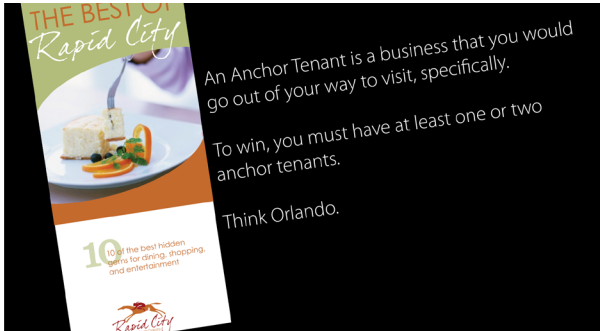


# PROMOTING YOUR “ANCHOR TENANTS”

## The step-by-step guide



## Promoting your “anchor tenants” | Handout



### What is an “anchor tenant”?

- Anchor tenants are “activity generators”
- An anchor tenant is a business that you would go out of your way to visit, specifically
- To win, you must have at least one or two anchor tenants
- Question: would you go to Orlando if Disney World wasn't there?
- There are 171 other attractions in Orlando, but Disney is the anchor tenant
- While we're in Orlando, we will visit those other attractions – everyone else benefits from Disney's presence in Orlando

### No mall is developed without anchor tenants

- Department stores at each end
- Without those anchor tenants, the small retailers couldn't survive
- The small retailers are important to the mix
- Downtown districts are the same – they need an anchor tenant
- It doesn't have to be retail; an anchor tenant can be an attraction

### An “activity extender” keeps people there longer

- What people do while they are there to see/ experience the anchor tenant
- In Orlando, the activity extenders are the other 171 attractions that people will visit, while they are there
- In the case of downtowns, the extenders are the other retail shops and restaurants



## Promoting your “anchor tenants” | Handout



### **“Activity inducers” are niche and specialty shops**

- Usually featuring a specific item or specialty
- For example – a bakery that people wouldn't necessarily drive 45 minutes or more out of their way to visit, but does make the trip downtown worth it
- Apple is a huge inducer; it isn't the anchor tenant, but people will go there specifically for that store

### **The anchor tenant is the one thing that you have that really makes you worth a special trip**

- It gets people to come at least 45 minutes out of their way for that specific activity
- While people are there, everyone else will benefit

### **Clustering of like businesses can become a singular anchor tenant**

- Downtown Disney or even Disney World – we visit for the collection of things/attractions

## Promoting your “anchor tenants” | Handout



### Halifax, Nova Scotia's Argyle Street

- Population: 300,000
- Argyle Street claim to fame: lots of vacancies, hodge-podge mix
- Challenge: Steep three blocks up from the waterfront – why would people leave the waterfront?
- They created a dining district, 2 ½ blocks long
- In the summer, they use the whole sidewalk for café dining
- The clustering of like businesses draws visitors – they go out of their way to just dine there
- It became a place that was worth driving 45 minutes to an hour out of the way to experience
- The brand now: Halifax's Argyle Street dining district
- Result: 22 restaurants in 2 ½ blocks
- A major gathering spot rivaling the waterfront
- The place to hang out – a “third place”
- Restaurants are all doing very, very well



### No downtown can survive without anchor tenants!

#### The bottom line:

- What businesses or attractions do you have that are worth a 45-minute drive to frequent?
- Or make you worth a special trip? That people will go out of their way for?
- It doesn't have to be a big box retailer
- It could be as simple as “The best cinnamon rolls in Nebraska” – if that is written up in a magazine (for example), people will come out of their way for it



### Huntsville, Texas

BBQ place out in a residential area – essentially breaks all the rules of beautification and signage, etc.

- A couple of years ago, GQ Magazine rated this BBQ place as one of the 10 meals to fly for in the world – it was #3
- An anchor tenant doesn't have to be the best restaurant in town
- It could have the very best food, a great ambiance, or, great characters
- In this case, it is the great characters
- A church choir runs it, originally to raise money for their church
- They have become such an anchor tenant because of their amazing character
- It is an experience to eat there
- Busses come from 150 miles away, just to have lunch there
- It is truly unique
- A great example of an anchor tenant that doesn't have to be big or expensive – but is worth that trip

# 5

The five reasons why it's important to promote your anchor tenants.

### The five reasons it is important to promote your anchor tenants

1. Success breeds success
  - Promoting your “best of” businesses, attractions, etc. will benefit everyone
  - Success raises the bar and encourages other businesses to improve
2. They pull customers into neighboring shops: activity extenders
  - What visitors will do while they are already there
  - Just like the mall – it is why the smaller retailers are there
3. They make you worth a special trip
  - They are what gets people to stop or visit
4. People want honest assistance
  - The most asked question of front desk employees at hotels, “Where’s a good place to eat, and don’t hand me a list. Where would you eat?”
- A Best Of guide would give visitors the information they are looking for – the best places to eat, etc.
- People don’t want a list, they want a recommendation
- People want peer reviews
- 5. They bring visitors (and locals) back time and again – and they will tell their friends
- People will come back for something that is truly unique or great

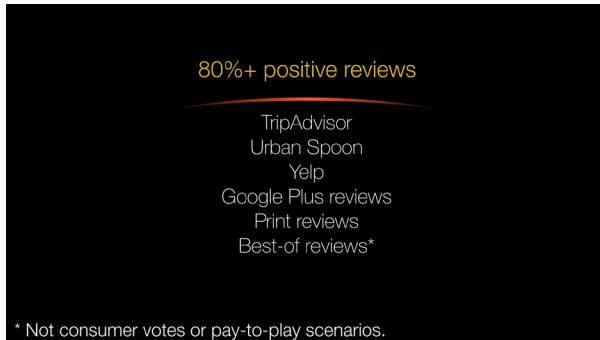
# 10

The step-by-step guide to producing your Best Of guide

### The step-by-step guide to producing your own Best Of guide



# Promoting your “anchor tenants” | Handout



## 1. Make a list of all possible candidates

Categories:

- Restaurants
- Retail shops
- Activities
- Attractions
- NO lodging facilities – because you want lodging facilities to hand this piece out to their guests and they won't if they see their competitors featured

What do you have in each category that people would drive an hour out of their way for, specifically

## Sample criteria:

- Must be highly regarded by someone other than themselves (80%+ positive peer reviews, featured in regional publications)
- Must have good curb appeal – inviting
- Must be open year round
- Must be open until at least 7:00pm
- Must be open six days a week
- Must be unique to you (no chains/franchises)
- 70% of all consumer retail spending takes place after 6:00pm – are you open?

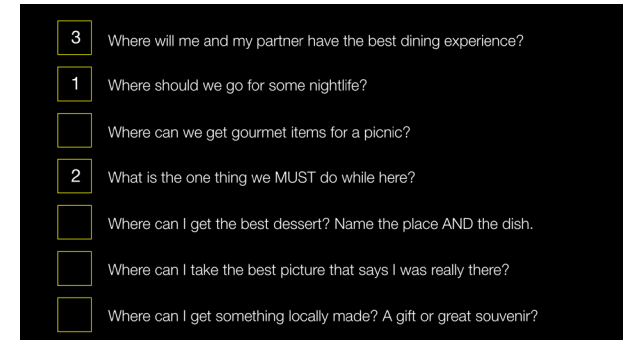
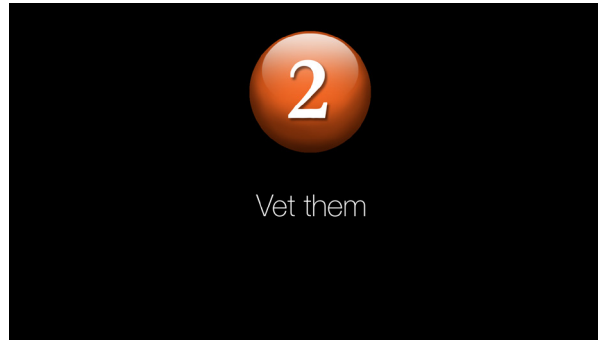
What NOT to do:

- Don't include everything in your “best of” guide; that makes it just a list
- Not advertising based or based on a local poll

## Limits and options

- No more than six of each category
- Restaurant idea: best two low price places, best mid-price and best formal dining
- Or best breakfast, best lunch, best dinner (but not three of each – keep it limited)
- No more than 30 for an entire Best Of Guide– for very urban areas
- Can be as few as six total
- The categories don't have to be equally spaced out; there could be more attractions listed than restaurants, for example
- Best: trail, historical attraction, hands-on... - but still, NOT everybody
- Don't create categories just to include everybody!
- There is a difference between a best of guide and a directory – people don't care about directories

## Promoting your “anchor tenants” | Handout



### Limits and options (cont.)

#### Ideal

- 3 to 6 restaurants
- 3 to 6 retail shops
- 3 to 6 activities
- 3 to 6 “not to be missed” attractions
- Everyone one needs to be worth a 45 minute drive, as a stand alone

### 2. Vet them

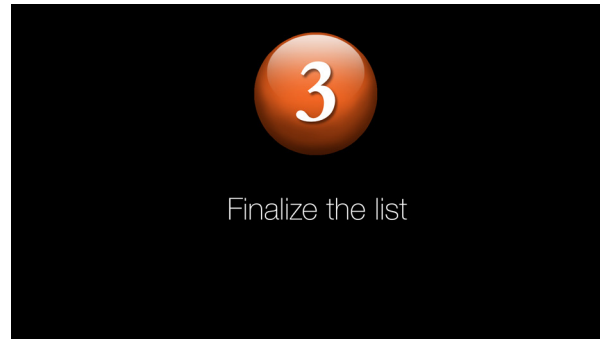
- 80%+ positive reviews
- TripAdvisor
- Urban poon
- Yelp
- Google Plus reviews
- Print reviews
- Best-of reviews\*
- \*Not consumer votes or pay to play scenarios
- Do NOT just promote members (unless your Best Of's happen to be members)

### Go to a membership organization or a group of local people

- Give them a piece of paper with seven squares
- Ask them seven questions (examples below, but you can create your own)
  - Where will my partner and I have the best dining experience? – name the best restaurant and the best dish
  - Where should we go for some nightlife?
  - Where can we get gourmet items for a picnic?
  - What is the one thing we must do while we are here?
  - Where can I get the best dessert? Name the place and the dish
  - Where can I take the best picture that say I was really there?
  - Where can I get something locally made? A gift or great souvenir?

# Promoting your “anchor tenants” | Handout

3	Where will me and my partner have the best dining experience?
1	Where should we go for some nightlife?
	Where can we get gourmet items for a picnic?
2	What is the one thing we MUST do while here?
	Where can I get the best dessert? Name the place AND the dish.
	Where can I take the best picture that says I was really there?
	Where can I get something locally made? A gift or great souvenir?



## Go to a membership organization or a group of local people (cont.)

- The people in that meeting are telling you what they think the best of's are
- Now, use the squares to create an itinerary using the squares – numbering the items
- You just created itineraries by locals, and better yet, the locals told you the best of's
- How many times do people name the same restaurant or activity? Add them up
- This brings people in and helps them see why you are promoting the best of
- Don't tell them ahead of time you are looking for the best of
- This is very important: If visitors have a poor experience, your entire Best Of guide is worthless

## 3. Finalize the list

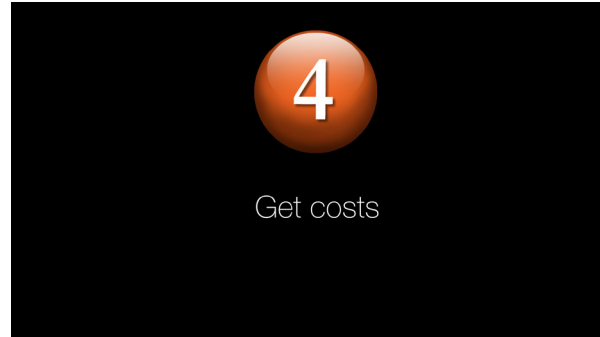
- This is VERY important: you MUST leave politics out of it
- This is why we tell DMO's to get rid of memberships

## Example: Ottawa, Illinois

- They put together a guide with a mix of restaurants, retail and activities
- About six months later, the at the Chamber of Commerce person who put it together basically ran her out of town
- But she hadn't used criteria – she just picked them
- Criteria allows you to have something to back up decisions of who to include when people complain
- These guides were handed out to visitors to the local state park
- Within 90 days their hotel stays tripled
- People went out to the state park from Chicago, but decided to stay as a result of the Best Of guide
- Afterward, the business owners who had complained said, “That was the best money I never spent.”
- They didn't realize that when people went into the “Best Of” businesses, they would also come to theirs
- Promoting anchor tenants increased their business
- The moral of the story: if it's going to be membership driven then don't develop a Best Of guide



# Promoting your “anchor tenants” | Handout



## Example: Ottawa, Illinois (cont.)

### Idea

- If you have lists of merchants, then tag those with a “Best Of” seal

### The goal

- Have your merchants raise the bar so they can be included next year

## 4. Get costs

- Note: if a Best Of can’t afford it, include them anyway. Financing? Discount rate?
- How many to print? How many households do you have? (1:1)
- Do you have a State or National Park nearby? (1:10 visitors)
- How many lodging rooms? (5 per room)
- How many VIC customers (1:4 visitors)
- How many merchants? (6:1)
- General rule: 20,000 to start
- Figuring costs: cost of printing
- Full color
- Cost of design and layout
- Note: this is not a fundraising piece – you want this to break even

Yes, you can use public funds for this – the best attractions in North America are private business

- Can you imagine if Orlando didn’t mention any private businesses in their marketing?
- It is a public private partnership
- Private business is the backbone of downtowns, tourism and economic development
- Divide that by the cost by the number of participants
- (3 panels will be editorial)
- The rest will cover the cost
- What we’ve seen: \$400 per participant

5

Invite them

### 5. Invite them

What to do:

- Congratulate them
- Show them a sample or design
- Tell them how and where it will be distributed
- Let them know the cost
- Work out a way for them to pay for it
- Have them sign a simple one-page agreement

6

Don't let politics kill your efforts

### 6. Don't let politics kill your efforts

- Politics is the biggest killer of tourism and economic development
- Don't let it happen!

7

Professionally design and produce it

### 7. Professionally design and produce it

- Production formats:
- Printed brochure
- Digital (website for viewing and download)
- App – tag best of's
- The top 3” of your brochure are critical
- Promote the experience
- Yellow on a dark background pulls the eye
- 2nd page is editorial – introduce and explain
- Next panels/pages feature the Best Of
- Photos are critical – use interior and exterior photos
- The look and feel of your Best Of Guide: make sure it fits your brand



Get it out there: distribution



Get it out there: distribution

### Where to distribute them

1. Auxiliary organizations
2. Lodging facilities (Provide a brochure holder - if allowed)
3. Retailers (to cross-sell each other)
4. Visitor info center(s)
5. Mailed to service-area households
6. At rest-stops in the region
7. Real estate offices
8. Local organizations: chamber, economic development, city, library, public places
9. Relocation, convention kits, press kits
10. Colleges/universities (new student kits)

### 8. Get it out there: distribution

- What to do: mail one to every house hold
- Include a card: “The number one reason people travel is to visit friends and family. We hope you’ll hang onto this brochure so that when your visitors arrive, you will show them the best of what our community has to offer. After all, we believe every dining room table should be a concierge desk.”

Bentley University’s Center for Marketing Technology

- 32% of travel decisions came from brochures prior to traveling (#1: internet, #2: friends)
- But once we are in your community, it goes up to 81%

### Where to distribute them

- Keep it local
- Hotels may put it in rooms or at the front desk; if they can’t put it on the front counter, the staff can have it available to hand to people who ask for recommendations
- Auxiliary organizations
- Retailers (to cross-sell each other)
- Visitor info centers
- Mailed to service-area households
- At rest-stops in the region
- Real estate offices
- Local organizations: chamber, economic development, city, library, public places
- Relocation, convention kits, press kits
- Colleges, universities, new student packets

### 9. Do it again next year

- It may be the same list; it may be new
- They have to maintain their level to stay
- Things change
- The goal: to include more, or add and bump based on current quality





### 10. Spread the word

- Give me reason to come see you – that’s your anchor tenants!