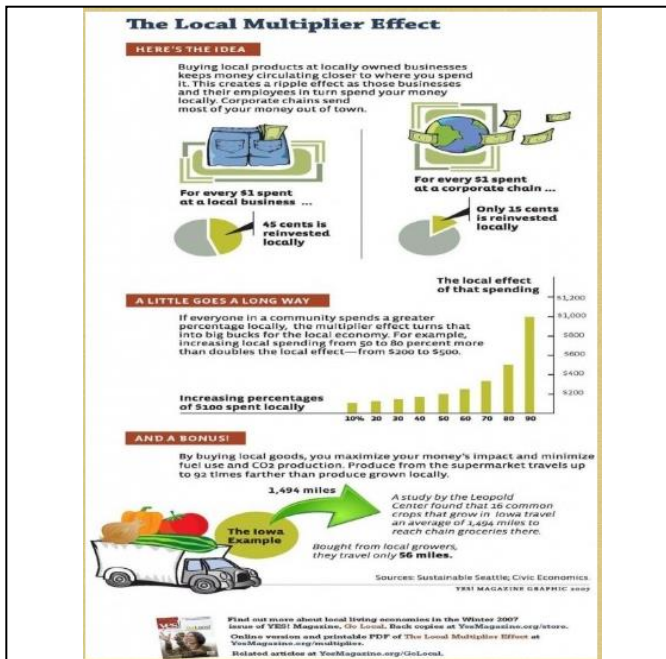
- Signs in local storefronts

Buy Local Best Practices: Reno, NV

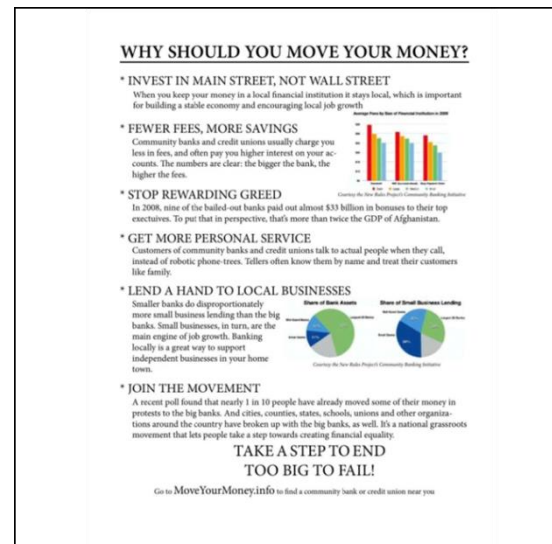
- [Reno Sparks Local Business Co-op launches 2011-2014 Buy Nevada First Campaign.](http://livelocalrenosparks.com/home.htm)
- <http://livelocalrenosparks.com/home.htm>
- <https://www.youtube.com/watch?v=5fbzx0mGres>
- Youtube news segment, featuring Reno: “Keep Your Money Home for the Holidays”
- Objectives:
 - Support local economic recovery
 - Create more jobs
 - Grow local businesses
- Promote Sustainability



10% in 2014 Economic Recovery Program



Campaign to keep money in local banks



Buy Local Best Practices: Minor Campaigns, cont.

- **Midland, MI:** Buy Local campaign as significant element Service Sector Development Program, cooperative venture with the City of Midland.
 - Chamber points out that shopping online provides no support for the local area.

Shop Local
This Holiday Season

When you support local businesses,
you support your community.

If everyone in Midland County switched just \$10 of our online spending to a local business, that would be an **\$806,950*** boost to our local economy.

You have the power to create jobs, fund more city services, invest in neighborhood improvement and promote community development!

Visit the Midland Area Chamber of Commerce Membership Directory for a list of local Chamber members:
www.macc.org

Midland Area
CHAMBER OF COMMERCE

*Midland Co. population: 85,895. Source: Applied Geographic Solutions, Thousand Oaks, CA, 2010

- **Bronxville, NY:** Advertisements in LoHud and Chamber Site, but not tied to an active campaign. November and December of 2012 and 2013.



2012



2013

Buy Local Best Practices: American Express *Small Business Saturday* website offers tactics and recommendations

- Make the Small Business community events special by adding value:
 - Stores stay open late
 - Discounts offered
 - Host local artists, musicians, etc. as entertainment
 - Free coffee/hot chocolate made available
- Build a presence for your Buy Local program, take pictures during & post after:
 - Presence: local media coverage, social media announcements, flyers, create Facebook page, create unique logo, buttons, in-store flyers
 - After event: post pictures and comments on Facebook page and share for use in stores
- Semi-annual or Quarterly “Buy Local” Saturdays are more effective than just 1 event a year
- Create a map showing location of all participating stores/businesses in the event
- Cross-promote stores/businesses that are involved in the event
- Small Business Passport: program designed to encourage multiple local purchases. A booklet features list of all participating businesses. Get passport stamped when you make a purchase, show it to another participating store and get a discount. (program has also been done by showing receipts from one participating store at another)

Appendix: Detailed Implementation Plan

IMPLEMENTATION PLAN BUY LOCAL EVENTS

Events below in **bold** are those we define as high priority for the Buy Local marketing effort.

MONTH	EVENT	Collateral/Materials Needed *	Promotion	Staffing
September, 2014	Buy Local Ribbon Cutting 9/13/14	Pole banners (set up Friday) in village and 5 corners Large scissors T shirts (team to wear) Lisa and Jane (and team) & Block captains perform cutting Run Video? Distribution of materials (window decals, stickers, etc) to retailers with Style Guide 9/12-9/13 Tables set up in all 5 retail hubs, with: banners, decals, stickers, balloons	Scarsdale Inquirer 9/12 (submit by 9/9) 10583 w/o 9/7/12 Facebook campaign-post on Scarsdale moms, other Invite inquirer, 10583, Westchester magazine, others to event with eye towards promotion and photo opps. Aim for PR the following week, rolling into SoWe. Articulate that promotions will start at the Food & Wine festival.	Full TAP team plus block captains
	Southern Westchester Food and Wine Festival (SoWe) 9/19/14-9/21/14	Visit retailers to make sure logo is up in windows of participants (w/o 9/15) Request that retailers be open Pole Banners in village Table set up Sale of Bags with coupons (or instead of coupons a list of participating retailers who will give 10% off)	Advertise with SoWe: What are their printed materials and could we put our logo on any of them. (a booklet or a bag) Could use small (3x3 or 4x4) stickers and put on bags/other collateral they distribute. Could say "Dine the Dale." Meet with SoWe marketers in July or August	Jane/Lisa/Amanda/ Carolyn Stevens to reach out to SoWe representatives (in June/July) Staff member to coordinate coupon buy in by retailers, printing of coupons, and distribution into bags. Team members to take shifts selling bags

* Cost of events is dependent on collateral materials (and labor) used.

IMPLEMENTATION PLAN BUY LOCAL EVENTS, cont.

MONTH	EVENT	Collateral/Materials Needed *	Promotion	Staffing
October, 2014	Halloween Window Painting and Parade	<p>Provide the Rec dept . with a “Paint the Dale” jpeg and encourage/discuss use</p> <p>“Paint the Dale” banner in parade and then posted in Chase park.</p> <p>Same banner in 5 corners, Horseshoe, Weaver</p> <p>Place a “Paint the Dale” banner in or outside of Big Top, where a large percentage of customers buy supplies 1-2 weeks before event.</p> <p>Inform retailers of the benefits of being open that Sunday.</p> <p>Ask Lange’s, Metro, Martine’s, Salzburg, Parkway, other to give away a coupon with our logo that can be brought in at later date for \$3 off next purchase.</p> <p>2nd round of bag sales (with different coupons)</p>	<p>10583</p> <p>Facebook</p> <p>Retailers’ email push to own customers</p> <p>Inquirer coverage</p>	<p>Event team and block captains week before for banner placement and distribution of coupons.</p> <p>2 team members for parade (banner holding)</p>
November, 2014	Small Business Saturday (Amex) 11/30/14	<p>Put up banners in village center and other areas</p> <p>Ask block captains to check that window decals and other TAP materials are visible</p> <p>Link to Amex commercial/video/website</p>	<p>Contact Inquirer and 10583 by 11/23 and ask that Small Business Saturday and our Buy Local campaign be written about/promoted.</p>	<p>1-2 volunteers</p>

* Cost of events is dependent on collateral materials (and labor) used.

IMPLEMENTATION PLAN BUY LOCAL EVENTS, cont.

MONTH	EVENT	Collateral/Materials Needed *	Promotion	Staffing
December, 2014	Christmas Tree Lighting 12/5/14, 6pm	Encourage retailers to stay open late. Distribute cups of coffee or hot chocolate with logo sticker on them for distribution by dining establishments. "Celebrate the Dale" or "Light the Dale"	Photo opp under a banner near the tree. Invite Inquirer and 10583	1 to manage publicity. Chamber & Block Captains
February	Friends and Family Late January-February (For 2-3 days per week)	Sell bag with coupons or a punch card with participating retailers. If each store name gets punched the consumer earns a gift. One idea: Create a card to buy. Money goes to Buy Local and retailers give some percentage off.	Advertise to friends and family of the 'Dale sale. Work out promotion with retailers—buy bag and get some percentage off participating retailers for one week (the deadest week)	1 to manage publicity. Team (2-3 people) to design promotion (punch card, coupons, other) and have the materials printed and distributed.
	Valentines	"Heart the Dale" promotion	Produce an ad campaign with "Heart the Dale" on retailers' ads.	
May, 2015	Westchester Fine Arts Festival	Host table with buy local banner and, drinks and information (maybe list of participating retailers)	Photo opp with Inquirer, 10583, Westchester magazine	1 to manage publicity. 2 volunteers for table.

* Cost of events is dependent on collateral materials (and labor) used.

IMPLEMENTATION PLAN BUY LOCAL EVENTS, cont.

MONTH	EVENT	Collateral/Materials Needed *	Promotion	Staffing
July/August, 2015	Scarsdale Sidewalk sale	If you shop with your previously purchased bag you get something.	Put up banners in retail hubs Push for logo (“Shop the Dale”) in Inquirer’s promotion.	1-2 team members
Mid-July/mid-August 2015	Westchester Band Concert	Host table with buy local banner and, drinks and information (maybe list of participating retailers) Hand out coupons or promotions from participating retailers Weekly, restaurants in town could produce boxed meals with “Dine the Dale” logo sticker on them.	Photo opp with Inquirer, 10583, Westchester magazine	1 to manage publicity. 2 volunteers for table.
Ongoing Events	Free Parking Days	Quarterly	Ad in Inquirer and 10583 with large logo.	1 to manage publicity.
	Late Night Thursdays	Hand out promotional coupons (with our logo and store names) as people are leaving restaurants and train.	Encourage retailers and restaurants to promote to their own email lists.	Team (2-3 people) to Design promotion (and have the materials printed and distributed.)

* Cost of events is dependent on collateral materials (and labor) used.

Businesses must track sales and new customers throughout Buy Local efforts to measure impact