

**TRADER
CONNECT**

Queen Victoria Market Precinct Renewal Trader Connect engagement

Date: March 2018
Presenter: CityLab
Version: Final

**QUEEN
VICTORIA
MARKET**

GRAND CANYON
NATIONAL PARK

\$ 2⁰⁰
kg
PRODUCT OF AUSTRALIA

M
CITY OF MELBOURNE

Executive summary	3
Background	5
Method	10
Insights	19
Trader Support Program Framework	24
Initiatives	27
Next steps	54
Appendix	56





Executive summary



Up to \$250 million has been allocated to renew and restore the Queen Victoria Market and the surrounding precinct. An additional \$8 million has been allocated to the Queen Victoria Market Precinct Renewal (QVMPR) Continuing Business Framework, in line with a 2017-18 City of Melbourne Annual Plan Initiative.

This report details a 12 week engagement process with market traders in 2017 to define and develop the non-financial component of the framework to enable traders and the Queen Victoria Market to thrive throughout the renewal and into the future.

In March 2018, these findings will form the key initiatives for **Trader Connect**, the operating name for the Continuing Business Framework. Trader Connect incorporates the full range of business support initiatives and financial assistance for traders where impacts of renewal works cannot be adequately mitigated and have resulted in a demonstrable negative impact on the trader's profit during the period of the works.

This report has been developed by CityLab, part of City of Melbourne's Smart City Office, who worked closely with City of Melbourne and Queen Victoria Market Pty Ltd (QVM P/L). The result is a suite of approaches which are designed to support throughout renewal. The CityLab team took a human-centred design approach, working with 40 traders over 15 days of market visits as well as a range of key stakeholders across QVM P/L, City of Melbourne and subject matter experts to build the program.

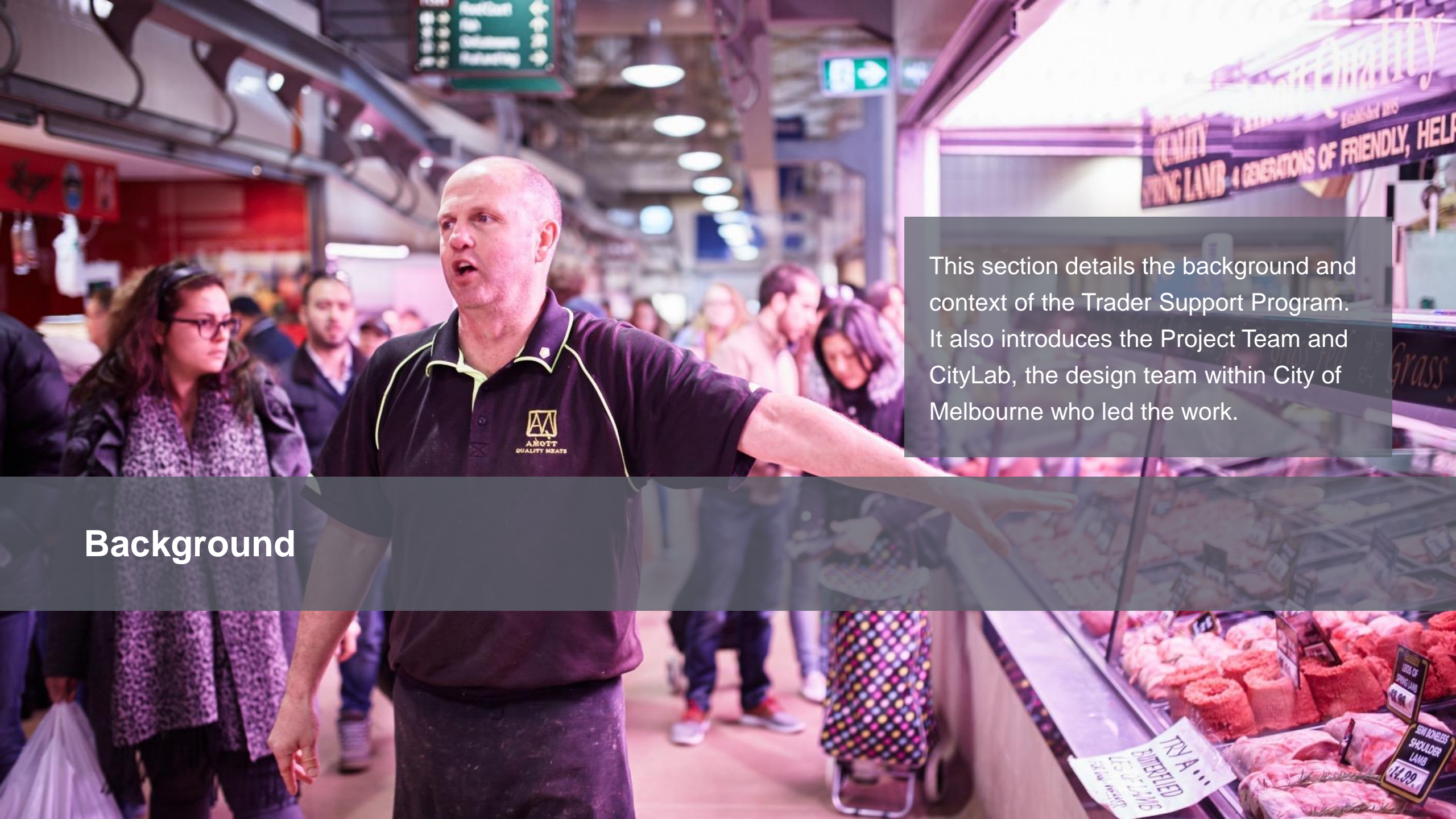
The concept is made up of three key pillars: communication, coaching and connection. These pillars are equally important as each addresses a series of insights and needs expressed by traders and stakeholders about the current context at the market. Within each of these pillars, this report outlines a series of initiatives that seek to respond to trader priorities for support.

There are eight key initiatives that have been tested, iterated and improved through multiple rounds of testing with traders at Queen Victoria Market. Some of these like the Find Me Fact Sheet (p 29) and Your Support Team (p 38) are quick wins, inexpensive to produce and implement, while others like the Business Health Check (p 41) and Business Partners (p 44) will require more investment and development. This is intentional as the quick wins can be actioned immediately and show traders they have been listened to, while the longer term ideas can be developed over the next few months to ensure they have maximum impact in supporting traders.

This report details the background, process, insights and initiatives developed through this exciting project that has been a true collaboration between the City of Melbourne, QVM P/L and traders.

Background

This section details the background and context of the Trader Support Program. It also introduces the Project Team and CityLab, the design team within City of Melbourne who led the work.



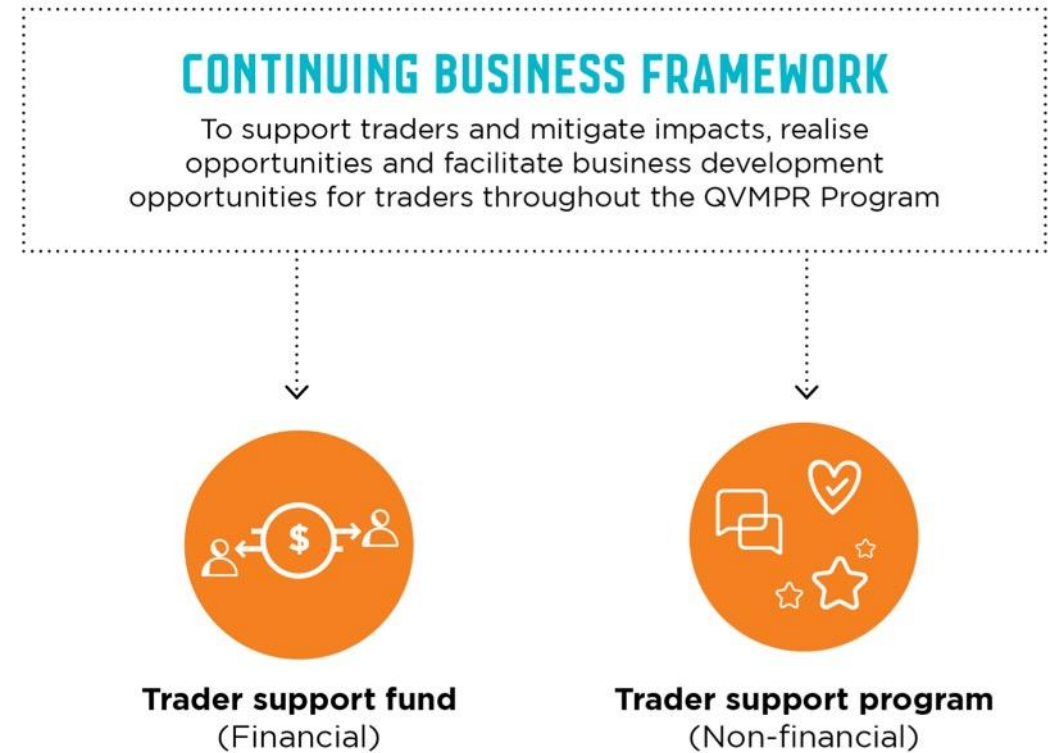
The City of Melbourne and Queen Victoria Market Pty Ltd (QVM P/L) have committed to a major program of renewal of Melbourne's iconic Queen Victoria Market . Over the next five years, City of Melbourne is investing up to \$250 million to create a thriving market precinct, with better facilities and new public open spaces at its heart.

To ensure traders, their businesses and the market are able to thrive throughout the renewal and into the future, City of Melbourne and QVM P/L have worked closely with traders to develop a suite of approaches which can be offered to traders to manage and mitigate business continuity concerns.



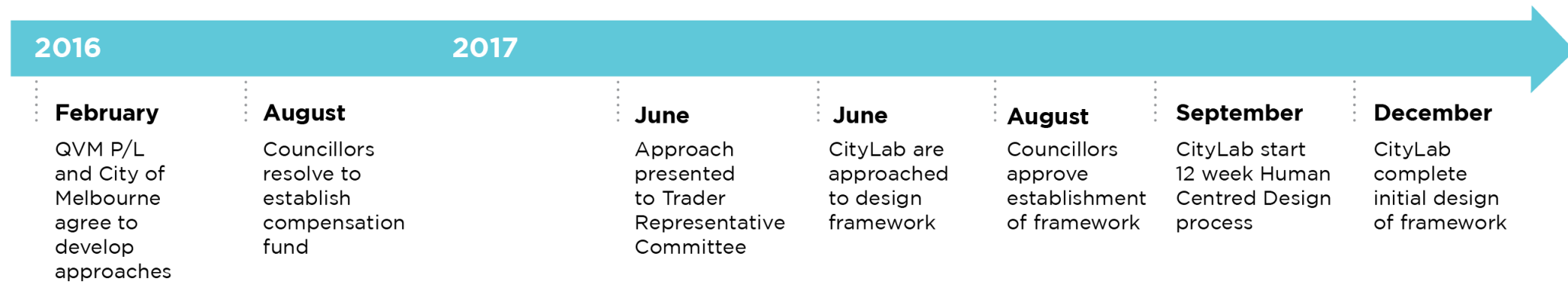
In August 2017, Councillors approved the establishment of a Continuing Business Framework for traders at Queen Victoria Market. The framework was agreed to comprise of both a *Trader Support Program* offering non-financial assistance and a *Trader Support Fund*, offering financial support to traders who have been demonstrably affected by the renewal. Council committed at least \$8m over the renewal period for the purposes of the framework.

This report focuses on the Trader Support Program part of the Continuing Business Framework.



To assist in the design and development of the framework, CityLab, part of the City of Melbourne's Smart City Office, was engaged by the QVMPR team. A 12-week trader support project was initiated in the context of a number of activities regarding business continuity for Queen Victoria Market traders over the past two years (as below).

Key milestones



CityLab is part of the City of Melbourne's Smart City Office. Its purpose is to prototype and test new ideas and city services with the community.

CityLab practices Human-Centred Design which means working with people who'll use and deliver the final product to make sure what is built is tailored to the needs of the end user and the service provider.

The CityLab approach is not about jumping to solutions, it's about working with the community to understand future challenges, explore opportunities and iteratively build and test solutions that will work. Working this way allows us to move quickly, use minimal resources and maximise the community's involvement.



A photograph of two men at a 'CHAI STALL'. The man on the left, wearing glasses and a dark quilted jacket, is smiling. The man on the right, also in a dark quilted jacket, is stirring a pot with a wooden stick. In the foreground, there are large white thermal dispensers with colorful posters on them. The background is a bright blue wall with yellow signs that read 'ORIGINAL CHAI STALL'.

Method

This section details the approach and engagement undertaken by the project team to design the Trader Support Program. It describes each of the project phases and the outputs created at the end of each phase.

The team's focusing question for the Trader Support Program was: 'How might we support Queen Victoria Market traders to mitigate impacts and realise opportunities through renewal and to facilitate business development opportunities to ensure:

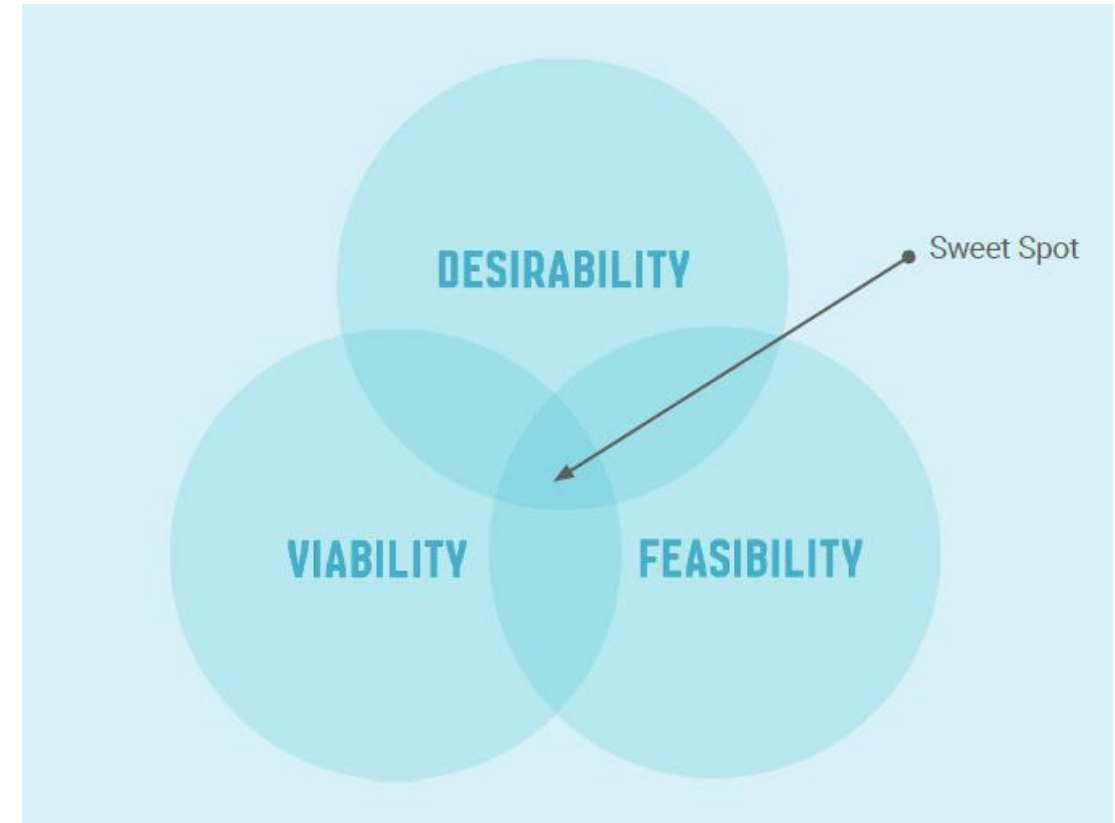
- Queen Victoria Market offers an improved visitor value
- There is improved safety/security/compliance
- Businesses operating in the market are viable and successful
- Traders feel that the engagement process has delivered a framework that reflects the market context and its users.

The four benefits highlighted here are important to note as they are largely based on the findings of the independent QVMPR Program Business Case prepared by SGS Economics and Planning in 2017 as well as engagement with traders, customers and stakeholders before this project began.

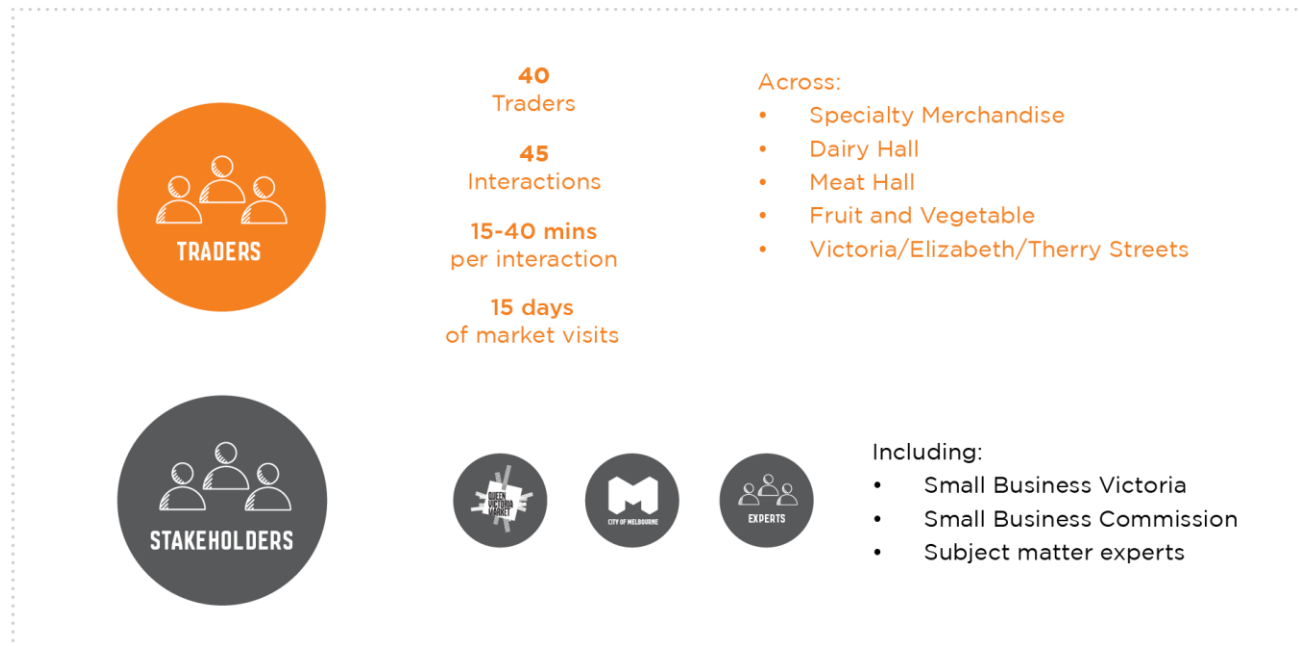


The project (as with all that CityLab undertake) used a Human-Centred Design approach. This means putting the people who will use and deliver the service at the centre of the work.

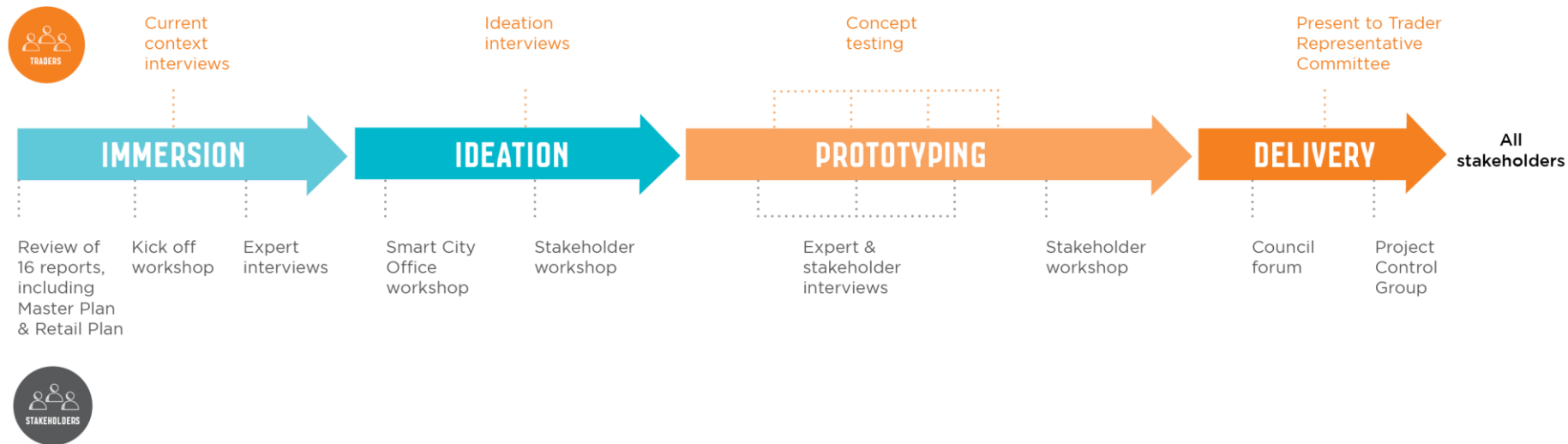
It was imperative for traders to be consulted at every step of the journey, to ensure the support program is something they would actually use – *desirable*. It was also important to consult stakeholders, particularly those involved in the implementation of the program so that the program is *viable* (e.g. the finance and resources needed to make the program a reality is taken into account as well as the City of Melbourne's and QVM P/L's strategic imperatives) and *feasible* (e.g. the process, skills, capabilities and timeliness of implementing the program are taken into account).



Across the 12-week project, the team engaged a wide range of traders and stakeholders across both QVM P/L, QVMPR, City of Melbourne and subject matter experts. The team ensured the traders they spoke to were varied in their business type, location, product and attitudes. This is very important to ensure the framework appeals to as many traders as possible.



The 12-week project was split into four phases: Immersion, Ideation, Prototyping and Delivery. Most time was allocated to the Prototyping phase to allow for multiple rounds of iteration. Traders were always interviewed face-to-face at their stall. Stakeholders were engaged in one-on-one interviews as well as group workshops where appropriate. The diagram below shows trader and stakeholder involvement in each project phase:



Immersion

The project began with a kick off workshop with the stakeholder team, followed by a two-week immersion phase. In this time, the team reviewed all relevant research and planning documents, community engagement reports and 1:2:1 interviews with traders conducted over the previous five or so years (16 documents in total). These documents provided a wealth of insights about traders' needs and perspectives and the market trading environment.

At the same time, expert interviews were conducted with an organisational psychologist, key decision-makers from other markets both internationally (Pike Place Market, Seattle) and locally (South Melbourne Market). Traders were also interviewed to ensure insights were still relevant and true to the current context at Queen Victoria Market.

Outputs:

Insights Summary of current context at the market.

Project Brief detailing vision and method for the project.



Documents reviewed:

Reports commissioned by the City of Melbourne

Capire February 2014, *Queen Victoria Market Precinct Renewal, City of Melbourne, Phase 1 Community Consultation Report*, City of Melbourne.

Capire June 2014, *Queen Victoria Market Precinct Renewal, City of Melbourne, Phase 2 Community Consultation Report*, City of Melbourne.

Capire April 2015, *Queen Victoria Market Precinct Renewal, City of Melbourne, Phase 3 Community Consultation Report*, City of Melbourne.

SGS Economics and Planning June 2017, *Queen Victoria Market Precinct Renewal Program Business case*, City of Melbourne.

Reports commissioned or undertaken by QVM P/L:

Queen Victoria Market Pty Ltd February 2015, *Queen Victoria Market Precinct Renewal Strategic Brief*.

Queen Victoria Market Pty Ltd May 2017, *Melbourne's Marketplace Retail Plan*.

Reports commissioned jointly by the City of Melbourne and QVM P/L:

Sumartojo, S, Mihelcic, J, Walton-Healey, N, Vallentine, B, Pink, S and RMIT Digital Ethnography Research Centre September 2017, *Queen Victoria Market: Intangible Values, Final Report*, City of Melbourne and Queen Victoria Market Pty Ltd.

Other documents:

Business Victoria December 2016, *Victoria's International Tourism Performance*, Business Victoria website, www.business.vic.gov.au

Business Victoria December 2016, *Victoria's Domestic Tourism Performance*, Business Victoria website, www.business.vic.gov.au

In addition to the publicly available documents above, a range of other internal reports and research studies were reviewed as part of the immersion phase of this project.



Ideation

During the two-week Ideation phase we drew on the insights collated during Immersion and created Thought-Starter questions that were used to gather hundreds of ideas as to what could be included in the Support Program. These ideas came from workshops run with stakeholders as well as interviews with traders.

The team reviewed and themed the ideas that were generated and began to synthesise them to create more detailed concepts. These were mapped based on their potential impact to traders and ease of implementation to enable the team to prioritise which concepts to take forward into the Prototyping phase.

Outputs:

Vast number and range of ideas.

Themed and grouped ideas.

Prioritisation map and initial concepts.

Prototyping

Over a period of five weeks, the project team worked closely with traders to test, improve and iterate the concepts created at the end of Ideation. Multiple rounds of testing were conducted to find out firstly, if traders thought the concepts were appropriate for their needs and secondly, how they needed to be improved so that they would suit them best.

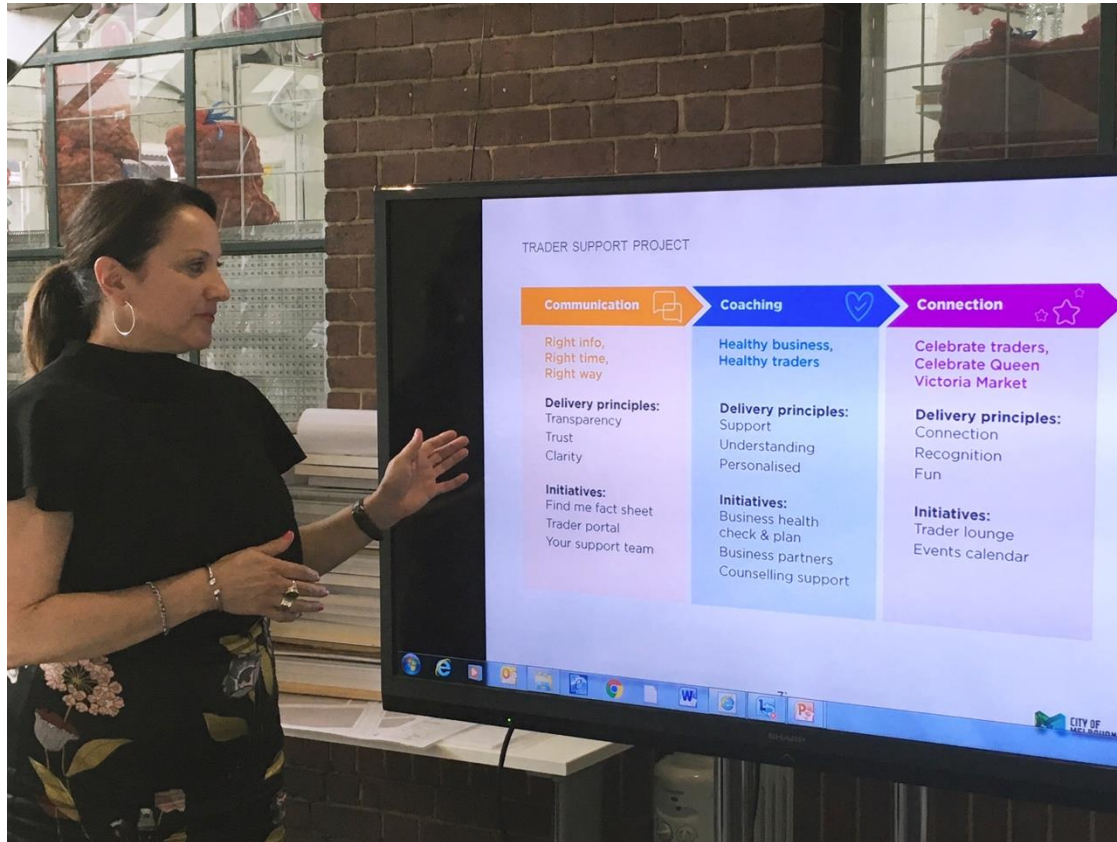
At each stage of prototyping, the team took all the feedback from traders and amended the concepts to make them as desirable and appropriate for as many traders as possible.

The team also continued to work with stakeholders to ensure while the concepts were desirable for traders, they were also feasible and viable for the teams to implement.

Outputs:

Final concepts and Draft Trader Support Framework





Delivery

The work was presented at Councillor Forum (12 December), to the QVM P/L Board and Trader Representative Committee (14 December) and to the QVMPR Program Control Group (15 December) as well as to the key stakeholders involved in the project.

This report was also created to detail the process, outputs and outcomes of the project as well as to provide recommendations as to the next steps for how the concepts should be taken forward.

Outputs:

Presentation materials

Final Report with recommendations for next steps

A woman with blonde hair, wearing a red top, is smiling and holding a colorful, fringed garment on a pink hanger. She is in a market stall filled with various vibrant, colorful clothing items, including dresses and tops with large ruffles and fringes. The background shows more clothing hanging on racks, and the overall atmosphere is bright and lively.

This section contains insights we gathered mainly through the Immersion phase of the project but also as we continued our interactions with traders through the rest of the project phases. The insights have been grouped into three key pillars based on the Trader Support Program Framework.

Insights

COMMUNICATION



COACHING



CONNECTION



1. Traders want continuous, clear and open dialogue with QVM P/L and City of Melbourne.

- Despite a range of engagement efforts from QVM P/L and QVMPR, some traders do not feel they have clear, transparent communication and understanding particularly regarding renewal.
- Rather than being a 'peer to peer' relationship, some traders feel their relationship with management is closer to the traditional 'landlord' and 'tenant' model.
- Even if information is available to traders, not all are engaging with it. The way the information is delivered needs to be appropriate for each trader – often this is face-to-face, one-to-one.
- Traders mainly want to understand how the renewal will affect them and their business. This has been difficult to communicate to date as many of the details of the renewal works are still in progress and not all decisions have been made.
- Some traders also want certainty around their tenure at the market post-renewal.
- For those traders that perceive they have not had this clarity or transparency in communication, this has led to a sense of mistrust in QVM P/L and City of Melbourne and a sense of disempowerment from some traders.

COMMUNICATION



COACHING



CONNECTION



2. There is no single place or point of contact for information about the renewal for traders.

- Traders who want to find out more information, tend to ask any QVM P/L or QVMPR staff they come across for more information. They also hear news through other traders, although this is not always accurate.
- There has been ambiguity for traders and stakeholders as to which teams and team members are responsible for different aspects of the market and the renewal.
- The introduction of the Category Managers, now Precinct Managers, has had a positive impact for many traders. However, not all traders know who their Precinct Manager is or how to contact them. The Precinct Managers also do not always have all the information the traders want, particularly about renewal.

3. Traders are concerned they may lose loyal customers through the renewal.

- Traders have strong relationships with loyal customers who visit them regularly.
- Traders are worried their loyal customers won't be able to find them if they need to move stall positions through the renewal process.
- Traders don't always have a business name or signage for their stall which could make it harder for customers to find them if they move during renewal.
- Traders are keen to see QVM P/L and City of Melbourne are doing all they can to minimise the impact of building work while the renewal happens – noise/dust and visual impact as well as ensuring the logistical implications are managed carefully like parking, deliveries and facility availability.

4. Traders are worried less customers will visit the market through the renewal period.

- Traders want to feel QVM P/L and City of Melbourne are clearly communicating to customers that the market will be open for business pre, during and post-renewal.
- They are also keen to understand and see that marketing is being invested in to ensure customer numbers do not drop.

COMMUNICATION



COACHING



CONNECTION



5. Trader resilience is mixed. The extent to which traders want and feel able to create change is highly varied across the market.

- Some traders lack a real strategy for coping with a changing retail market and disruptions to their business, such as the renewal. They are unsure of the action they will take to attract and keep customers. Many traders feel this responsibility lies with QVM P/L or other parts of the market. Traders need more clarity about the distribution of responsibility between themselves, other traders, QVM P/L and City of Melbourne.
- Some traders need clear mechanisms or support structures in place to educate, guide or allow them to make the changes they want to. Some also do not have the knowledge or expertise to know how to change.

- Support needs to meet a range of levels of business development maturity and should preempt the needs of those traders who may not be as conscious of the challenges and opportunities facing their business.

6. Emotional and psychological stress is likely to be felt by some traders through renewal.

- Traders have an emotional connection to the market and its customers. Social interaction is one of the most highly valued aspects of the market experience for customers and traders. Traders and customers identify with the market in highly personal ways - so changes to it will likely be seen as affecting these relationships and memories.
- Two thirds of traders have been working at the market for over 10 years. Some are concerned about change and how it will affect their longstanding business.
- Some traders are worried about their tenure beyond the process of market renewal.

COMMUNICATION



COACHING



CONNECTION



7. Traders can feel isolated or disconnected from one another.

- Traders have an emotional connection to the market and its customers. Social interaction is one of the most highly valued aspects of the market experience.
- However, traders can feel isolated on a day to day basis. Chances to share knowledge and experiences with other traders are minimal if they cannot leave their stall.
- Community, friendship and relationships are all proven ways to improve resilience to stress. More opportunities for social support and connection between traders should lead to improved health and wellbeing through a period of change.

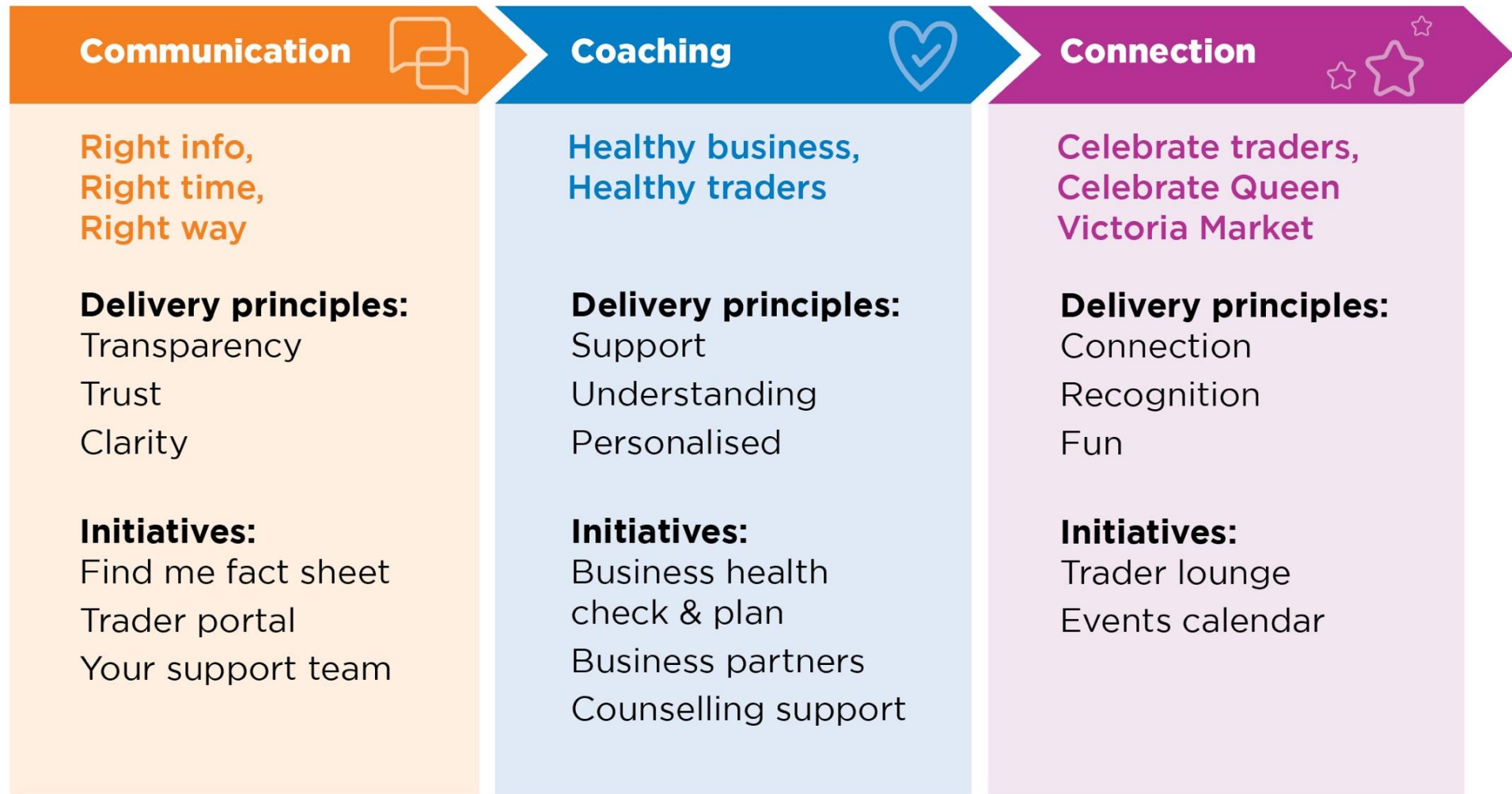
8. The positive aspects of trading at Queen Victoria Market could be celebrated more.

- Queen Victoria Market plays host to a huge number of small businesses who have highly varied products, operating models and trader personalities. The number and range of small businesses active in one space is unlike anywhere else in Melbourne.
- Queen Victoria Market is the number one visitor attraction in Melbourne as well as being popular with loyal, long term customers. The attraction of both tourists and locals, again is unlike other locations in Melbourne.
- Traders (similar to customers) may have seen negative media coverage of the renewal and some air their concerns for the future more than their hopes. It is important that a positive mindset is encouraged to build resilience for the process of change.



This section contains the Trader Support Framework and an explanation of the different elements that appear in it.

Trader Support Program Framework



How to read the Trader Support Program Framework

Pillars →	The Pillars are the three integral themes that insights and ideas can be grouped into.		
Mottos →	Right info, Right time, Right way	Healthy business, Healthy traders	Celebrate traders, Celebrate Queen Victoria Market
Principles →	Delivery principles: Transparency Trust Clarity	Delivery principles: Support Understanding Personalised	Delivery principles: Connection Recognition Fun
Initiatives →	Initiatives: Find me fact sheet Trader portal Your support team	Initiatives: Business health check & plan Business partners Counselling support	Initiatives: Trader lounge Events calendar

The Mottos describe the essence of what each pillar is about.

The Principles guide *how* the initiatives in each pillar should be delivered.
They describe what each pillar should aim to deliver to traders.

Initiatives are the actual concepts that we prototyped, tested and iterated with traders.





This section details each of the initiatives in the Trader Support Program Framework. All the ideas that turned into these initiatives came from traders or project stakeholders. The initiatives have all been tested, iterated and improved through multiple rounds of testing with traders. Every feature within the initiatives is there because they appealed to traders.

Initiatives



Communication Initiative 1: Find Me Fact Sheet



Renewal facts

Did you know?

- Queen Victoria Market was built xx and [need for upgrade]....
- Queen Victoria Market's culture of traders and visitors are most valued by the community. [community sentiment]
- The renewal is future-proofing the market for generations to come [vision for the future]


Opening hours

Monday: Closed
Tuesday: 6am - 2pm
Wednesday: Closed
Thursday: 6am - 2pm
Friday: 6am - 5pm
Saturday: 6am - 3pm
Sunday: 9am - 4pm

We are open for business!

We're excited to be improving the market, and will remain open throughout the renewal so you can continue to visit your favourite traders.

To learn more about the market's renewal, visit us in person at xxxxx directions xxxxx or online www.qvm.com.au/renewal



Indicative design only



Find us during the renewal

Business name is moving!

As part of the Queen Victoria Market renewal, our current location will be undergoing an upgrade. We will have a new home from DD/MM/YY until DD/MM/YY. Visit our new location: Shed B Stall 28. For more about the market's renewal, visit www.qvm.com.au/renewal



Peel Street

Victoria Street

Car park

Find us here

1 VICTORIA ST SHOPS

2 FRUIT & VEGETABLES

3 GENERAL MERCHANDISE

4 EAT AT F SHED SHOPS

5 STRING BEAN ALLEY SHOPS

6 GENERAL MERCHANDISE

7 EAT AT F SHED SHOPS

8 GENERAL MERCHANDISE

9 EAT AT F SHED SHOPS

10 EAT AT F SHED SHOPS

11 EAT AT F SHED SHOPS

12 EAT AT F SHED SHOPS

13 EAT AT F SHED SHOPS

14 EAT AT F SHED SHOPS

15 EAT AT F SHED SHOPS

16 EAT AT F SHED SHOPS

17 EAT AT F SHED SHOPS

18 EAT AT F SHED SHOPS

19 EAT AT F SHED SHOPS

20 EAT AT F SHED SHOPS

21 EAT AT F SHED SHOPS

22 EAT AT F SHED SHOPS

23 EAT AT F SHED SHOPS

24 EAT AT F SHED SHOPS

25 EAT AT F SHED SHOPS

26 EAT AT F SHED SHOPS

27 EAT AT F SHED SHOPS

28 EAT AT F SHED SHOPS

29 EAT AT F SHED SHOPS

30 EAT AT F SHED SHOPS

31 EAT AT F SHED SHOPS

32 EAT AT F SHED SHOPS

33 EAT AT F SHED SHOPS

34 EAT AT F SHED SHOPS

35 EAT AT F SHED SHOPS

36 EAT AT F SHED SHOPS

37 EAT AT F SHED SHOPS

38 EAT AT F SHED SHOPS

39 EAT AT F SHED SHOPS

40 EAT AT F SHED SHOPS

41 EAT AT F SHED SHOPS

42 EAT AT F SHED SHOPS

43 EAT AT F SHED SHOPS

44 EAT AT F SHED SHOPS

45 EAT AT F SHED SHOPS

46 EAT AT F SHED SHOPS

47 EAT AT F SHED SHOPS

48 EAT AT F SHED SHOPS

49 EAT AT F SHED SHOPS

50 EAT AT F SHED SHOPS

51 EAT AT F SHED SHOPS

52 EAT AT F SHED SHOPS

53 EAT AT F SHED SHOPS

54 EAT AT F SHED SHOPS

55 EAT AT F SHED SHOPS

56 EAT AT F SHED SHOPS

57 EAT AT F SHED SHOPS

58 EAT AT F SHED SHOPS

59 EAT AT F SHED SHOPS

60 EAT AT F SHED SHOPS

61 EAT AT F SHED SHOPS

62 EAT AT F SHED SHOPS

63 EAT AT F SHED SHOPS

64 EAT AT F SHED SHOPS

65 EAT AT F SHED SHOPS

66 EAT AT F SHED SHOPS

67 EAT AT F SHED SHOPS

68 EAT AT F SHED SHOPS

69 EAT AT F SHED SHOPS

70 EAT AT F SHED SHOPS

71 EAT AT F SHED SHOPS

72 EAT AT F SHED SHOPS

73 EAT AT F SHED SHOPS

74 EAT AT F SHED SHOPS

75 EAT AT F SHED SHOPS

76 EAT AT F SHED SHOPS

77 EAT AT F SHED SHOPS

78 EAT AT F SHED SHOPS

79 EAT AT F SHED SHOPS

80 EAT AT F SHED SHOPS

81 EAT AT F SHED SHOPS

82 EAT AT F SHED SHOPS

83 EAT AT F SHED SHOPS

84 EAT AT F SHED SHOPS

85 EAT AT F SHED SHOPS

86 EAT AT F SHED SHOPS

87 EAT AT F SHED SHOPS

88 EAT AT F SHED SHOPS

89 EAT AT F SHED SHOPS

90 EAT AT F SHED SHOPS

91 EAT AT F SHED SHOPS

92 EAT AT F SHED SHOPS

93 EAT AT F SHED SHOPS

94 EAT AT F SHED SHOPS

95 EAT AT F SHED SHOPS

96 EAT AT F SHED SHOPS

97 EAT AT F SHED SHOPS

98 EAT AT F SHED SHOPS

99 EAT AT F SHED SHOPS

100 EAT AT F SHED SHOPS

Communication Initiative 1: Find Me Fact Sheet

COMMUNICATION



COACHING



CONNECTION



The Find Me Fact Sheet aims to address traders' concern about the impact that renewal would have on their business. It particularly focuses on their concern that regular customers will not be able to find them should they have to move while building works are completed and may think the market is closed for the duration.

The Find Me Fact Sheet is a way for traders to communicate to their customers where they will be located in the market during renewal and any other times they may move. It also gives traders talking points to speak with their customers about how the market is, and will remain, open for business during renewal.

The factsheet is quick, simple, inexpensive to produce and utilises existing channels of communication. It also doubles up as a way to direct customers to an online location for more information where other Queen Victoria Market initiatives may be advertised e.g. Winter Night Market.

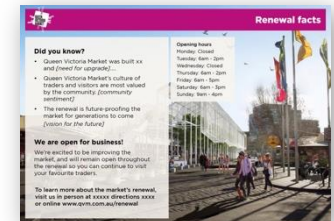
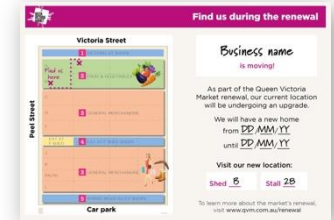
Features:

Front

- Map that can be marked with current and future stall location
- Space to enter Business Name, dates moving from and until
- Space to enter new location shed and stall number
- Website address for customer to find more information

Back

- Key facts about the renewal for customers
- Clear message that the market is and will remain open throughout the renewal time
- Opening hours



Indicative design only

COMMUNICATION



COACHING



CONNECTION



Considerations and Recommendations

- Traders should be informed of all information on the Find Me Factsheet before or at the same time as they are handed out for their use.
- The Find Me Factsheet should be produced in several versions to cater for the main languages spoken by traders and their customers at the market.
- The Find Me Fact Sheet should be on tear away paper pads that can be easily stored at the traders' stalls. By providing a paper based communication, traders do not need to rely on digital literacy and neither do their customers to continue doing business with each other.
- Information contained on the sheet should also be duplicated online and in person if possible.
- Trader photo of stall and employees could be added as a separate sheet as not all traders have business names.

“It would be great if I could give my customers information about the renewal and what will happen to me. I get questions sometimes and I don’t have answers for them.”

Communication Initiative 2: Sign Up Sheet

 **Keep in touch with us during the Market renewal** 

Name: John Smith

Email: John.Smith@email.com

Post code: 3000

☐ I would like email notifications from Business name

☐ I would like email notifications from Queen Victoria Market

Indicative design only

Communication Initiative 2: Sign Up Sheet

COMMUNICATION



COACHING



CONNECTION



Similar to Concept 1, this initiative aims to address traders' concern that they may lose regular customers through the renewal process. It is a way for both traders and QVM P/L to collect customer information to share information about what's happening in the market.

It is quick, simple, inexpensive to produce and utilises existing channels of communication.

Subject to privacy considerations, it also doubles up as a way to contact customers about other Queen Victoria Market Initiatives e.g. Winter Night Market.

This also goes a way to reassure traders that QVM P/L and City of Melbourne is taking action to mitigate the impact on their business during renewal.

Features:

- Space for customers to input their name, email address and postcode
- Sign-up options for individual traders to contact customers or QVM P/L to contact customers
- Co-branded to show both a QVM P/L and City of Melbourne initiative.

Keep in touch with us during the Market renewal

Name: John Smith

Email: John.Smith@email.com

Post code: 3000

☐ I would like email notifications from Business name

☐ I would like email notifications from Queen Victoria Market

Indicative design only

COMMUNICATION



COACHING



CONNECTION

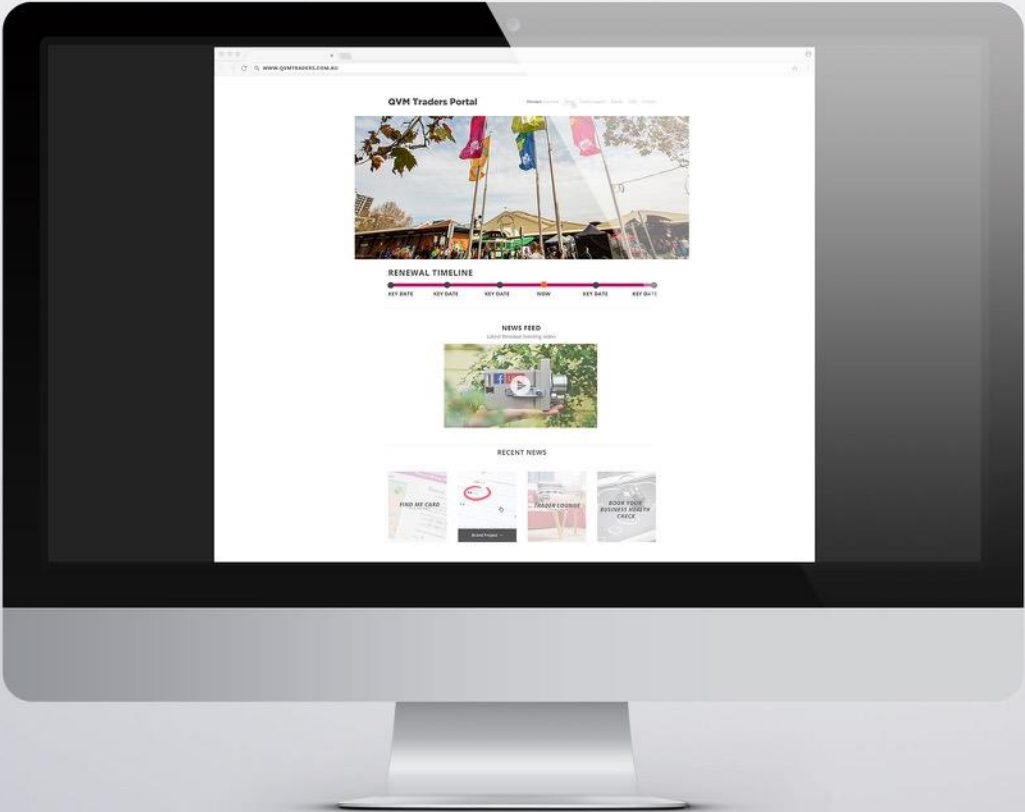


Considerations and Recommendations

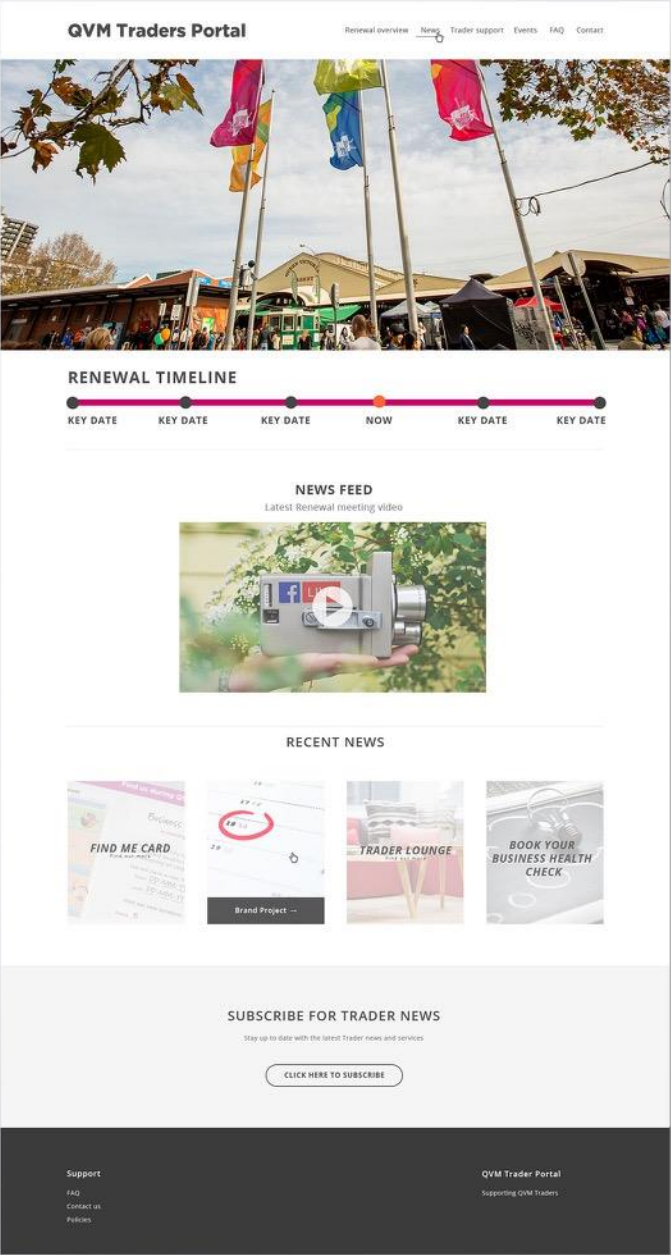
- Two versions of the sign up sheet should be created to give traders the choice to establish their own customer emailing list or to let QVM P/L or City of Melbourne communicate renewal news.
 - Not all traders will want to/know how to email their customers - option to remove first tick box should be made available.
- Paper is the preferred medium over a digital version as it caters to the range of digital literacy that traders and their customers have.
 - The sign up sheet should be on tear away paper pads that can be easily stored at the traders' stalls
- Traders need to understand confidentiality rules if they use the subscription sheet.
 - A short, easy to understand guide on privacy of email lists to accompany the Sign Up Sheet should be created
 - Group training sessions or the creation of a video that goes through the privacy guide content would be helpful.
- QVM P/L and City of Melbourne co-branding.

“I don’t have any direct contact with my customers other than when they’re here face-to-face with me. I have an Instagram account that I post pictures on but I don’t really know who my Followers are. It would be good to have a way to talk to customers when they’re not here and know who’s actually looking at it.”

Communication Initiative 3: Trader Portal



Indicative design only



Communication Initiative 3: Trader Portal

COMMUNICATION



COACHING



CONNECTION



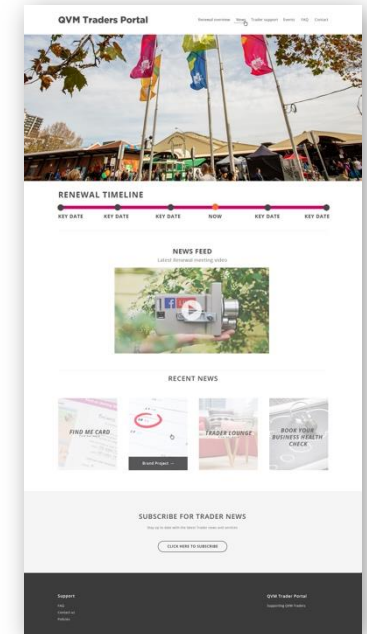
The Trader Portal aims to address the confusion and lack of confidence traders express about renewal information (in particular) and where to find it. It is the central place online for stakeholders to add relevant information and for traders to access factual, timely information about doing business at the Queen Victoria Market during renewal and into the future.

It is a space designed specifically for traders, helping to build a sense of community and an additional channel through which QVM P/L and City of Melbourne can communicate.

As there is varied digital literacy amongst traders and their employees, it is designed to be a centralised information point and the one source of truth from which all other, preferred, formats including paper and face to face, are based. It should not be a solitary communication device but one that sits alongside other formats.

Features:

- A timeline showing major milestones in the renewal and where we are currently
- A news feed showing useful content in appropriate formats such as a video of the latest renewal information meeting
- Downloadable documents such as the Find Me Factsheet
- FAQs about renewal , market operations, and other trader related issues.
- Portal to hold other information and useful content related to doing business at the market, not just renewal focused content.



Indicative design only



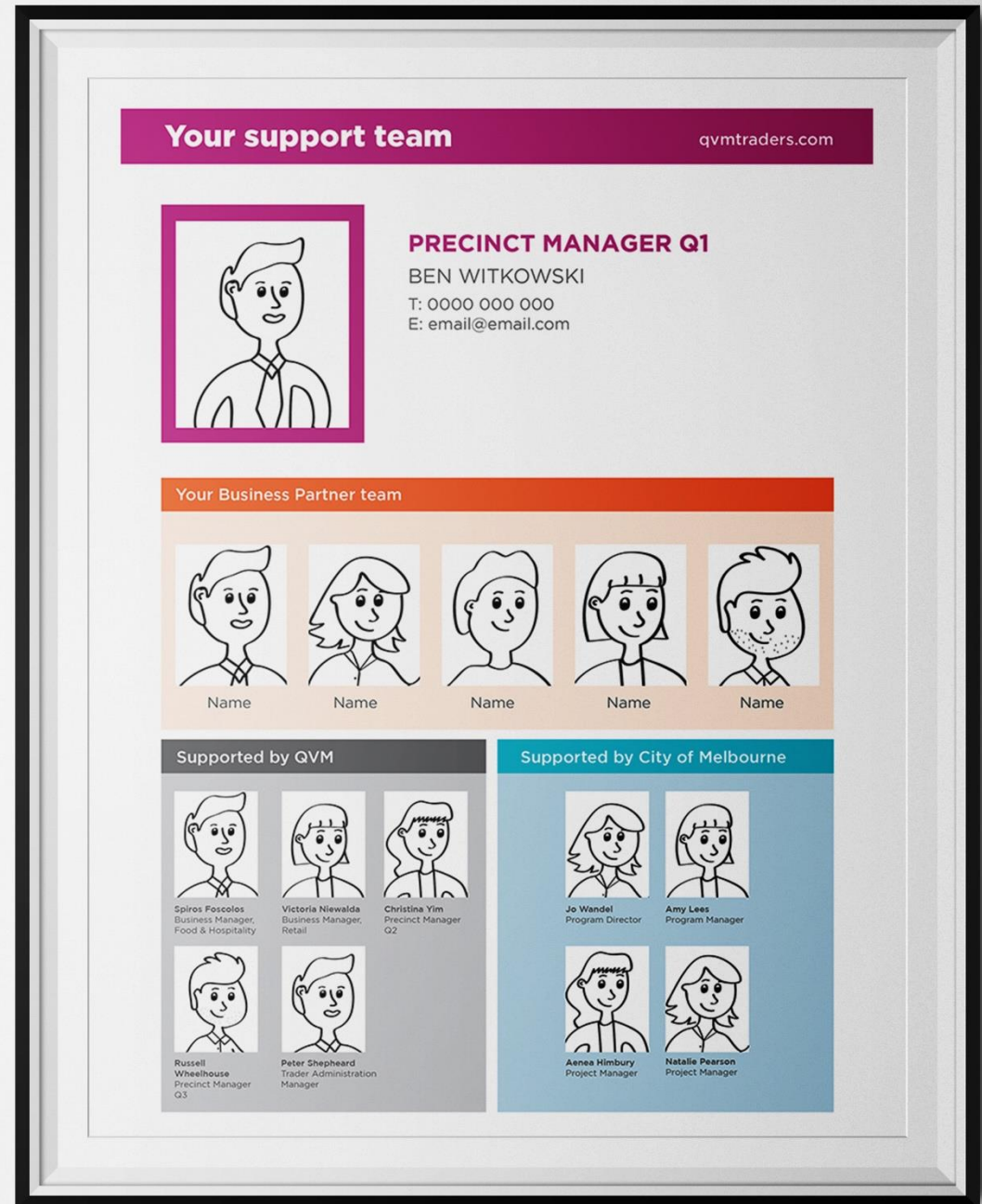
Considerations and Recommendations

- Not all traders are comfortable using computers or the internet. A considered and detailed multi-channel communications and engagement plan needs to be developed that caters to the diverse range of traders' languages and varying digital literacy.
- Ensuring Precinct Managers are up to date and aware with the latest renewal information is vital. Alignment and consistency in what is communicated and when is essential.
- Traders do not want to remember usernames and passwords, if possible, this should be an open site.
- QVM P/L, City of Melbourne, Business Partners and developers will need to feed information into the site. All teams should have a responsibility to keep information timely and accurate in order for the portal to be successful.
- An Agreed Ways of Working needs to be established by key stakeholders who will be feeding in information into the trader portal.
- This could link in with existing plans held by QVM P/L to replace their current portal.

“I know there’s meetings about the building works but I can’t always make it along. Then you hear what’s going on from the other traders but you don’t know if it’s accurate or not.”

Communication Initiative 4: Your Support Team

Indicative design only



Communication Initiative 3: Your Support Team

COMMUNICATION



COACHING



CONNECTION



Precinct Managers have been a successful team addition at Queen Victoria Market. Many traders are aware who their Precinct Manager is, but not all, and many do not know how to contact them other than face-to-face when they see them at the market.

The Your Support Team Factsheet is designed to help traders and their employees easily familiarise themselves with their Precinct Manager and other key faces around the market from QVM P/L and the City of Melbourne team of people working on their behalf.

It is also an opportunity to introduce Business Partners when they're hired and start rolling out their program of work.

It is quick, simple and inexpensive to produce and a go-to-document that can remain at the traders' stalls. It presents one cohesive team who are all working to serve traders at Queen Victoria Market.

Features:

- Photos, name and contact details for designated Precinct Manager
- Photos and names of Business Partners when appointed
- Photos and names of QVM P/L and QVMPR team



Indicative design only



Considerations and Recommendations

- Two versions of the Your Support Team sheet should be created, one without Business Partners that can be circulated immediately and one with Business Partners when they have been appointed.
- The poster should be A4, one-sided poster size as easily displayed at stalls but could be delivered in other formats to be more portable. Other formats will need further testing.
- A separate version of this sheet should be created for the QVM P/L and QVMPR teams to show key roles and responsibilities although this does not need to be part of what is delivered in the Trader Support Program.
- Other key safety and security information could feature on the other side of this document but this hasn't been tested.
- Once the trader portal is created, the website address could be added to the sheet to disseminate the information.

“I like this idea. I do know my precinct manager but I’m not sure how I’d get hold of her other than when she’s down here in the market.”

Coaching Initiative 1: Business Health Check



Coaching Initiative 1: Business Health Check

COMMUNICATION



COACHING



CONNECTION



There is a huge variance in business size, type, model and maturity trading at the market. Despite this variety many traders are open and excited about business advice to help them achieve their business vision – whether this is changing, expanding or retiring.

The Business Health Check is a free service available to all traders to help them think about the future of their business, what their vision is and what action they can take to make it more successful. It's an ongoing process that starts with a series of conversations between traders and Business Partners (more follows) to understand the current health of their business and how to make it healthier.

The Business Partner would create an action plan for the trader detailing potential skills or activities the trader could undertake. This could be training, making use of existing programs from QVM P/L, hiring a consultant, or working with a skilled Business Partner to help with a specific area of their business.

Further Detail

- Step 1. QVM P/L Precinct Managers talk to Traders about the business health checks and how the independent Business Partners engaged by City of Melbourne and QVM P/L will carry them out. Precinct Managers book in a time for Meeting #1 that suits the trader to first meet with a Business Partner.
- Step 2. Traders sit down with a Business Partner to discuss the vision for their business.
- Step 3. The Business Partner steps through a business activity and skills check with the trader.
- Step 4. The Business Partner will gather the information from this session and any other documentation provided and develop a top level action plan for the trader's business, based on the trader's vision and expertise.
- Step 5. The Business Partner checks back in for Meeting #2 and takes the trader through the plan. Any tweaks and changes are made before the trader starts working on the plan. They also agree on regular catch ups that suit the trader's plan. These could be fortnightly, monthly etc.

COMMUNICATION



COACHING



CONNECTION



Considerations and Recommendations

- Not all traders have the same literacy and digital literacy skills and this will need to be reflected in any materials created to support the business health check and plan.
- Similarly, not all traders speak English and this will need to be reflected in the materials developed.
- The Business Health Check should be free for all traders up to the point of receiving their business action plan.
- Once Business Partners are engaged, an initial cohort of 10-20 traders could be recruited to undertake the first round of health checks
 - to build positive case studies that show traders the benefits of taking part
 - to understand the types of support and training that would most likely need to be in place when more traders participate
 - To test materials and format of Health Check
- To support this initiative we recommend developing the following materials:
 - Business Partner Meeting Card, Documents to Bring to Meeting #1 Checklist, Business Skills Checklist, Business Activity Checklist, Business Desire Checklist, Business Plan Template

“What I really need is someone to spend time with me one-on-one to understand my specific business. I don’t want general advice that won’t tell me anything new.”

“I have a great product and experience that my loyal customers love, but I don’t know anything about marketing or getting new customers.”

Communication Initiative 2: Business Partners

Business health check

Your independent business partners



SENIOR BUSINESS PARTNER

20+ years experience
Small business /
Corporate expertise



SENIOR BUSINESS PARTNER

20+ years experience
Food industry expertise



SPECIALIST BUSINESS PARTNER - BUSINESS TRAINING

5+ years experience
Small business /
Corporate expertise



SPECIALIST BUSINESS PARTNER - DIGITAL MARKETING

5+ years experience
Small business /
Corporate expertise



TRADER COMMUNITY MANAGER

Community
program expertise

Indicative design only

Coaching Initiative 2: Business Partners

COMMUNICATION



COACHING



CONNECTION



When asked about the Business Health Check, one of the first questions traders asked was 'who will deliver it?'. Traders agree that having a team of independent and experienced people would be the best to deliver the Business Health Check.

The Business Partners should work closely with QVM P/L Precinct Managers and the rest of the QVM P/L and QVMPR teams understanding the context they are working in. They should also spend time in the market liaising and building relationships with traders one-on-one.

Business Partners will carry out the Business Health Checks with traders and understand their vision, skills and have regular check-ins to check on traders' activity. Business Partners will also organise and run training modules in specific areas of expertise for groups of traders. The team should have access to counselling expertise, on hand for traders to contact regarding their mental health.

Features:

- Some members of the team should be *highly* experienced business-people, preferably with knowledge of running a small business.
- Other members of the team should be specialists. Prototyping revealed many traders need help with specialised business activity like signage, branding and digital literacy. It also revealed an appetite for assistance with marketing, social media and e-commerce.
- The team should consist of a trader community manager who manages the team, is a secondary contact for traders and ideally is a counselling expert.
- The full team would not be required for the start up phase of the program. The target of an 80% take up rate for the program is not expected to be achieved in the first year.



COMMUNICATION



COACHING



CONNECTION



Considerations and Recommendations

- Business Partners will need to work closely with QVM P/L Precinct Managers
- Business Partners should all have an open mindset and one of possibility. They should have a hands-on, can do attitude as the role is likely to be highly varied; from strategic thinking to tactical implementation.
- Any training modules created will need to be as inclusive as possible considering English literacy and digital literacy. At least one member of the team should ideally be a fluent Mandarin speaker. If this is not possible, the team will need access to translators.
- The team should have access to counselling expertise, on hand for traders to contact regarding their mental health.

“I like the sound of independent Business Partners, I’d want to talk to them all!”

Coaching Initiative 3: Counseling Support



COMMUNICATION



COACHING



CONNECTION



- A majority of traders agreed that there was a need for Counseling Support but that it needed to be more than a phone hotline which wouldn't be used. The Counseling Support needs to be delivered one-on-one, preferably face-to-face between a trader and a qualified counselor in a private, independent location not within the market itself.
- Terminology of 'counseling' could be changed to Business Coach or Career Coach but this has not been tested with traders yet. Counseling as a term is understood and accepted, but may alienate some.
- One of the Business Partners should be trained in counseling so they are on hand as necessary. However, they may refer traders to relevant other businesses or services if necessary.

“It’s great that you’re looking at putting something in place. I know people need this, we all feel the stress of running our business and trying to make money.”

Connection Initiative 1: Trader Lounge



Connection Initiative 1: Trader Lounge

COMMUNICATION



COACHING



CONNECTION



Many traders expressed dissatisfaction with being at their stall all day, with little shelter from the weather and little facilities being available to them. They also do not have an area to congregate or meet other than at their stalls.

A designated Trader's Lounge addresses this and is a place for traders to relax, warm up, cool down, store fresh food, heat food, access information, use a computer, access wifi, connect with Business Partners and most importantly, with each other.

It is also a location for Business Partners to be based, where traders know they can find them if needed. There are private meeting rooms available too which could be used for Business Health Checks or counseling.

Features:

- Wifi
- Air Conditioning/Heating
- Fridge, kettle, sink, microwave
- Computer and printer
- Notice board
- Useful resources, particularly associated with Business Health Check and counseling services
- Sofas and comfortable seating
- TV
- Business Partner workspace
- Private meeting rooms





Considerations and Recommendations

- Ideally should be located close to the market but not within the market so easily accessible but still independent.
- Needs to be open at times when traders are setting up and packing down so catering for traders' busy and quiet times.
- Not currently appealing to all traders as some cannot leave their stall as they have nobody to handover to.
- Particularly beneficial for employees who have set breaks and currently tend to eat lunch in their cars.

“It can be freezing in winter and so hot in summer. I’ve been here for years so I’m used to it but I do tend to step away from the stall and go for a walk to get away from the stall and have a breather.”

Connection Initiative 2: Events Calendar



Connection Initiative 2: Events Calendar

COMMUNICATION



COACHING



CONNECTION



Traders do not have many formal occasions to meet, socialise or share knowledge with each other. The Trader Awards night was seen as a great success by many traders, as is the Christmas Barbeque run by QVM P/L. There are very few chances for them to socialise with the QVM P/L or City of Melbourne teams.

The Events Calendar initiative enables greater opportunities for traders to connect and a range of different types of events to be implemented. This is intended to improve the sense of community amongst traders and their general health and wellbeing. It also shows appreciation for their hard work in making the market so loved.

Features:

- A range of different events that appeal to different types of traders, in different formats and locations.
- Some to bring all traders together for a large scale event, others smaller and more casual.
- Open and free/subsidised for all traders.
- Organised by trader representative and QVM P/L.





Considerations and Recommendations:

- Not all traders are receptive to all the event ideas.
- Most traders like the idea of infrequent 'all trader' events (Trader Awards) and cheaper, more casual regular events (Weekly Breakfast Club) but some didn't want money to be spent on what they saw as frivolous or unnecessary activities like massage.
- A greater sense of community and trust needs to be built before a full program of events can be implemented.
- A phased introduction of different activities should be implemented, ensuring a trader representative helps organise the events alongside the QVM P/L and City of Melbourne teams.

“The trader awards night was great, we really enjoyed it. It’s nice seeing everyone together and doing something completely different. I’d like any perks really, who wouldn’t?”



This section contains the next steps for quick wins and long term initiatives that can be undertaken by QVM P/L and QVMPR

Next Steps

As with this phase of the project, a Human-Centred Design approach should be continued through implementation of the next steps to ensure the success of the program.

- January-February 2018 – QVMPR and QVM P/L preparation for launch of Continuing Business Framework, including finalisation of the financial assistance component and establishment of Business Partner team and Trader Support Program initiatives.
- March 2018 – Launch of the Continuing Business Framework, ensuring that the necessary support and financial assistance is in place prior to the commencement of renewal works onsite.
- November-December 2018 – Review and evaluate 2018 initiatives, and implement any recommendations for improvements and new initiatives in 2019.
- 2019-2022 – Continued delivery of the Continuing Business Framework alongside the renewal program.



Appendix




Thought-Starter Questions



These are the Thought-Starter questions that were posed in the Ideation workshops. These questions are called ‘How might we...’ questions, a tool employed by human-centred designers to frame opportunities, using language to point to focus on possibility. It enables designers to think more openly about challenges and all the possible ways in which they could be solved.

1. How might we... support trader mental health so that they feel equipped to maximise opportunities that arise from renewal?
2. How might we...create more connection between traders and different trader ‘groups’ so that they feel supported by each other, can share knowledge and feel part of a wider community?
3. How might we... create a clear working relationship between QVM P/L, QVMPR and traders so that...everyone understands their commitment to each other throughout renewal and into the future?
4. How might we... support traders to develop relevant skills and capabilities so they can continue to make money, futureproof their business and help the Queen Victoria Market to continue to attract customers?
5. How might we...manage customer expectations and ensure their visit is not hindered by development works throughout the renewal so that they have a great customer experience and traders continue to make money?
6. How might we...play a long term role in supporting small business and entrepreneurship so that the market continues to thrive and celebrate a diverse range of market traders?
7. How might we...enable safe compliant working practices amongst the trader community so that legal requirements are met?



Idea Bank

Many of the ideas that were created along the process naturally fit into the framework we've created - as the framework is based on the research, insights, 'how might we' questions and results of the ideation workshop. We've grouped these ideas to fit underneath one of the pillars – some align with the concepts in our recommendations and have been further developed. Ideas that do not fit into any of our concepts but still fit underneath a pillar are also listed.



The pillar of 'COMMUNICATION in the framework follows the motto of Right info, Right time, Right way.

The concepts under this pillar in this report are:

- Single source of truth
- Single source of truth Implementation plan
- Renewal Tools for Traders

Single Source of Truth

The single source of truth should approach the content it houses with:

- a positive narrative around renewal
- Embed the narrative with traders and use them as advocates
- Make sure all communications and conversations are accessible and understandable for older traders and ESL traders
- It will be a sharing of information between QVM P/L Traders and City of Melbourne so all receive same messaging

The single source of truth should have:

- Clear visibility of roles and responsibilities
- Scheduling of works
- Timelines, inputs, outcomes – S, M, Long term
- Q&A webpage for anonymous questions
- The regular content should include clear regular updates on:
- Trader movements as far in advance as possible
- Week by week progress on construction and areas affected
- Transparency and clarity around QVM P/L marketing campaigns and how traders can be involved
- Customers insights on QVM P/L performance to help tailor service proposition

COMMUNICATION



COACHING



CONNECTION



Single Source of Truth Implementation Plan

The Principles of the single source of truth:

- Needs to be authentic, empathetic and honest whilst being firm
- Needs to be regular and consistent
- Needs to be communicated face to face in addition to written
- No wrong door – whoever is asked the question is responsible for ensuring it has been answered and they are empowered to answer it with the one source of truth
- Initiate face to face discussion wherever possible on complex topics as first communication
- Communications to be multi-channel and explicit (not implicit)
- Consider having face to face KPIs for precinct managers

Approach to the single source of truth

- QVM P/L and QVMPL to have relationships with traders
- Assign specific support staff members to each trader - these people can act as a first point for traders
- Precinct managers need to be fully briefed on a weekly basis
- 'No secrets' policy between QVM P/L, Renewal and Traders as an operating principle and as a question that can be asked
- QVM P/L needs to have clear and transparent policies

Channels for implementation of Single Source of Truth

Digital and Print

- Slack channel – traders on Phone/PL
- Weekly newsletters with what's happening
- Trader bulletin – first cab off rank – the new QVM P/L org structure
- Wallet sized cards with contact info for traders for QVMPL and QVMPLR
- Website shared b/w QVM P/L and City of Melbourne team
- Create a document with people's faces, their roles and what they can help you with
- In person, in real life
- Roadshow to talk about progress
- Trader information sessions giving information as soon as it becomes available – the more notice the more easier it is to plan
- Special meetings for highly impacted traders
- Q&A Sessions
- Monthly forum or meetups for Traders
- Suggestion box
- Central physical go to location for all things renewal
- Single hotline number
- Hold an event in the market to introduce everyone in the team

COMMUNICATION



COACHING



CONNECTION



Renewal Tools for Traders and Customers

Find Me Fact Sheet

- Traders to communicate with loyal customers months earlier before change happens in channels that suit them and their customers – email, mobile phone, social media, in person signage

Other Ideas

Change management for traders to use with their customers

- A website for traders where they can communicate with their customers
- Set up an in-person timeline of activity at the market with maps of affected areas

Change management for traders

- Hold a design futures session with traders to step them through what the future of the market looks like in 5, 10, 20 years so they get a feel for what it will be like
- Engage in creative problem solving engagement activities to involve traders in the market future
- Give traders a sense of purpose and meaning by giving them ownership over changes*
- Identify impacts to every trader and individual actions to mitigate the changes[TK1]
- Engage traders in celebration of project milestones – i.e. Q1 complete etc. etc.
- Identify projects/processes which traders can have buy-in or meaningful input

Relationship between City of Melbourne and Queen Victoria Market traders

- Ensure strong relationship between QVM P/L and City of Melbourne first
- Communicate the 'future' of the working relationship rather than 'right now'
- Communicate clear roles and responsibilities
- Develop an ecomap system for QVMPR team
- Map out key contacts with names and photos
- Set up some collaborative ways of working
- Create an agreed ways of working and standard operating procedure between all that clearly explains who does what and accountabilities
- Agree to mutually beneficial objectives
- No question unanswered as a management KPI
- Work with TRC as elected body to think how this is meaningful enacted in this structure
- Formalise traders understanding with a 'contract'

COMMUNICATION



COACHING



CONNECTION



The pillar of 'COACHING' in the framework follows the motto of 'Healthy Business, Healthy Traders'.

The concepts under this pillar in this report are:

- Business Health Check and Plan
- Business Partners
- Counselling

Business health check & plan

Business health check

- Collate a list of key skills required to be a great trader
- All traders receive a free confidential business health check
- Co-design individual road-map for disrupted businesses to manage their mitigation plans
- Do a skills check of existing traders
- Identify key needs and create specific support sessions like setting up a website or doing your tax, rather than blanket support
- Review traders business plan considering impacts of renewal and overall retail trends
- Work with interested traders to understand their customers, business goals etc. aka – a business plan

- Develop trader skills in own marketing planning – understand customer needs and expectations, develop 5 year plan and comms channels they need
- Follow up health check
- Invite traders to share skills – one on one or in a small group
- If traders do participate in business health check, ask them to identify value of participation (if there's any for them)
- Traders need a range of support that meets their individual business needs, some need to learn how to sell online and target their customers, others need help with using a computer
- Embed sustainable policies to encourage environmental, financial and social benefits
- Sustainability platforms and strategy – work into biz planning
- sustainability and resilience - build that into necessary requirements

COMMUNICATION



COACHING



CONNECTION



Trader Business Development and learning new skills

- Basic Trader support – Sign, Business Name, Images
- Assistance to step up with a sign with a business name
- Give financial design help to those who need signage
- Develop a toolset for traders, scripts, signs maps etc.
- Develop assets for traders to use on their channels e.g. images banners etc.
- Photography service to create free content for all traders' marketing

Learning topics

- Digital
- computer courses
- social media marketing seminars
- Social media
- internet marketing
- Online store

- Building your customer base
- Understanding your customers
- Grow your business
- Marketing
- Business Basics
- Day to day operations
- Visual Merchandising - fixtures and fittings, return on investment and PoD
- Managing employees
- Mental health and workplace safety
- Accounting
- Budgeting
- Business projections
- Supply chain
- Wages
- Business model templates
- Business model coaching -help traders understand their value prop

- Financial planning services – for free
- Business insights
- Market trading in the 21st century
- how to leverage QVM P/L campaigns and social media
- Learning Approach to developing new skills for traders
- Small Business Victoria – partner with them
- Allocate a trader training budget to spend on future proofing trader businesses
- Have key speakers from different industries speak to traders in those industries
- White label tool/template for marketing
- Create an competition for best tips on how to thrive during renewal
- Create an internal competition with traders – which shed can have the most levels of business engagement



Business Partners

Who they are

- Business Partners need to have the right approach including respect empathy etc.
- Business Partners need to have accounting and small business management capability
- Business Partners have marketing ability and/or acumen
- Business Partners must be savvy business people

Approach

- Before any support is provided, there must be some advancement in Traders feeling empowered and accepting responsibility for their own customer development and retention
- Business Partners need to be able to provide all information in languages other than English
- Business Partners should be able to find out what traders' vision for their business are as a way to help them see the possibilities
- Offer grants to those willing to try new things and report back to rest of market community
- Subsidise any training costs recommended by Business Partners
- Any classes delivered by Business Partners should have an online version available so traders can learn out of hours
- Consider providing all information in an easily digestible format e.g. infographics, videos or podcasts.
- Smaller group sessions may work – grouping similar lifestyle + types of traders together to deliver info sessions



Counselling Support

Content

- Provide traders support sessions around change being positive: forum, lessons, etc.
- Have short key speakers at regular information sessions to discuss stress, anxiety and how to get help and manage it
- Provide links to experts, talks and professional help
- Link to Beyond Blue mental health support (not necessarily on the QVM P/L site for privacy)
- Provide phone numbers for anonymous support
- Provide education and communication on general mental health services i.e. mental health plans
- Provide education and communications on stigma of mental health to encourage service take-up
- Provide free meditation offers and subscriptions to headspace classes

Approach

- Provide a confidential hotline
- Provide free access to independent counselling/psychological/life coaching/professional support for those who require it
- Hire “Beyond Blue” to provide counselling services – well-known brand
- Have on-site representatives trained in counselling/mental health
- Have lots of different ways to access help - tool box, mentors, phone, social media, on site drop in etc.
- Have off-site anonymous access to support / counselling services
- Promote an Anonymous counselling service (like City of Melbourne’s EAP) everywhere
- Consider personalised and private coaching similar to counselling for traders
- Consider 1 on 1 sessions with a counsellor / coach for traders
- Consider ‘Patch Adams’ style interventions in the market during times of greatest stress
- Regular raising of the issue and that it is a stressful time and their feelings are valid
- Give traders a controlled safe place to “vent”. A place/space that they can release negative emotions

COMMUNICATION



COACHING



CONNECTION



Other concepts

Industry trends and partnerships

- Spotlight showcase of different industries
- Showcase adjacent industry trends
- Bring specialists to talk about the trends in this segment
- Setup industry partnerships relevant to business growth and knowledge. For example QVM P/L + Etsy
- Formalise connection with Small Business Commissioner re: issue resolving
- Promote other platforms like Etsy and training for the traders on how to use
- QVM P/L and City of Melbourne to share any data, insights on future and current customer in accessible forms and review together with traders
- Share QVM P/L and City of Melbourne marketing plans, traffic spend and results make it transparent for traders
- Leverage visitor data to understand where future visitors are likely to come from
- Understand the language and culture translation services that could reach these markets
- Hold educational sessions on how changing trading hours etc. could increase customer visitation
- Provide free business reports with current and future predictions for business growth
- Monthly rotations or knowledge sharing sessions – Different markets to present for traders at monthly events

QVM P/L to communicate to Traders on overarching strategy:

- QVM P/L to communicate plan for market activation/experience/atmosphere to traders
- QVM P/L Retail Plan – build customer experience strategy, proposition, POD and precincts
- QVM P/L to create expectations
- Trader lease/license agreements create clear expectations around marketing
- Continue 1-2-1 engagement with relevance
- QVM P/L Communications and Marketing
- QVM P/L to run sessions for traders outlining their comms strategy for engaging customers
- QVM P/L place increased accountability on traders to promote/market their own business
- QVM P/L Precinct Managers present upcoming marketing and initiatives to traders and ask Traders how they will leverage this? Ask for a verbal plan from Traders
- Single QVM P/L website/digital app/simple templated to promote traders – one page per business on a platform on which they can further develop (currently in progress with QVM P/L website redesign)

QVM P/L initiatives



COMMUNICATION



COACHING



CONNECTION



Mentoring - Trader to trader

Different mentoring models

- Trader to trader mentoring – could be similar sized businesses or it could be big and small – depends on the trader and their business
- Mentors from startup community for traders – as they have faced similar issues at one time
- Encourage traders to pair up as business buddies
- Mentors from City of Melbourne and QVM P/L to be matched with traders
- Trader peer to peer support partnerships

Events & Collateral to support mentoring

- Create a Community of Practice – traders who do this well present at meetings e.g. BAS, marketing, e-commerce
- ‘Show and tell’ knowledge sharing events
- Run some face to face network sessions so traders can network
- Invite traders from other markets who have been through a similar revitalisation process to share with QVM P/L

traders

- Bring back previous traders who have gone on to other successes
- Join other market traders to talk in an event
- Opportunities to upskill and support business – broader focus and goals
- Library onsite with books on resilience business change
- Skills matrix of all traders to see who can support who
- Collate list of top tips – ‘trader to trader’ – where traders share ideas

Training / skills / capability swap

- Collaborative evenings – e.g. bakery, cheese stand, wine stand get together to cater for other traders
- Free samples “I sell chocolate, have a taster of what I sell”
- Traders ‘swap’ and man each other’s stalls for a short amount of time to create understanding of each other’s business needs and also increase networking amongst traders and increase support network

Exit strategy option

- Help traders to understand all options clearly and what’s involved e.g. – exit strategies, transition / sale plans with online marketing
- Are there any ‘low hanging fruit’? – i.e. work with a row of traders to see what happens at a group level when some traders leave the market
- Recognise future intent to leave, <5 years, 5 years+
- Develop ways to support the transition of traders who exit to find new opportunity
- Provide assistance to help them make stay or go decision
- Develop Exit strategies for traders both with and without continuing market connection. For those who want to continue a connection, recruit them as tour guides, create a Queen Victoria Market museum or a human library for other traders. For those who don’t, a payout could be considered.

COMMUNICATION



COACHING



CONNECTION



Food waste and sustainability

- Work with traders to create a sustainability policy they feel ownership of and that reflects best practice
- Brief traders on organic waste City of Melbourne program in Degraes Street and Hardware Lane
- Offer ideation sessions for traders to start a food waste committee run by and chaired by traders
- Use food waste in an onsite restaurant and use the funds to pay for the trader support program
- How might we leverage food waste to feed those in need?

Occupational Health and Safety (OH&S)

- Provide free signage around Queen Victoria Market of good OHS practice

New approaches on OH&S content

- Practise 'audit' situation scenarios to prepare traders
- Guest speakers from ATO / Worksafe / Fair Work Australia
- Simple weekly OH&S checklists
- Quiz test traders on OHS – minimum to pass, follow up training provided
- Learn from Melb Market experience on behaviour change i.e. demerit points

OH&S Non-compliance repercussions

- Help individual businesses to understand legal accountability and consequences

- Exemplify ramifications of not meeting legal requirements
- Clear implementation plan for whole of market. compliance issues e.g. safety
- Consistent enforcement of standards
- Fine non-compliance
- Enforce demerit points – monetary fines (in progress)
- Clear and considered enforcement approach with repercussions Strong consequences for deliberate / ongoing non-compliance i.e. kicked out of repeated non-compliance

The people who could support and enforce OH&S

- Business Partners are compliance experts
- Business Partners have capability in OHS, tax, employment and law
- Partner WITH unions to do an OHS audit and implement needed changes
- Keep QVM P/L staff relevant and upskilled to have knowledge to support the compliance req.
- Trader working group to monitor compliance (supported by market management)

Rewards / Reward compliance on OH&S

- Maintain records, databases on who is compliant
- Recognition award nights for best OH&S practice and new ideas
- Offer rewards for those taking ownership and displaying good compliance
- Provide incentives for doing the right thing
- Recognise and reward the traders that exceed/impress in meeting obligations





Other compliance

- Understand where possible why traders are not being compliant.
- Provide market wide transparency of individual uptake of practices
- Have a charter of trader rights and responsibilities
- Provide opportunities and ensure support for becoming compliant and make the procedure as quick and efficient as possible
- Clearly publicise standards and ensure that the information is accessible to all traders including different languages
- Consider ways that we can make it just as easy to be compliant as it is to be non-compliant
- Support program officer dedicated to helping traders with compliance issues
- Internal RTO – forklift, -OHS – food comp – etc.
- Forklift compliance – policing – enforcing
- Mandatory training on compliance each year

Induction to the Market

- As part of the Business Support Program implementation plan (according to timelines) enforce the new rules through a re-induction
- Ensure inductions for new traders are clear on compliance requests
- Provide training for all staff new staff prior to commencing working at the market, regardless on whether they're from QVMPR or QVM P/L

The pillar of 'CONNECTION' in the framework follows the motto of 'Celebrate traders, Celebrate Queen Victoria Market'.

- Celebrate Traders, Celebrate Queen Victoria Market
- Health and wellbeing program
- Commence a Trader Wellbeing Program that:
- Encourages full participation in physical exercise
- Has onsite pamper with Massages, Nails, Haircuts, Men's Grooming.
- Has Programs for increasing health (e.g. nutrition, walking groups, free fruit for traders, tai chi class in the morning)

Other Ideas

- Campaigns for activating the market
- Offer different parking rates or discounts
- Offer coffee/discount cards to loyal customers
- Create Public transport initiatives
- Offer Direct buses from hubs
- Discount PT and parking rates for Queen Victoria Market customers
- QVM P/L campaign 'open for business' that starts as soon as building works commence
- Activations during trading hours that make customers happy and involve traders in the fun!

COMMUNICATION



COACHING



CONNECTION



New experiences at the market

- Create activities for customers to explore the market and find something new
- Hold Queen Street parties amongst construction
- Competition: Share your market experience (who you visit, which order, how long it takes)
- Try different trading formats – i.e. interesting groups of retail offer
- Make the construction fun – e.g. tours of the construction for tour groups and school groups
- Make construction sites like a theme park – e.g. guides are actors – like Cirque Du Soleil
- Let's have fun with the chaos and make an installation and art out of the signs
- Local street art and installations to work with the construction – hide some of the building work!
- Provide new opportunities to traders – style/type, day/night – just diversify their offerings
- Create funky pop up like spaces where traders have the opportunity to collaborate with each other to produce new displays or experiences
- Have campaigns that draw people into unaffected areas of the market
- Bring in designers and artists to work with traders to create engaging wayfinding, signage and temporary visual content on hoarding etc.

- Conduct community programs during renewal with schools, health institutions, etc.
- Have a drone delivery service
- Maintain and grow pipeline of market offerings and unique content
- Grow the idea that market is an organic space with opportunity to move, ebb and flow and that is the exciting nature of the environment
- Design a game – plan your market journey – customers are notified when traders move stall locations
- Supermarket sweep style competition – time customers and video them on how long it takes to do a market shop to create a competition

Approach to new experiences

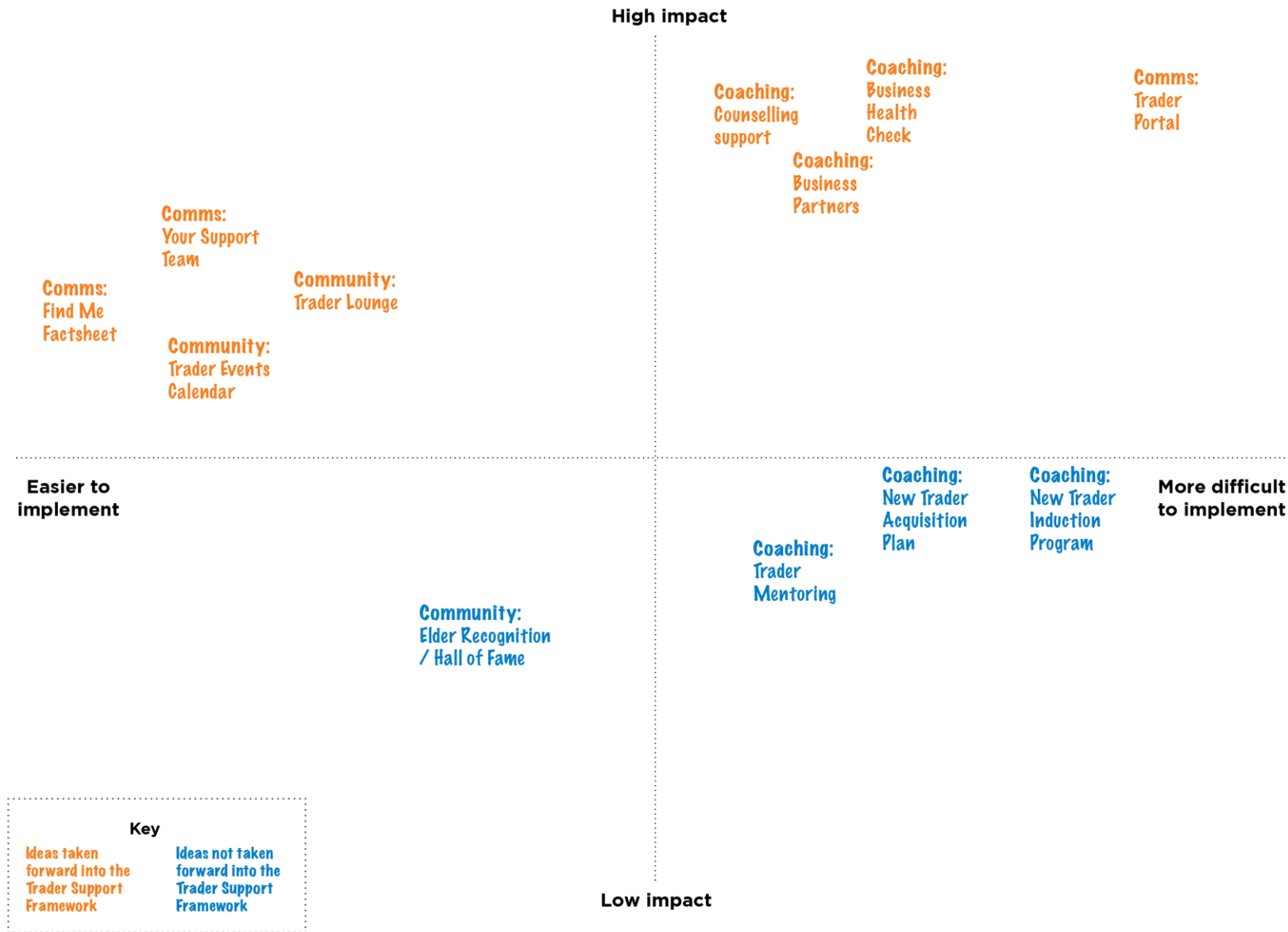
- Tapping into interstate/national markets that have been through a similar experience
- Understand what culture already exists – is there anything we can foster or leverage?
- Identify the leaders in the traders groups giving them to the option to drive certain initiatives

A photograph of a market stall where a young man, wearing a grey sweater and a black apron with 'WARNAMBOOL Cheddar' printed on it, is smiling and serving a customer. The customer is an older man with glasses wearing a dark jacket. They are standing behind a counter filled with various types of cheese. The background shows a busy market with other stalls and people.

Prioritisation

The team created some key concept areas that could be developed in the Prototyping phase of the project from the ideas generated. As there were so many ideas and concept areas, the team mapped them based on their ease of implementation and impact to traders.

Prioritisation





CITY OF MELBOURNE

MELBOURNE.VIC.GOV.AU

© City of Melbourne

