# Downtown Revitalization Workshop

**Growing the Businesses You Have:**

**Business Retention Strategies**

*Hosted by Jacksonville Main Street*

**Tuesday, March 11th**

9:30 AM-4:00 PM

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## Agenda

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<th>Session</th>
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<td>9:00-9:30</td>
<td>Registration and Continental Breakfast</td>
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<tr>
<td>9:30-9:45</td>
<td>Welcome</td>
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<td>9:45-10:30</td>
<td>Big Picture Relevancy and Overall Effectiveness</td>
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<td>10:30-10:45</td>
<td>Break</td>
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<tr>
<td>10:45-11:50</td>
<td>Strategies to Revive and Renew Main Street</td>
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<td>11:50-1:00</td>
<td>Lunch</td>
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<td>1:00-3:30</td>
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<td>2:15-2:30</td>
<td>Break</td>
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<td>2:30-3:30</td>
<td>Qualities for Successful Main Merchants</td>
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<tr>
<td>3:30-4:00</td>
<td>Conclusions/Q &amp; A</td>
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**Illinois Department of Commerce & Economic Opportunity**

**Center for Governmental Studies**

**Northern Illinois University**

**Main Street**

Outreach, Engagement, and Regional Development
The Importance of Main Street

Top 10

10. Community support and public involvement – interest, enthusiasm, cooperation, partnering

9. Develops an effective communication network - word of mouth, peer-to-peer, brainstorming

8. Creates a distinct image for “curb” appeal - maintains and improves Downtown appearance

7. It is a representation of public and private investment in your community

6. Increased property values, decline in vacancy rate, and improves tax base

5. Net increase in new businesses and business expansion = new jobs

4. Keeps shoppers local – heart of community with different complimentary niches

3. Downtown becomes a destination – historic, cultural, tourism

2. Vibrant Downtown enhances and improves the quality of life.

1. Healthy Downtown = Healthy Community

Source: Wisconsin Main Street Program Top Ten – a Collection of Downtown Revitalization Lists
www.commerce.state.wi.us/CD/CD-bdd.html
Big Picture Relevancy & Overall Effectiveness

Staying relevant in today’s fast changing world. Achieving goals and living up to a mission or vision statement. Being true to your advertised “brand”, image and identity. Maintaining standards, values and practices. Delivering promises to targeted markets.

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<tr>
<th>Global</th>
<th>Regional</th>
<th>Local</th>
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<tbody>
<tr>
<td>Economy</td>
<td>What’s happening?</td>
<td>Lifestyles live/work/play</td>
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<tr>
<td>Trends</td>
<td>What’s new?</td>
<td>What’s going on 24/7?</td>
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<td>Sources of information</td>
<td>What’s ahead</td>
<td>Sources of news/information</td>
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**Mission statement**
A Mission statement is the true North stating the purpose for the business by defining what, they do, how they do it, and who they are doing it for - the customer’s perspective. For a mission statement to be effective it must answer these questions;
- What do we do?
- How do we do it?
- Who are we doing it for?

**Vision statements**
Does your community’s vision reflect and support the mission? Are they in sync? Are they still relevant today? Are they reflected in the community’s logo, image and brand?

The Vision is a high level view for the future providing the goal(s) which becomes the direction for creating the business strategies.

Both statements need to align and be in sync for each to serve it’s purpose and provide meaning to achieve success,

**Image**
signature look
brand
identity
personality
uniqueness factor

Image = a consumer’s emotional and cognitive interpretation of what he/she sees and experiences. It begins with your community’s [or store’s] name and identification system, is reinforced through the streetscape [store design and displays], and continues throughout the visitor’s experience until he/she exits the community [or store]. It is apparent in all your social media applications.

It is the big picture, and the details. It is all encompassing. A strong and successful identity is immediately understood by all who are exposed to it, and it evokes a positive, memorable response. It is unique to your community or your business. It communicates your mission.
How strong and effective is your community’s image? Is it still relevant? How long will it be relevant? What’s the future vision of your image? How might it change?

Who is your target market? What are their demographics and psychographics? How are you currently accommodating your target market?

Self-evaluation question:
How does your community or business score on the continuum of success?
stagnant & barely effective ---------------------------- growing & very successful
How is your community or business relevant today?

Article:
Spotting trends can put your business in the money for the long haul.
BY KAREN E. SPAEDER

Once upon a time, yoga was a purely spiritual practice. Although this remains true for traditional practitioners, it stands to reason that today’s breed of yogis is decidedly different—with decidedly different gear to match. “They’re not necessarily deeply spiritual, but looking more to do yoga as another form of exercise,” says Jennifer McKinley, co-founder and general manager of Plank, a Charlestown, Massachusetts, maker of chic, high-end yoga mats, totes and other accessories. Launched in 2005, the company projects sales of $750,000 for 2007.

Plank is but one example of a company that spotted a trend—yoga enthusiasts who want more than a muted blue mat on which to pose—and acted on it. Part art and part science, this kind of trend spotting is truly the key to entrepreneurial success. The good news: It’s not as difficult as you might think.

“First, understand that current events form future trends,” says Gerald Celente, founder and director of The Trends Research Institute in Rhinebeck, New York. “If you keep up with what’s going on socially, environmentally [and] with business and consumers, you can see that all things are connected.”

The art part of this is that you need to be creative in your thinking, and anticipate what consumers will want not only right now, but also years down the road. The science part is that, while you don’t exactly need to walk around in a lab coat, you do need to treat your environment like a lab, where you’re constantly making observations and discoveries. Follow the steps we’ve outlined below, and you’ll be well on your way to identifying a trend that could turn into a successful business.

Distinguish trends from fads. “When deciding to adopt one or the other, it’s important to know the difference,” says Nancy Trent, president of Trent & Company Inc., a New York City PR firm specializing in building health, beauty and fitness brands. Essentially, anything that has staying power is a trend. It has social, political and economic significance. It develops gradually and follows a sequence of events. Fads, meanwhile, can come and go in a flash. If a trend is what you’re after, though, Trent has a simple acronym to help you nail down one that’s worth pursuing.
Time: Trends don’t happen overnight. “Yoga is the oldest trend in history,” says Trent. But yoga has become so well-accepted that it’s now mainstream—hence the story of Plank.

Roots: “Because a trend is developed in a wide variety of ways, it develops roots,” explains Trent. Trends won’t vanish even as they evolve, because their roots are deep and intricate.

Everywhere: A trend will slowly sprout up in different places. After a while, you’ll see it all over the place.

Nonstop growth: Trends keep building slowly, never stopping their growth. “A trend isn’t going anywhere—it will be there for a long time,” says Trent. In contrast, she says, “A fad won’t last.”

Durability: Trends are strong. Unlike fads, they don’t weaken as they become mainstream; they only become stronger.

Make observations. “You always have to be on the lookout,” says Trent. Read newspapers and magazines, especially from the East and West Coasts, where trends are often born. Go online and read blogs. Watch TV—not just the news, but popular shows. Talk to teenagers; they’re especially in tune with trends. Look to companies like Wal-Mart to see where their profits are coming from. Basically, do anything you can to stay on top of what’s hot and what’s not—and what will be in the future.

The key is that you can’t only pay attention to industries that interest you—because, as Celente says, everything is connected. “It’s one of the big mistakes [potential entrepreneurs] make,” he says. “Opportunity misses those who view the world through the eyes of their profession.”

Be your own trend setter. Why not be the one analyzing the market and looking at changing needs? You can be the apparel manufacturer determining what to manufacture, or the children’s business creating the next great learning toy. Anticipate what lies ahead, and you’ll always be in business—even as the trends change in your industry. “Spotting is [seeing] what already is”, says Celente, “Forecasting is [seeing] what’s going to be.”

Karen E. Spaeder is a freelance writer in Southern California specializing in small business and education. http://www.entrepreneur.com/article/174142#ixzz2r3enT600

[See Resources page for more information on trends.]

Conducting a Main Street Community Audit
Conduct an audit of your community. Determine the effectiveness of a community’s “brand”/image, goals and mission, advertising campaign, and promises delivered. Is the tenant mix meeting the needs and desires of the target market? Determine the state of relevancy today and in the future.

How are visitors getting to and around your community? Accessibility: methods of transportation, wayfinding, parking (car, bike, RV, bus).

What is enticing them? Inspiring them? Informing them? Are they getting what they need? Are they coming back?

Conducting a Merchant Self-Audit
Conducting an audit of a business. Determine the effectiveness of a merchant’s “brand”/image, advertising campaign, and product/service offerings. Determine the state of relevancy today and in the future. Is the exterior and interior working together to support the mission? Is the interior productive and profitable?

Is the business meeting the needs and desires of the target market?
**Competition**

There are multiple forms of competition, all fighting for the attention, the time, and the wallet of the same audience or customer – yours!

There is a perception that all competition is bad. This is not true. Competition keeps business healthy and proactive. It encourages differentiation and ingenuity. It can often serve to bring in like-minded customers for instance, reaching critical mass with merchants in the same industry, i.e.: restaurant row, antique alley, can prove to be beneficial to the entire downtown.

How do you measure up to your competition?

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**Self-evaluation question:**

**Who is your competition?**

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<tr>
<th></th>
<th>Name of Business:</th>
<th>Why, or how, are they considered competition?</th>
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<td>Local:</td>
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<td>Regional</td>
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<td>Online</td>
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Strategies to Revive and Retain Main Street Business - street view.

What's the “temperature” on your Main Street?

- 0 --- 10 --- 32 --- 45 --- 60 --- 72 --- 85 --- 95 --- +100
frigid cold freezing chilly warm perfect hot steamy firey

What are the determining factors of your temperature rating?

Communication

Communication is essential for creating and sustaining a sense of community and unity on Main Street and is key to collaboration. It can be achieved in many ways. Identify current communication methods and communication leaders. Determine effectiveness of different types of communications. It can be “internal” – from Main Street office to merchants, or between the Main Street businesses. Or it can be “external” – from Main Street office to the public / community, or from city officials to Main Street office.

It can be “formal” [written, posted, mailed] or “informal” [verbal discussions].

Who are the “spokespersons”? Who can you rely on for accurate information? Who are the naysayers? How, and how often, do you communicate with them?

Are you spending enough time “listening”, without enabling?

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<th>External</th>
<th>Internal</th>
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Is the communication balanced? Are there areas that need better methods for more effectiveness? Also, consider frequency of the communication – is it timely?

Retailworks Inc.
Maximize efforts:
- leverage go-getters with enthusiasm.
- lower expectations with those that are not as engaged; remain inclusive

Developing and nurturing relationships with local media:
- print - newspaper, magazines, shoppers
- TV, radio,
- online - Main Street blog, Facebook, Twitter?
The level, frequency and methods of communication all set the tone for expectations. Be sure to follow through.
Be consistent. And always be truthful.

First Impressions...
What you see is what you get.
It’s all about first impressions. The importance of cleanliness, the upkeep of property, effective wayfinding, smart lighting, enticing displays, unique elements, and integrating beauty into the downtown are all elements vital to the health of a community.
How do you keep visitors engaged while they’re in town? In addition to conducting business, are there places to meet & greet? Places to rest? Places to be entertained?

And what about lasting impressions? What are the last things a visitor sees before he/she departs downtown?

Self-evaluation question:
Conduct a Visual Assessment of Main Street: Look at Main Street through the eyes of a customer/visitor. Walk up and down the street at or around 8 am, noon, 3 pm, and 8 pm.

What are you seeing? What do you notice...maybe for the first time?

What are the strengths, weaknesses & opportunities you see in your downtown?

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<th>Observations:</th>
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<td>8 a.m.</td>
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<td>Noon</td>
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<td>3 p.m.</td>
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<tr>
<td>8 p.m.</td>
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Comprehensive Streetscape Evaluation Checklist

1) exposure
2) interpretation
3) perception
4) reaction

overall “image” [history, theme, street “energy”...]

wayfinding; community information

maintenance and cleanliness

gathering areas

street lamps

planters

waste receptacles and recycling receptacles

benches

bike racks

street art

seasonal decor

use of vacant in-fill space

temporary pop-up kiosks

alleyways
Temporary Makeovers for Vacant Storefronts

No one gets uplifted or inspired when passing a vacant storefront. It’s depressing. It doesn’t bode well for the image of the community, and certainly isn’t fun for the adjacent business owners. So what can be done to bring some life back to these dark voids? If you can get permission from the building owner, here are some quick tips:

For those buildings with window displays:

Post a calendar of community events on an easel in the window and illuminate it well. If track lights are not an option, buy a floor standing light fixture that allows you to position the spot light(s).

Create a fun window display using merchandise from neighboring stores. Place a sign acknowledging the merchants and where they are located. Illuminate the display and sign.

Buy some temporary paint and have an artist paint a large seasonal graphic on the window. Change the graphic monthly.

With all of the above suggestions, be sure to make room for a sign that describes the benefits of the space to entice passing pedestrians. You never know who might be interested in leasing the space, or who KNOWS someone interested in leasing a space like it.

For buildings without window displays, round up volunteers in the building trades and:

Remove ripped or damaged awnings. No awnings are often better than old tattered ones.
Paint window and door trims an attractive color that coordinates with the rest of the building.
Get an exterior light working and on a timer so the facade is not dark during the evening hours.
Post a weatherproof sign on the outside that describes the space for lease and/or contact information.
Place a large urn on the sidewalk with seasonal flowers/greens in it. Make sure it is well maintained.

You’ll be surprised how much these improvements/enhancements can help boost community morale and expedite getting the space occupied.

Now, if the owner is not open to these ideas, and no amount of sweet-talking will change his/her mind, then there is a bigger problem at hand and one that needs a different kind of attention. This is when some serious negotiating needs to take place regarding the future of the building. And if all attempts meet staunch refusal to move forward in any matter, then it’s time to surrender the fight and wait. Eventually, the scenario will change. In the mean time, you can find comfort in the fact that you’re not alone. All communities have a curmudgeon or two in their mix. It’s what makes the world go round.

http://blog.retailworksinc.com/temporary-makeovers-for-vacant-storefronts-retail-design/
http://www.redevelopment-resources.com/blog/blog/2012/09/

Communities can get liability insurance that covers volunteers who offer to work on storefronts and/or install window displays.
Landlord issues
Every community has its share of disinterested and/or absentee landlords. How can you resolve stagnant issues?
Start with empathy. Find out what they want. Listen. Work to find common ground.
Move to negotiating. You may need to bring a third party mediator in to help things along.
Be creative. Think out of box.
Talk to the successor when there are differing priorities. Learn to negotiate for desired outcomes and collaborate for workable solutions to be effective in moving perceived obstacles.

Self-evaluation question:
How are you currently dealing with disinterested landlords and/or absentee landlords, and vacant storefronts?

Qualities for Successful Main Street Merchants - inside view
What's your “brand” or business promise? Do you and your business live up to it? The importance of taking a customer centric approach to evaluating a Main Street business.

A successful business needs to excel in all of these areas:
Location (convenience)  Marketing & Advertising/Social Media
Signage  Product Mix
Hours of operation  Price Points
Parking  Uniqueness factor
Lighting  Interior layout and design
Window displays  Customer service; Reputation; Credibility
Building maintenance  Change as the market changes (internet)
Branding  Attitude (work ethic; the Darwinian theory of retail is alive and well)

First Impressions
What's the first thing your customers see?
- marketing or advertising images
- website
- social media
Is what they've seen, what they get?
- facade design
- signage
- lighting
- windows/displays
- 3D accessories
Interior ambiance/ décor – does it meet the promise?

Focal Points
Why are they so important?
Strategically placing well defined focal points will lure and lead customers effortlessly throughout your store. They contrast with surroundings and command and direct attention.
They serve to:
- attract and direct the eye
- define departments and product lines
- inform; tell a story
- break up large areas of merchandise
- add to the personality of the store/community
- add interest
- add excitement

Examples of key focal points:
- end caps
- mannequins
- risers (build-up displays)
- architectural elements (water fountains, columns, etc.)
- artworks (2D or 3D)
- service counters
- signs
- brightly illuminated objects
- rotating (moving) display vignettes
- seating areas

How many key focal points do you have in your store?

Signage

Sign pollution is rampant in today’s retail environments and downtown shopping districts.

Have you ever counted the number of signs in your store?

Signs are most effective when they are part of a coordinated “system”.

Each category of signs should have its own distinctive design element, yet relate to the “sign system” as a whole.

Categories of signs:
- social media (Facebook, Twitter, blog, website, Pinterest, QR code, etc.)
- policies/services
- department
- product category
- product information (descriptions, benefits)
- special promotion
- sale
- price tags
- vendor/manufacturer
- general informational (i.e. directional - “Restrooms” with an arrow)
- image enhancing/inspirational
- community information

Each sign in your store should have a distinct purpose:
- to inform
- to enhance the customer’s perception of the store and/or merchandise
- to move the customer throughout the space/community
- to motivate the customer to shop/buy

Hand printed signs should be avoided except for delicatessens and food retailers who change their prices daily.

How effective are your signs?
Merchandising

Product Presentation (stocking floor fixtures)

Consumers read merchandise on fixtures like they read a book - left to right, top to bottom.

Good merchandising tactics include:
- using fixtures that coordinate with one another
- keeping your fixtures filled with product (no empty shelves)
- organizing products by grouping them according to size, style or color
- rotating merchandise as necessary
- illuminating as necessary
- if quantities allow, double expose merchandise (cross merchandise)

How often do you have empty shelves on your selling floor?

Display

Established Focal Points

A well designed display should hold the customer’s interest long enough to:
- communicate features and benefits
- suggest new end uses for the product
- aid the imagination
- create desire for the product
- move the customer to action

In addition, displays should:
- reinforce ad campaigns
- add organization to the space through good composition
- reflect the store’s image
- encourage the customer to shop the rest of the store

An effective display:
- is simple (less is often more)
- incorporates a theme
- has good composition
- is productive (not passive)
- groups merchandise according to size, style, color, or end use

Having trouble finding time or talent to create your displays? Try the following:
- schedule display changes on an annual basis--record time to plan, implement and take down displays throughout the year
- determine general themes
- put a budget together for props
- assign a staff person (or find a local art student/intern) to implement the displays photo the displays
- evaluate them; note whether they were successful or not

How many “primary” display areas do you have in your store?
How often do you change these displays?
**Lighting**

**Lighting will make or break a good design.**

When selecting a lighting system for your retail environment, consider the following:
- color and reflective properties of surrounding finishes
- watts per square foot regulation
- energy costs (heat transmission)
- maintenance
- effect on products, employees and customers
- amount of natural light coming into the environment throughout the day

When selecting lamps (bulbs), consider the following:
- lumen output
- color temperature
- color rendering index
- consumer color preference

**How many light bulbs are burned out in your store right now?**

**Do your lights simply serve as a source of general illumination, or do they also serve to enhance your products and store setting?**

**Last and lasting impressions**

Put a business card or promotional flyer or coupon in your customer's branded shopping bag to encourage them to return.

Note your website and/ or social media icons on a “thank you for visiting sign” at the exit to remind customers they can visit you on line between visits.

Place a “please visit us again” sign at the exit of your parking lot [if you have one].

How do customers feel when they leave your establishment? Make it remarkable to make it memorable. Ways to keep them engaged and connected into the future to ensure a return visit and a return on your investment. Tracking customer satisfaction.

**Self-evaluation question:**

How likely is it that your business is being recommended to others on a regular basis?

0 1 2 3 4 5 6 7 8 9 10
not at all maybe somewhat likely Likely very likely definitely

Can you explain why?
Comprehensive Store & Restaurant Design Evaluation Checklist

**Logo**
- branding
- website
- social media presence

**Exterior**
- landscaping
- signage (marquee/illuminated, eye level, store hours, address #s, open sign, website address, list of services, menus)
- finishes
- lighting
- music/odors
- decorative accessories (awnings, banners/flags, benches, planters…)
- window displays (theme, composition, props, illumination, signage)
- overall image and “look”
- entrance door and handle
- rear entrances/alleys
- parking (employee vs. customers)

**Interior**
- first impressions (theme, image, signature look)
- spatial proportion
- lighting
- color and texture; finishes (floors, walls, ceilings)
- sound/music/noise (acoustics)
- aroma/odors
- traffic patterns (energy flow) and focal points (strategically located)
- signage (see Sign System Design Criteria checklist)
- shopping carts/handbaskets
- hostess/greeting station; staff
- fixtures (condition, coordinated)
- decorative accessories (artwork, plants, trimwork, mannequins, props)
- educational and entertainment components (videos, podcasts)
- interactive media (iPad, flatscreen, PC)
- communication boards
- timeline, history, story, mission statement
- product lines (packaging, destination, impulse, sale items, service oriented, storage)
- displays (interactive, mirrors, demo areas)
- merchandising techniques; stock levels (critical mass vs. visual chaos)
- seating area; consultation area; waiting area
- kids area
- dressing rooms; restrooms
- snacks/beverages served/offered
- checkout/service counter(s) (see Checklist for Design of Cash/Service Counter)
- employee uniforms / name tags
- other services offered
- shopping bags/to-go containers
- overall cleanliness
- overall comfort level while shopping
- shopping experience; desire to return; sixth sense
- exit; sign; mirror last impression
The Platinum Rule
by Dr. Tony Alessandra

We have all heard of the Golden Rule-and many people aspire to live by it. The Golden Rule is not a panacea. Think about it: “Do unto others as you would have them do unto you.” The Golden Rule implies the basic assumption that other people would like to be treated the way that you would like to be treated.

The alternative to the Golden Rule is the Platinum Rule: “Treat others the way they want to be treated.” Ah hah! What a difference. The Platinum Rule accommodates the feelings of others. The focus of relationships shifts from “this is what I want, so I’ll give everyone the same thing” to “let me first understand what they want and then I’ll give it to them.”

http://www.alessandra.com/abouttony/aboutpr.asp

Transforming Transactions Into Relationships
Posted on September 8, 2011.

The concept is not hard to grasp. With hundreds of customers a day, it is harder to accomplish, but think about what each customer means.

Every customer you serve becomes an ambassador for your company, your brands, and your employees. Their experiences are shared, not just locally but, thanks to the Internet, globally. Their loyalty can be passed along, if you have earned it.

Customer loyalty means different things in different industries. For clothing, you don’t really expect a customer to shop only with you. The best you can hope for is shopping mostly with you. But for someone like a mechanic, most likely customers will remain with you until you err or retire, whichever comes first.

Finding multiple stores with clothes you like is as easy as walking through the mall. Having multiple mechanics familiar with your vehicle is not as simple.

The cost of making a new customer is nearly 5 times that of retaining an existing one.

People can be very loyal, and that can be both a good or bad thing. Whatever kind of experience they have with your company, they will tell others. Obviously you want people to tell others about how wonderfully they were treated by you. However, a negative experience will be shared the same, if not louder.

Therefore, is it not a worthwhile investment to go that extra step to make each customer feel special?

Every person is different. That information is easy to remember but difficult to use. What does each person quirks mean for your business relationship with them?

Some people want to be treated as friends; some prefer to be treated as royalty. Some people want employees to handle all the details, some want to be involved every step of the way. Some want the whole nine yards, some want the bare minimum. How can you find out this information and use it effectively to empower your customers?

-bags, website on receipt; flyer in bag

-sign, display, inspirational quote, mirror, website as one exits store

-parking lot sign
Succession Planning

Who will succeed you in your business? If it isn’t one of the obvious successors such as a manager or family member, try these ideas for finding the next owner of your business:

- a current customer who has an interest in what you sell
- an owner of a similar business in a neighboring community
- an owner of a business that sells compatible products and/or services
- local and regional Realtors
- students ready to graduate in business or an entrepreneur program
- contacting your industry’s association, i.e.: National Shoe Retailers Association, to see if another independent is interested in expanding his/her territory
- advertise online
- create a contest for someone to “win” the business

or maybe it’s just time to move on…

Here's one idea….

National Cafe sells for $100 in unique transaction
Nov 11, 2011, 3:47pm CST
Stacy Vogel Davis
Associate editor-Milwaukee Business Journal

The National Cafe and Takeaway has never been a typical restaurant, so it’s not surprising that its transition to a new owner is atypical, too.

Michael Diedrick started the cafe at 839 W. National Ave., Milwaukee, as a way to improve the neighborhood where he lives and owns a design business.

“Opening the cafe was really more of a neighborhood improvement project than an investment into the idea of making more money,” he said. “The whole purpose was to get in, invest time and money, and then find the right owner and get out.”

After three years, he decided now was the time to get out and launched a search for a new owner. He announced he was willing to lower the asking price if the owner would meet certain criteria such as keeping the name, keeping the restaurant’s commitment to local and sustainable ingredients, and agreeing to feed him for a year.

After examining two-dozen applications, Diedrick found the perfect candidate in Nell Benton, former executive chef at Thirst & Vine restaurant in Shorewood. He sold the restaurant to her for $100 and hopes to finalize the transfer by Dec. 1.

“She was absolutely the best choice across the board,” he said. “She really kind of brought all the pieces together.” Benton will boost the catering service at the restaurant and put more emphasis on pastries and desserts, a specialty of hers, Diedrick said. She has traveled extensively and will bring an international flair to the menu, he said.

As for Diedrick’s requirement to be fed for a year, it’s really for Benton’s good just as much as his own, he said.

After three years of running a restaurant, he knows how many little things can come up to plague a new owner, and he wants to be accessible to Benton every day.

Of course, he’s excited to see what Benton does with the place, too.

“We’re really excited about the potential and possibilities,” he said.

Associate Editor Stacy Vogel Davis covers retail and tourism for the Milwaukee Business Journal. She also covers restaurant news through her Table Talk blog on The Business Journal website and column in the weekly edition.
**Conclusion**  
Tough Love. Sometimes you have to be a benevolent dictator. Hold true to the mission. Stand strong. It’s a slippery slope to mediocrity.

Review/audit and then be a resource to your merchants.

Help them find funding, tax incentives and grants. Introduce them to service providers that can help them with their specific needs.

**Self- evaluation question:**  
What do you hope to achieve in 2014? What are your Big Idea(s)?

Who will hold you accountable?

Idea Implementation worksheet:

<table>
<thead>
<tr>
<th>BIG Idea(s)- Name it!</th>
<th>Brief description: purpose with desired outcome</th>
<th>Share this idea with:</th>
<th>By When</th>
<th>First Step: Define action</th>
<th>Date</th>
<th>Target Date</th>
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<tbody>
<tr>
<td>Example: Pop-up Store</td>
<td>Holiday themed pop-ups to increase shoppers</td>
<td>Merchants, Biz school</td>
<td>June</td>
<td>Communicate idea to create team</td>
<td>April</td>
<td>Dec 2014</td>
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HOW TO BUILD COMMUNITY

Turn off your TV * Leave your house
Know your neighbors
Look up when you are walking
Greet people * Sit on your stoop
Plant Flowers
Use your library * Play together
Buy from local merchants
Share what you have
Help a lost dog
Take children to the park
Garden Together
Support Neighborhood Schools
Fix it even if you didn't break it
Have Pot Lucks * Honor Elders
Pick Up Litter * Read Stories Aloud
Dance in the Street
Talk to the Mail Carrier
Listen to the Birds * Put up a Swing
Help Carry Something Heavy
Barter For Your Goods
Start A Tradition * Ask A Question
Hire Young People for Odd Jobs
Organize a Block Party
Bake Extra and Share
Ask For Help When You Need It
Open Your Shades * Sing Together
Share Your Skills
Take Back the Night
Turn Up The Music
Turn Down The Music
Listen Before You React To Anger
Mediate A Conflict
Seek To Understand
Learn From New and Uncomfortable Angles
Know That No One is Silent
Though Many Are Not Heard
Work To Change This

Artist: Karen Kerney, watercolor. SCW© 1998
https://www.syracuseculturalworkers.com
Main Street Resources:
National Main Street Center
http://www.preservationnation.org/main-street/
National Main Street Conference
May 18-20, 2914  Detroit, MI
http://www.preservationnation.org/main-street/training/conference/2014-detroit/
U.S. Small Business Administration
http://www.sba.gov/

Business Resources:

Business related articles:
http://www.entrepreneur.com/
http://www.theguardian.com/small-business-network

Business management:
Open Book Management
http://www.greatgame.com/

Training:
Partners in Leadership  - Accountability Training
http://www.ozprinciple.com/
Zingerman's, Community of Businesses,  Ann Arbor, MI
http://www.zingtrain.com/
- Free sample articles

Customer Service:
Secret Service with  C-SAT (Company Service Aptitude Test
http://www.thedijuliusgroup.com/csat/
The Platinum Rule
http://www.alessandra.com/abouttony/aboutpr.asp
http://www.platinumrule.com/

Trends:
Trends magazine
http://trendsideas.com/UnitedStates
WIRED - Technical Trends
www.wired.com

Trade sites:
http://specialtyretail.com/
http://www.gourmetretailer.com/
http://www.specialtyfood.com/
http://www.specialtycoffee.com/
http://www.scaa.org/
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Author, award winning designer, business owner, television producer, and educational speaker, Lyn Falk, has earned national praise for her holistic, innovative, results driven design philosophy. Ms. Falk has devoted 30 years to teaching and helping retailers and business professionals build purposeful and productive spaces that move hearts, minds & merchandise. Her expertise in retail design, business, and consumer psychology has helped her develop designs that not only meet but often exceed her client's projected goals/sales. Falk's clientele represents over 30 different retail industries, including heavy hitters such as Allen Edmonds, Harley-Davidson, Miller Brewing Company, the Kohler Company, Mercury Marine, and Sears, although hundreds of independent retailers have benefited from her expertise as well.

Ms Falk has taught at the University of Wisconsin – Madison in the Retail Department. She has spoken to thousands of professionals, citizens and students, and her work has been acknowledged over 140 times in over 80 different publications.

Falk has been a speaker and consultant for the National Main Street Network for the past 15 years, and is a strategic partner with Redevelopment Resources (www.redevelopment-resources.com), a small group of highly talented and specialized professionals who help revitalize downtowns. Falk helps communities define and strengthen their missions and visual identities, and helps strengthen downtown retail businesses/districts in an effort to curb unnecessary urban sprawl.

Her message challenges existing perceptions and strives to inspire new ideas that work in harmony with our rapidly changing world.
Bambi was introduced to the retail business at the age of 5, helping her grandfather with ticketing merchandise in their family-owned department store. After college, the entrepreneurial spirit led her to start a catering business based on skills developed from various food experiences. From there she went on to manage and consult with restaurants. Bambi’s inherent retail ability eventually led her to become a district manager for women's retail stores before heading to Lands’ End Catalog Company for a diverse line of work including: retail catalog sales, inventory management, merchandise buying, Call Center Manager, and Internal Communications Manager – the last two positions required putting the internal and external customer first! Opportunity knocked to test the learned corporate business practices in small business settings, and she became co-owner of two deli/bakery/cafes with one location on a “Main Street”. This work led her to Milwaukee where she served as Milwaukee Art Museum’s Director of Store Operations and then as Director of Visitor Experience on the Senior Management team. Next, her management skills were called upon to serve as Director of Stores for Alterra Coffee Roasters during their process of re-branding to the name Colectivo.

These developed and diverse business management skills are now being maximized in her consulting and speaking services. She is recognized for leadership in customer service excellence, creative initiatives, managing projects, process improvement, and problem solving. Her functional skills include strategic planning; budgeting - forecast and control; staff management - hiring, scheduling, training, performance evaluation; product buying and development; and general operational management. She is known for her entrepreneurial spirit, passion for workplace values, and ability to affect the bottom line.

Attended University of Wisconsin – Green Bay. Graduate of Urban Hope Entrepreneur Center in 2001 and co-founded Beacon House, Inc, non-profit, Green Bay, WI. Bambi has been a speaker for Inc. Magazine on Customer Service, and a workshop presenter for Call Center Management at national and international conferences.