FORESTCITY

DEVICE #6933
MAST: #TF56

MAKING THE INVISIBLE, **VISIBLE**

FOREST CITY AND PATH INTELLIGENCE
PLACE: THE INDOOR MARKETING SUMMIT   8.10.13
STEPHANIE SHRIVER–ENGDAHL & CYRUS GILBERT–ROLFE

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TODAY

STEPHANIE SHRIVER–ENGDAHL
VICE PRESIDENT, DIGITAL MARKETING FOREST CITY

CYRUS GILBERT–ROLFE
VICE PRESIDENT PATH INTELLIGENCE

- WHAT IS THE DATA SET?
- WHAT HAVE FOREST CITY DONE SO FAR?
- WHAT'S NEXT?

FOREST CITY IS A $9BN DIVERSIFIED REAL ESTATE BUSINESS HEADQUARTERED IN CLEVELAND, OHIO

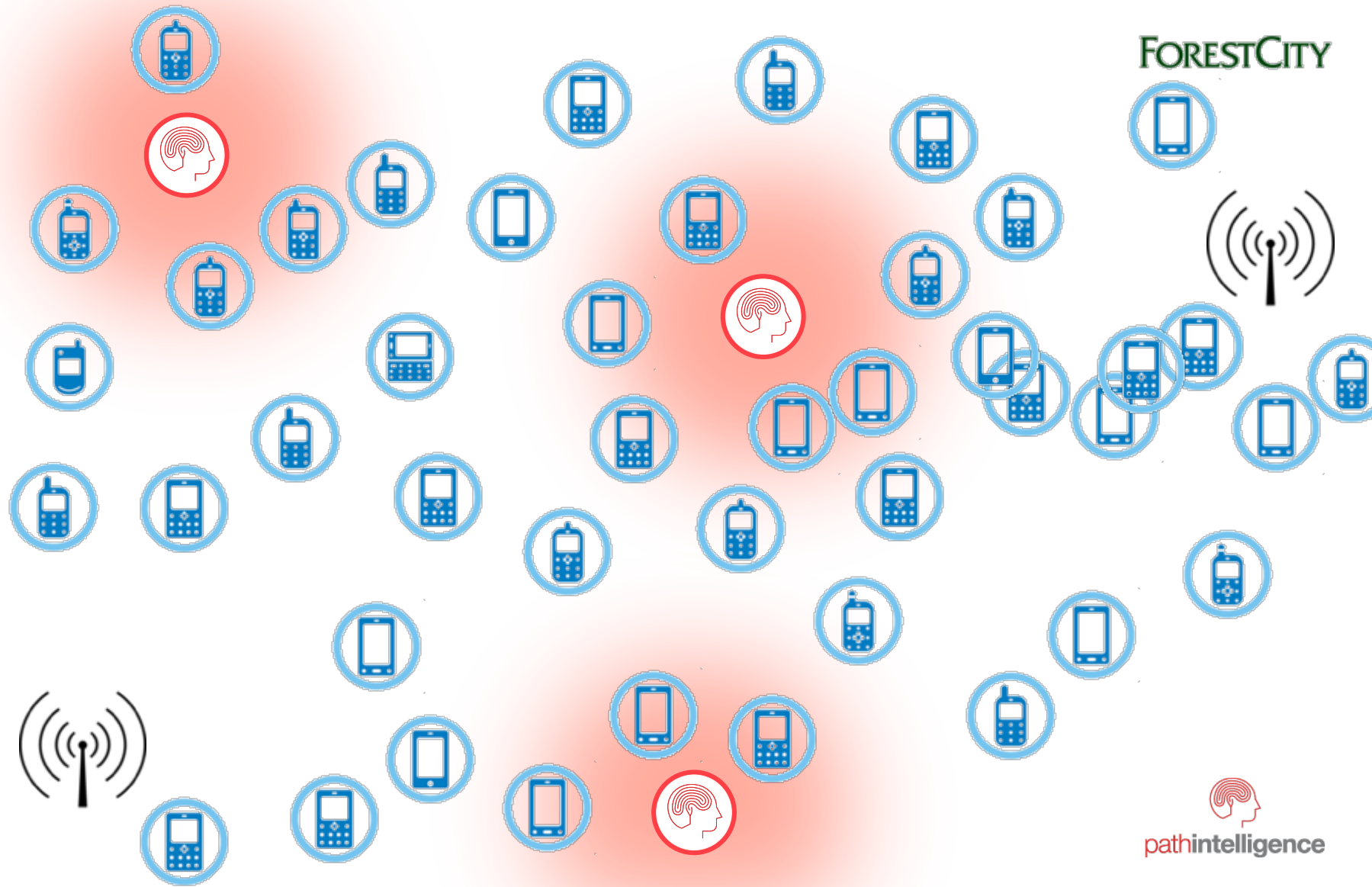**PATH INTELLIGENCE** IS A MOBILE DEVICE ANALYTICS BUSINESS BASED IN LONDON, UNITED KINGDOM
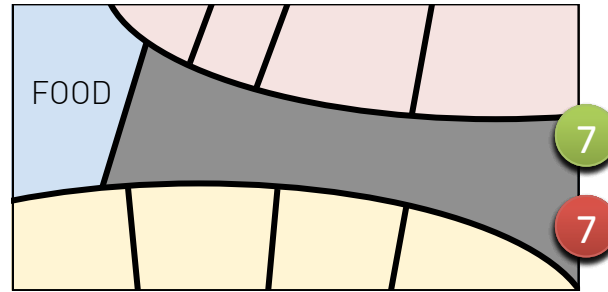
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Five shoppers visit the center.

One buys a tablet computer and leaves immediately. Dwell 16m.

Three meet at the food court and leave without visiting any stores. Dwell 27m.

Two come back later and visit all four fashion retailers before spending 30m in the coffee shop. Dwell 78m.

One visits the department store anchor, three more stores, spends 45m in the food court, visits two more stores, and leaves three hours later. Dwell 182m.

FOOD

7

7

FORESTCITY

Perimeter Counting

Seven people arrived

Seven people left

Inferred dwell 45m

It was raining

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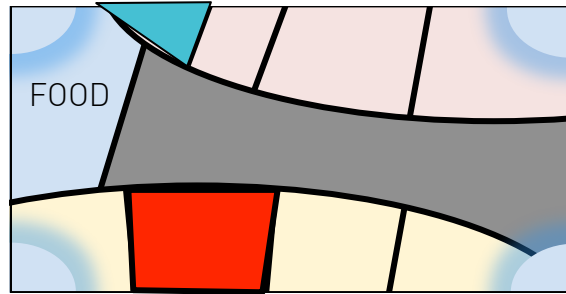
Device Monitoring

Unique visitors:	5
Total Visits:	7
Average Shops Visited:	3
Average Dwell:	62m

Brands visited:

Nordstrum	1
Hollister	4
Abercrombie	3
Forever 21	4
Top Shop	3
Victoria's Secret	3
Walgreens	1
Apple	1
Starbucks	3
Cheesecake Factory	3

It was raining
Two shoppers were Brazilian
One shopper was Chinese

FOOD

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RESEARCH AND OPERATIONS

THE BALANCED SCORECARD FOR SHOPPING CENTRES

KNOW YOUR CUSTOMER
Behavior

LEISURE ZONE

This Week	vs Last Week	vs Last Year
49%	▲1%	▼2%

RETAIL ZONE

This Week	vs Last Week	vs Last Year
83%	▲3%	▲1%

RESTAURANT ZONE

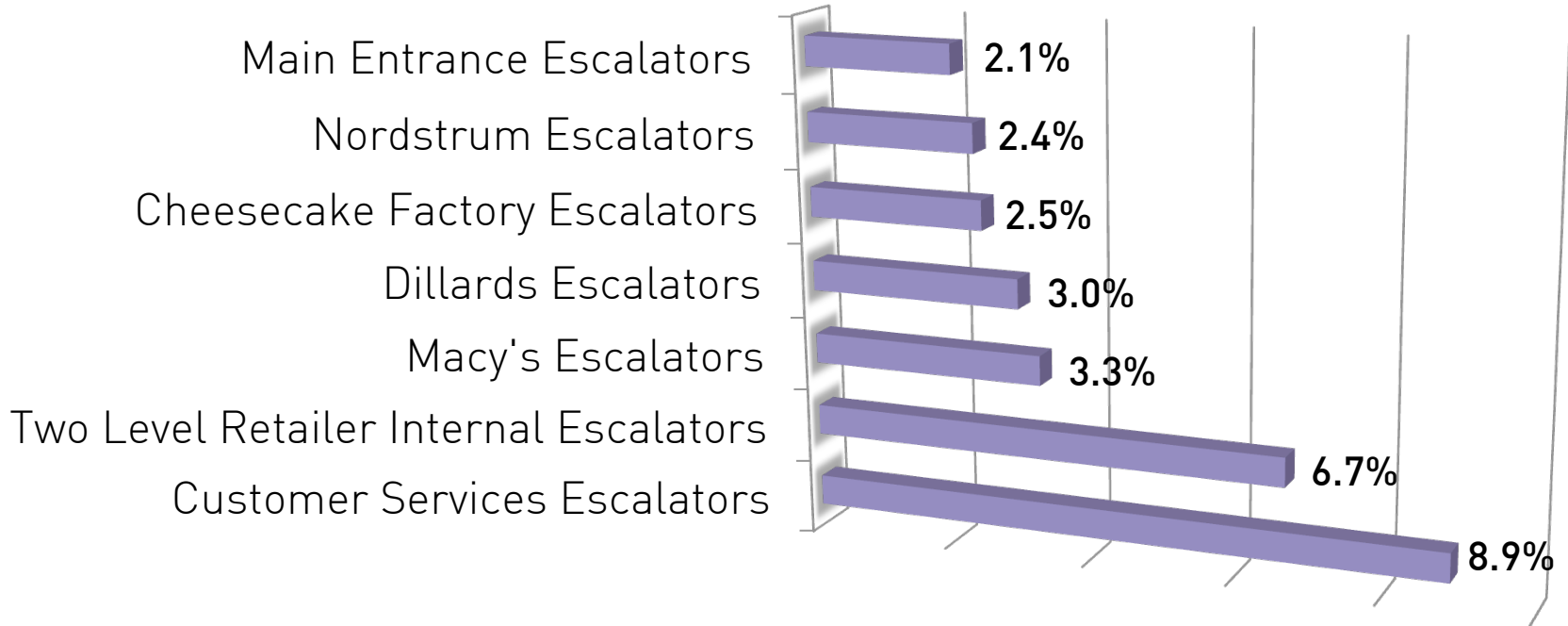| This Week	vs Last Week	vs Last Year
74%	▲2%	▼1%

8% 28% 32%

9% 4% 19%

42%
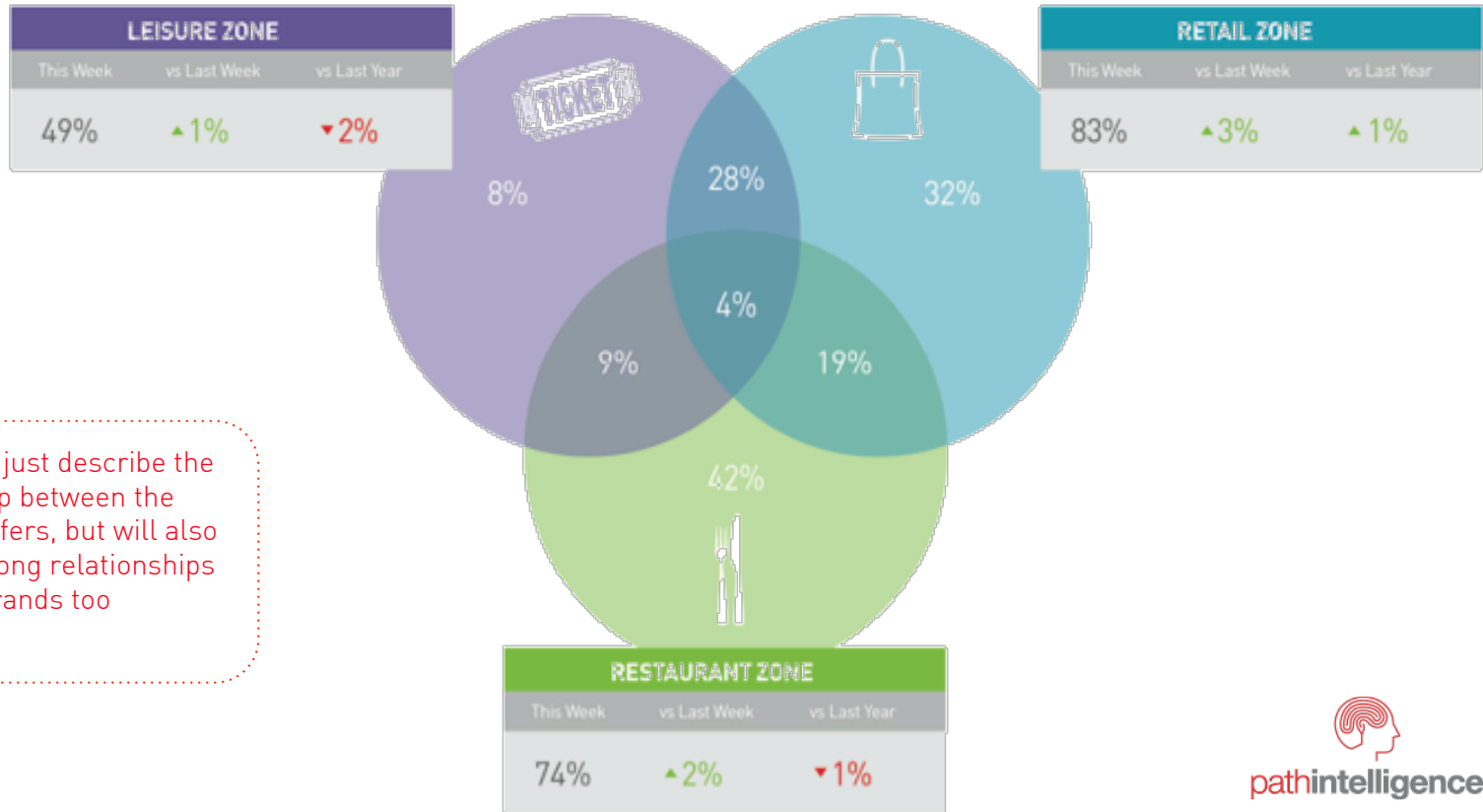
Path won't just describe the relationship between the different offers, but will also identify strong relationships between brands too

FORESTCITY

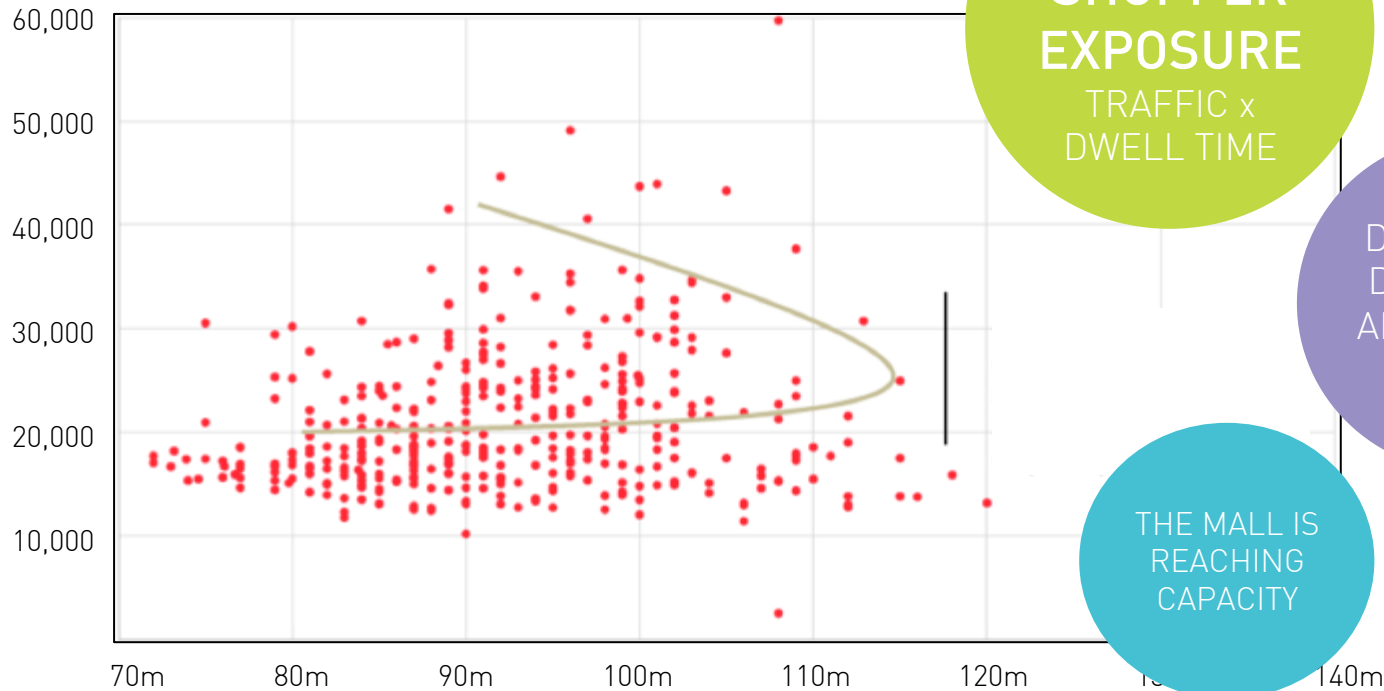pathintelligence

KNOW YOUR CUSTOMER

Behavior

Escalator	Percentage
Main Entrance Escalators	2.1%
Nordstrum Escalators	2.4%
Cheesecake Factory Escalators	2.5%
Dillards Escalators	3.0%
Macy's Escalators	3.3%
Two Level Retailer Internal Escalators	6.7%
Customer Services Escalators	8.9%

KNOW YOUR CUSTOMER

Tolerance

FORESTCITY

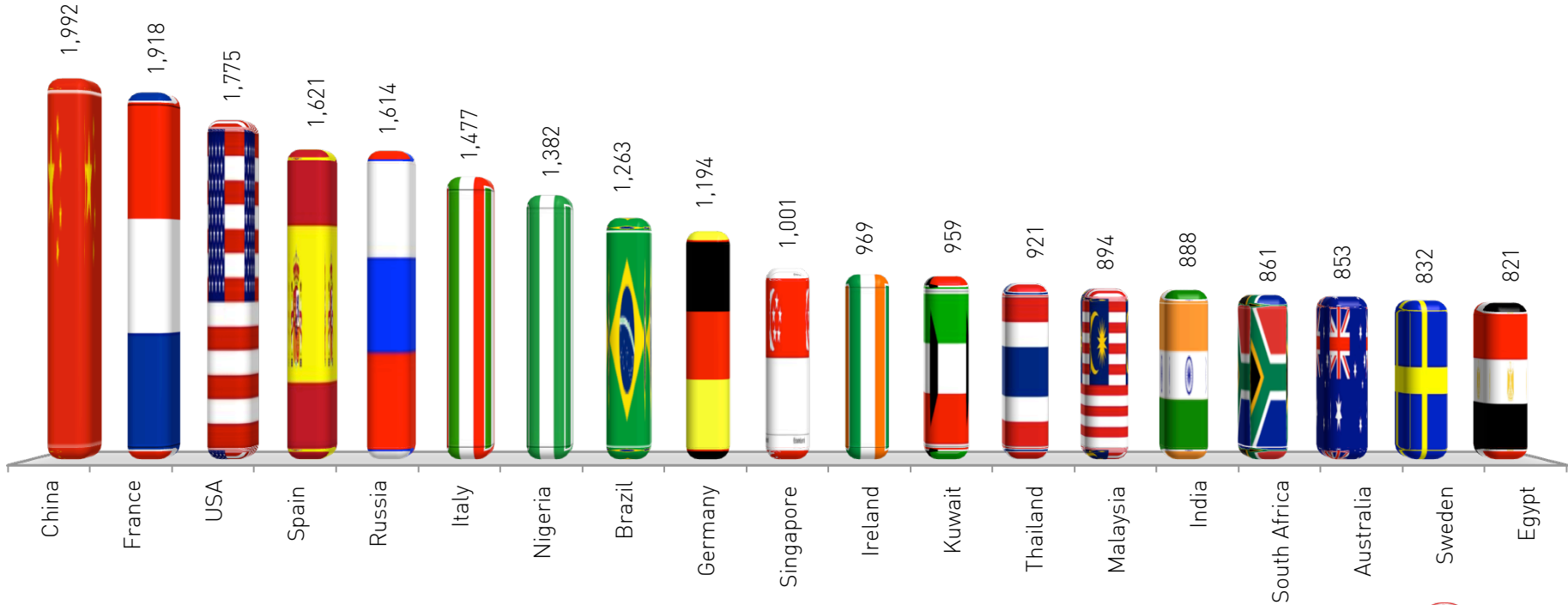**DAILY SHOPPER EXPOSURE**
TRAFFIC x DWELL TIME

DWELL TIME DECREASES ABOVE 25,000 VISITORS

THE MALL IS REACHING CAPACITY

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KNOW YOUR CUSTOMER

Nationality

Nationality	Value
China	1,992
France	1,918
USA	1,775
Spain	1,621
Russia	1,614
Italy	1,477
Nigeria	1,382
Brazil	1,263
Germany	1,194
Singapore	1,001
Ireland	969
Kuwait	959
Thailand	921
Malaysia	894
India	888
South Africa	861
Australia	853
Sweden	832
Egypt	821

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BENCHMARK THE PORTFOLIO

	Starbucks	H&M	Deichmann	Gerry Weber	dm
Average Unit Size m²	146	3,080	947	1,846	234
Average Weekly Traffic	4,007	19,207	5,583	20,831	3,412
Average Traffic/Sq Ft	2.74	1.60	1.70	1.13	1.46
Average % of site visitors to store	2.13%	8.81%	3.45%	9.26%	1.43%
Average weekly sales	€12,479	€124,608	€16,275	€206,219	€30,245
Average spend/head	€3.11	€6.49	€2.92	€9.90	€8.86
Average TXValue	€3.50	€25	€15	€25	€30
Average Conversion	89%	26%	19%	40%	30%

FORESTCITY
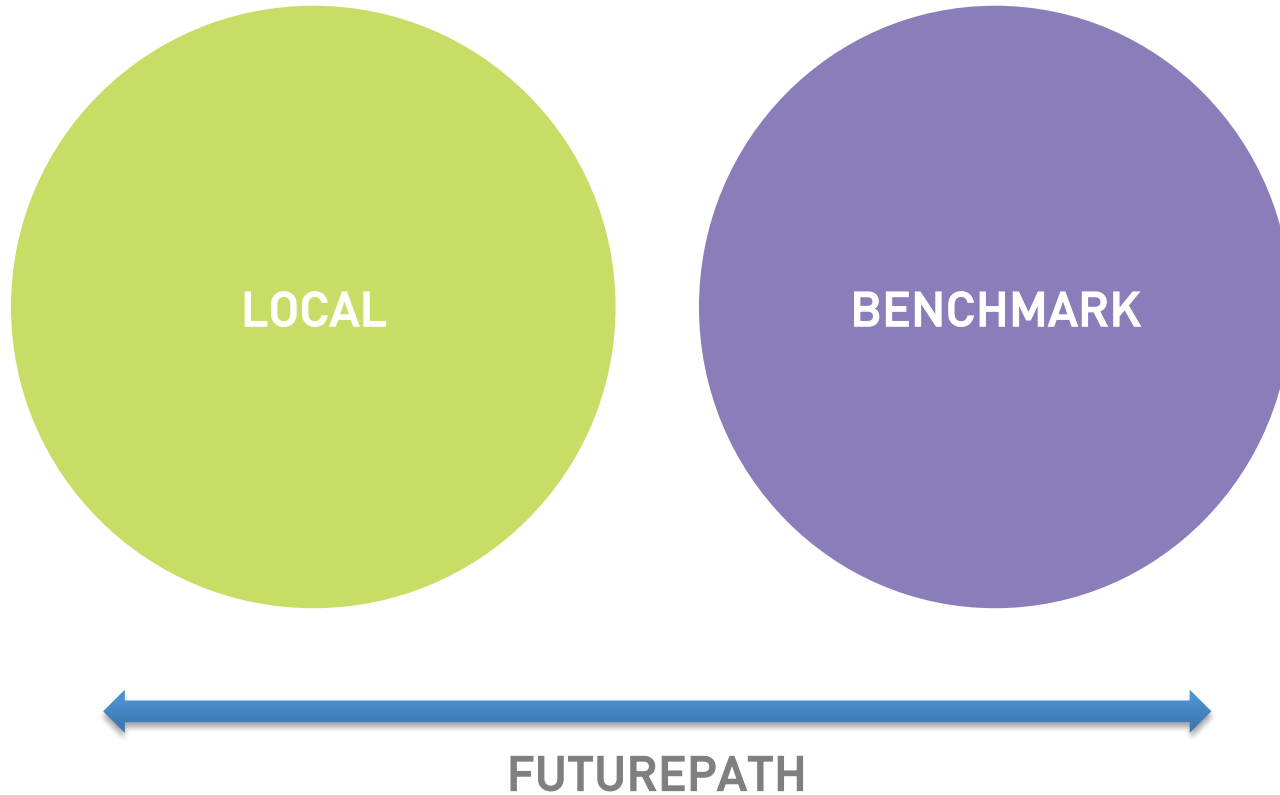
CONVERSION: 21%
SYNERGY INDEX: 08 %
TOTAL TRAFFIC: 362
DWELL TIME: 00.25.13

INTERNATIONAL VISITORS

🇺🇸 1,275

🇬🇧 613

🇧🇷 135
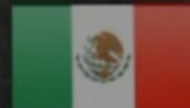
🇲🇽 49

EVENTS AND ADVERTISING

MEASURE THE ROI ON MARKETING

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OPTIMISING MARKETING SPEND

FORESTCITY

- PLAN EVENT
- IDENTIFY OBJECTIVE
- SET TARGETS
- RUN EVENT
- MEASURE AGAINST TARGETS
- RANK AGAINST ALTERNATIVES

Traditionally, this is very hard. The required tools have not existed

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2013 Summer Events

Event Planning Cycle

- PLAN EVENT
- IDENTIFY OBJECTIVE
- SET TARGETS
- RUN EVENT
- MEASURE AGAINST TARGETS
- RANK AGAINST ALTERNATIVES

Ohio Proud Fall Harvest

September 14 ■ 10 AM - 6 PM ■ Town Square

Ohio Proud companies offer samples and sell everything from salsas and mustards to butter toffee confections and ostrich burgers at the Ohio Proud Fall Harvest at Easton.

Chalk Art Festival

September 28 ■ 10 AM - 6 PM ■ Town Square

Come stroll the streets surrounding the Town Square and watch artists create amazing works of sidewalk chalk art. Vote for your favorites!

14th Annual Halloween Pet Parade

October 20 ■ Noon - 2 PM ■ Town Square

Ghouls, goblins, ghosts and more at the Halloween Pet Parade, sponsored by the Capital Area Humane Society. Awards given include Best, Scariest, and Funniest Costumes. Enter your pet today at www.cahs-pets.org.

Trunk or Treat

October 30 ■ 6 PM - 8 PM
Fenlon Parking Garage

An alternative to the typical neighborhood experience - families can trick-or-treat...car-to-car!

Sounds on the Town Jazz Concert Series

Wednesdays, June 5 – August 28 (excluding July 3)
6 PM - 9 PM ■ Town Square

Join us on Wednesday evenings to hear Sounds on the Town – a mix of local, regional and national jazz musicians! Visit www.EastonTownCenter.com for the complete schedule.

Farmers Market

Thursdays, June 6 – September 12
4 PM - 7 PM ■ Town Square

Shop fresh. Shop local. We're bringing the best of Ohio's farms and fields to you. From herbs, vegetables, fruits and flowers, to grass fed meats and cheese, you'll find everything that's harvested, cultivated and raised under the sun. For more local goods visit Celebrate Local in their new location near Panera.

Sailing at the Central Park Boat Pond

Saturdays and Sundays, June – August
Noon - 6 PM
Central Park Boat Pond, North District

Come sail a lifelike miniature sailboat! Free for ages six to fifteen. Donations to the Easton Community Foundation are welcome.

Summer Buskers

June-August ■ Various locations

Thursdays: Stilt Walker, 4 - 6 PM
Fridays: Face Painting, 4 - 6 PM
Saturdays: Balloons, Noon - 2 PM
  Caricatures at Boat Pond, 2 - 4 PM
  Costume Character, 2 - 4 PM
Sundays: Yo-Yo Juggler, 11:30 AM - 1:30 PM

SET TARGETS FOR MALL FASHION SHOW
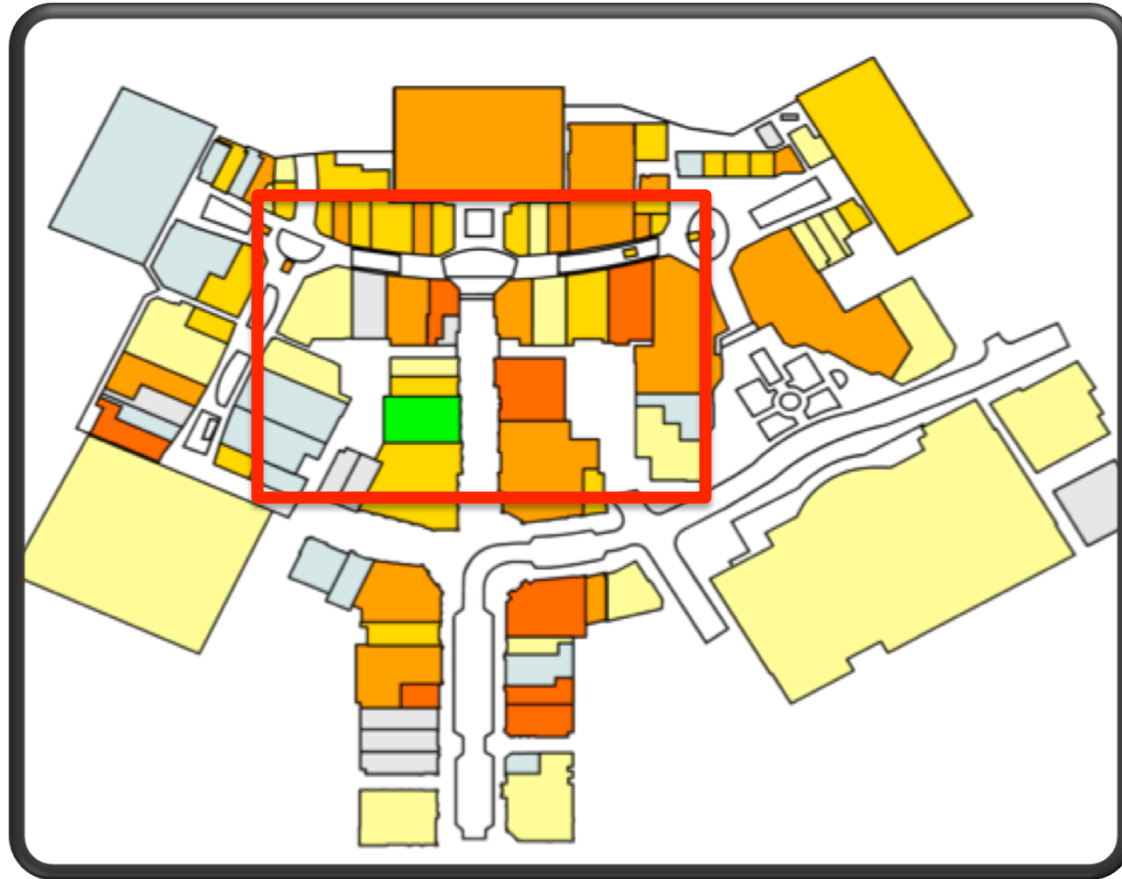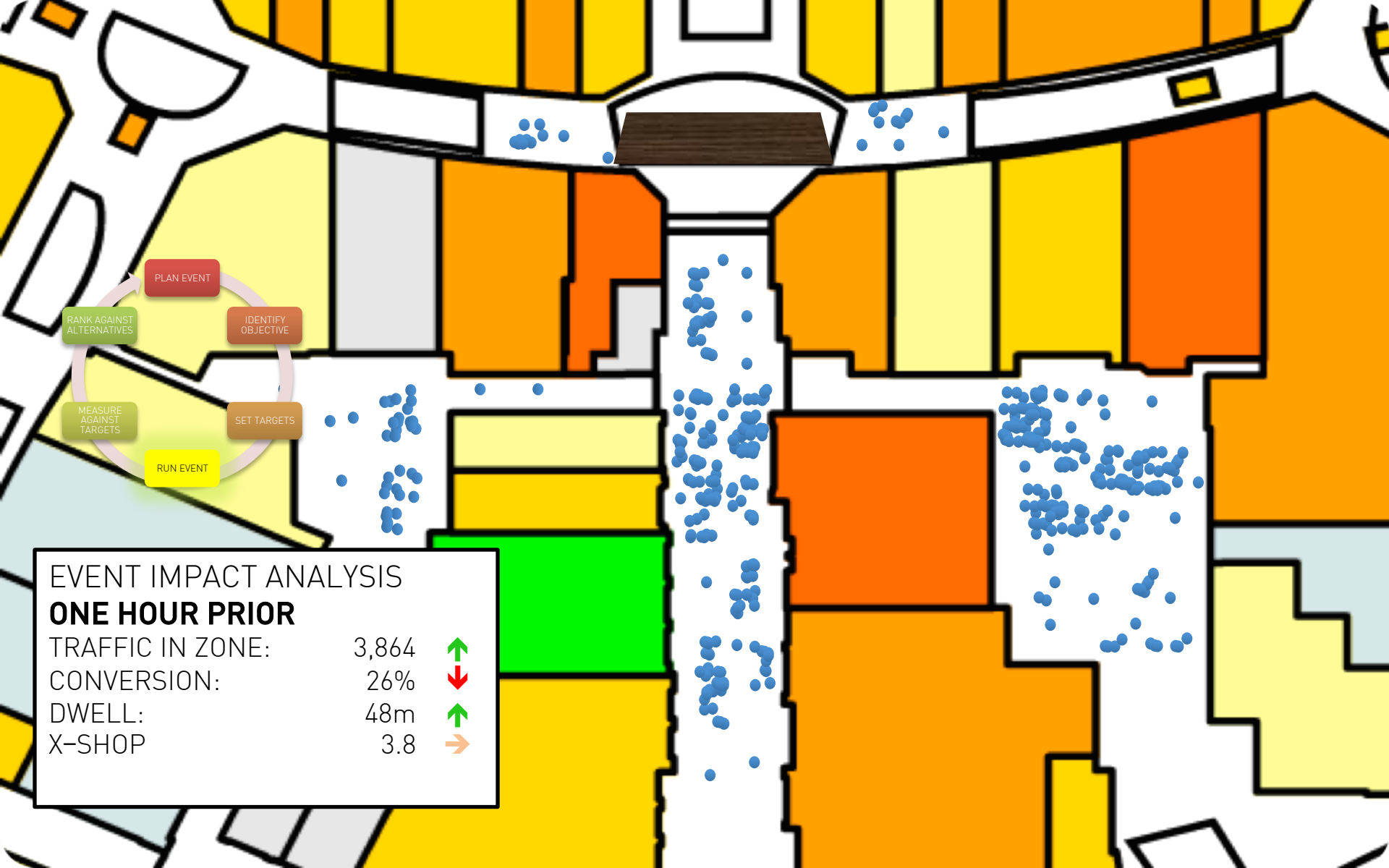
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- Increase days' overall traffic to hosting Shopping Center by **4%**

- Increase restaurant spend by **3%**

- Enhance retail sales by **1.5%**

- Increase dwell by **2%**

- Increase traffic and spend within participating fashion retailers by **10%**

- Increase first-time visitors to the center by **2%**

PLAN EVENT

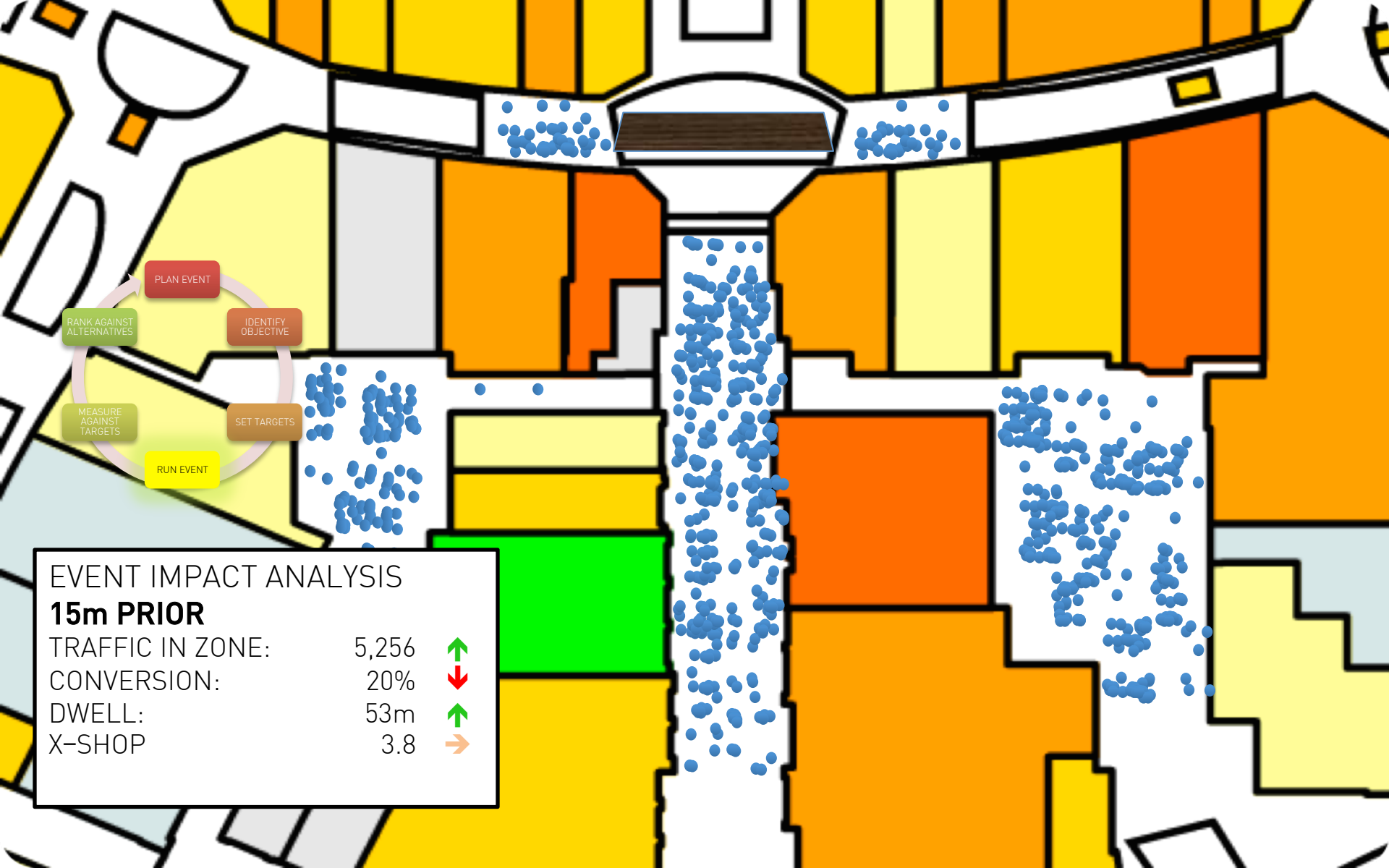RANK AGAINST ALTERNATIVES

IDENTIFY OBJECTIVE

MEASURE AGAINST TARGETS

SET TARGETS

RUN EVENT

EVENT COST
$72,500

TARGET ATTENDEES
7,500

PARTICIPATING RETAILERS
29

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EVENT IMPACT ANALYSIS
ONE HOUR PRIOR

TRAFFIC IN ZONE:	3,864	↑
CONVERSION:	26%	↓
DWELL:	48m	↑
X–SHOP	3.8	→

PLAN EVENT

RANK AGAINST ALTERNATIVES

IDENTIFY OBJECTIVE

MEASURE AGAINST TARGETS

SET TARGETS

RUN EVENT

EVENT IMPACT ANALYSIS

15m PRIOR

TRAFFIC IN ZONE:	5,256	⬆
CONVERSION:	20%	⬇
DWELL:	53m	⬆
X–SHOP	3.8	➡

PLAN EVENT

RANK AGAINST ALTERNATIVES

IDENTIFY OBJECTIVE

MEASURE AGAINST TARGETS

SET TARGETS

RUN EVENT
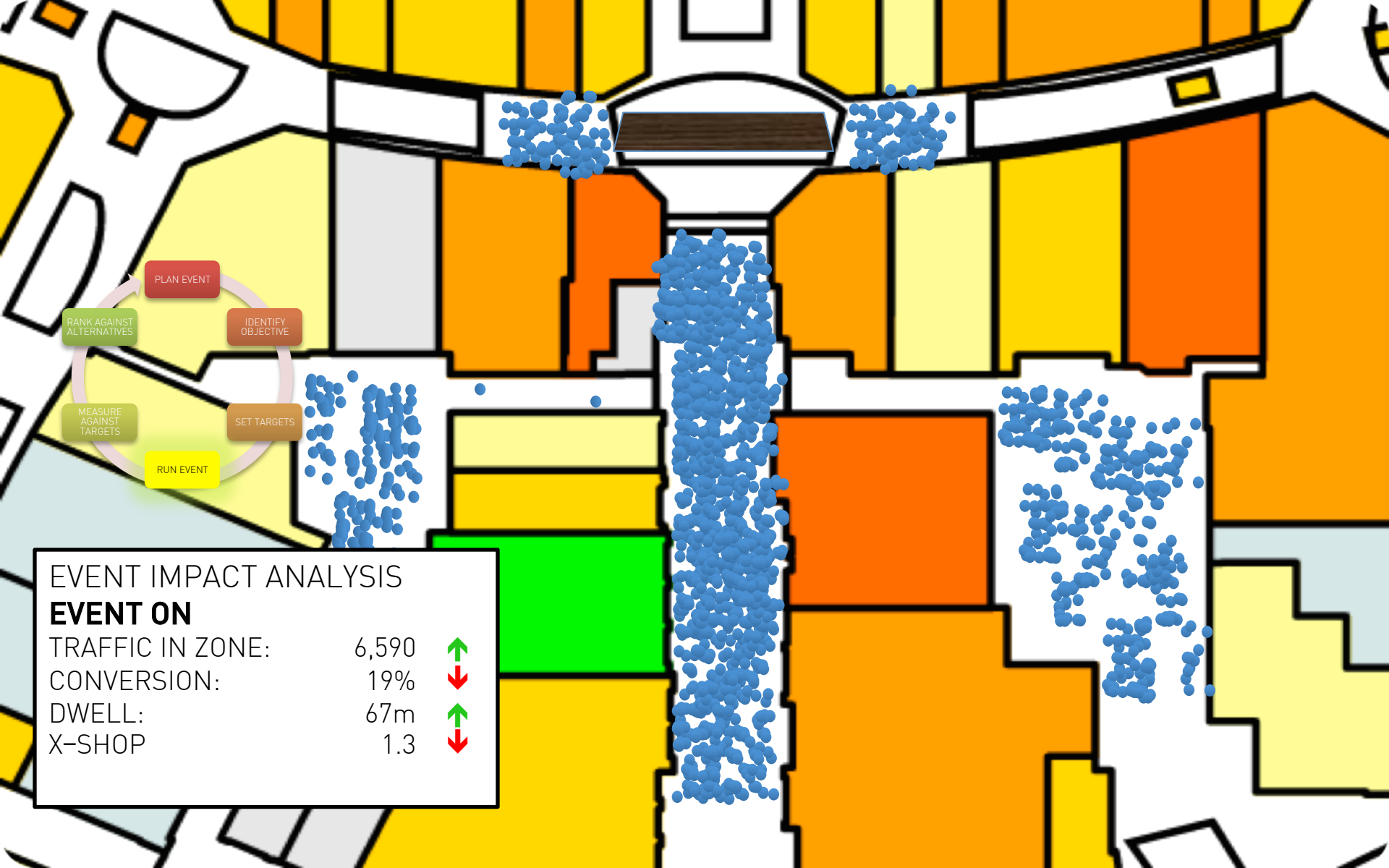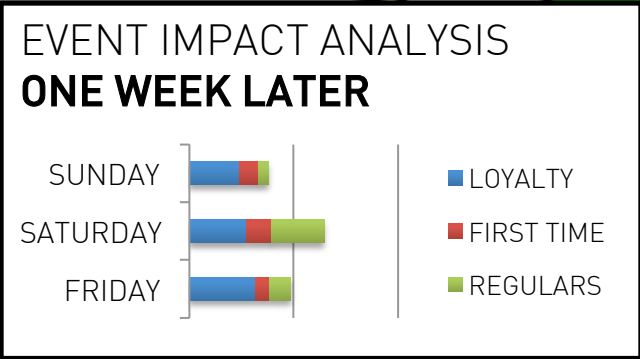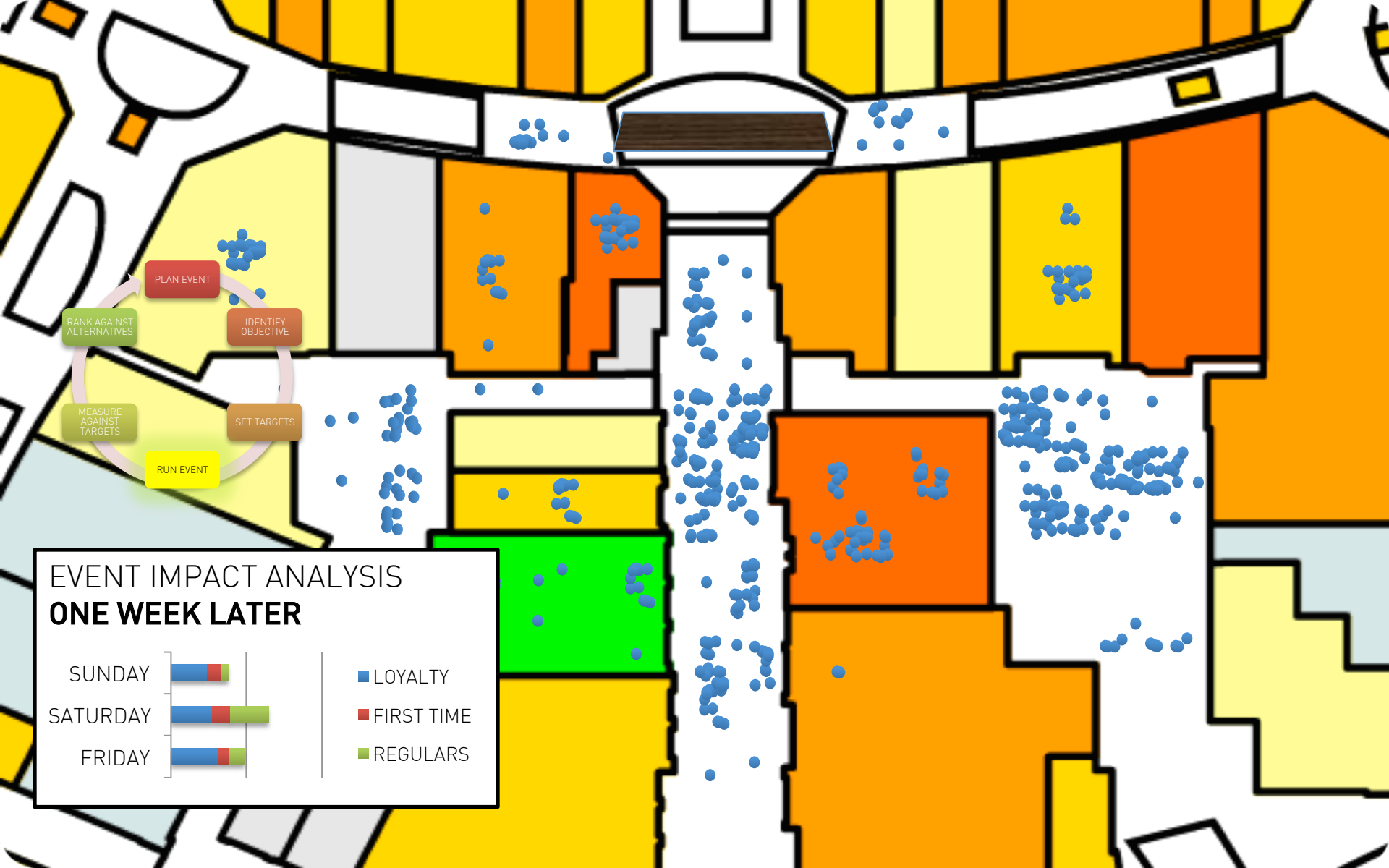
EVENT IMPACT ANALYSIS
EVENT ON
TRAFFIC IN ZONE: 6,590   ↑
CONVERSION: 19%   ↓
DWELL: 67m   ↑
X–SHOP   1.3   ↓

PLAN EVENT

RANK AGAINST
ALTERNATIVES

IDENTIFY
OBJECTIVE

MEASURE
AGAINST
TARGETS

SET TARGETS

RUN EVENT
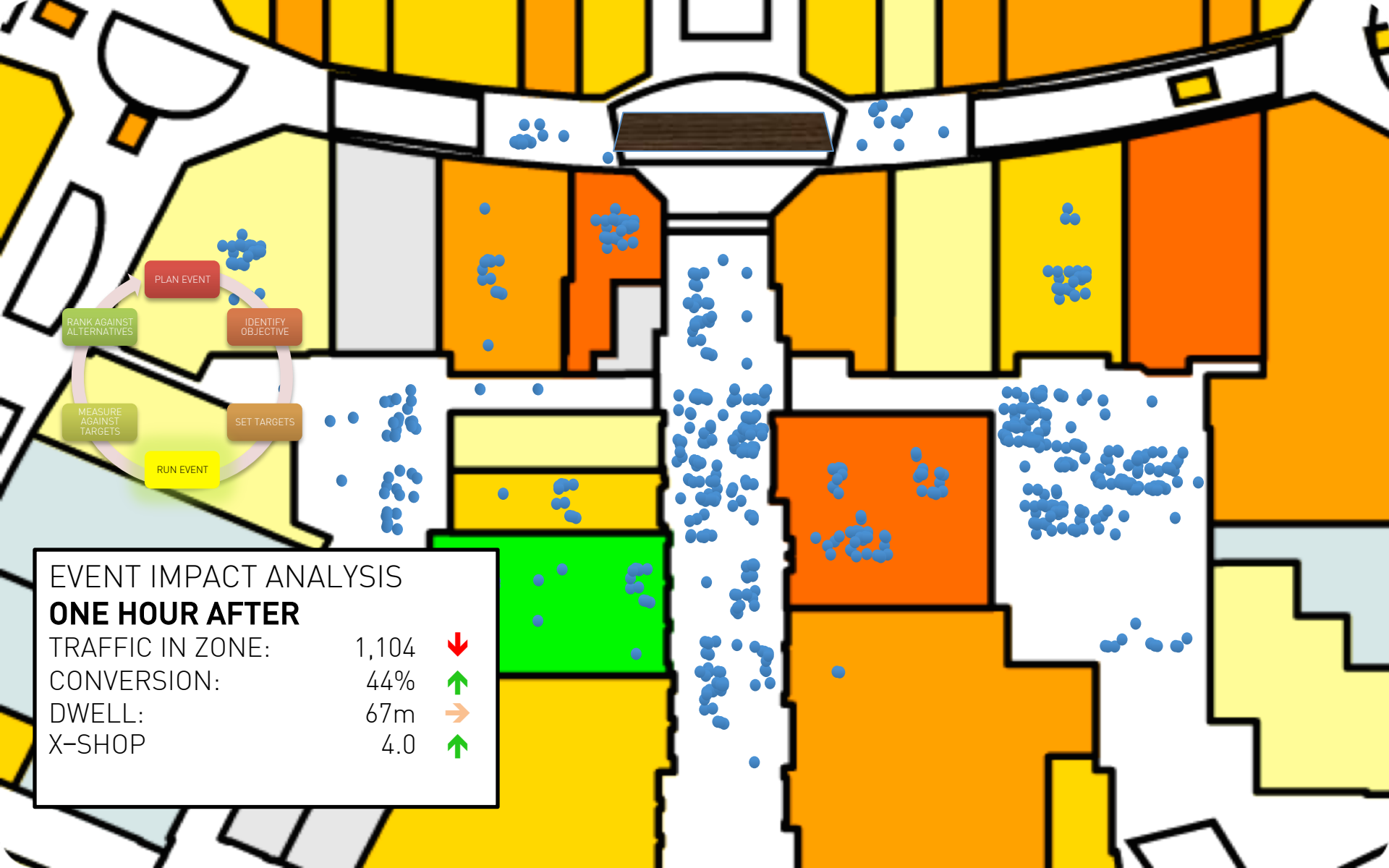
EVENT IMPACT ANALYSIS
ONE HOUR AFTER

TRAFFIC IN ZONE:	1,104	↓
CONVERSION:	44%	↑
DWELL:	67m	→
X–SHOP	4.0	↑

PLAN EVENT

RANK AGAINST ALTERNATIVES

IDENTIFY OBJECTIVE

MEASURE AGAINST TARGETS

SET TARGETS

RUN EVENT

EVENT IMPACT ANALYSIS
ONE WEEK LATER

PLAN EVENT

RANK AGAINST ALTERNATIVES

IDENTIFY OBJECTIVE

MEASURE AGAINST TARGETS

SET TARGETS

RUN EVENT

SUNDAY

SATURDAY

FRIDAY

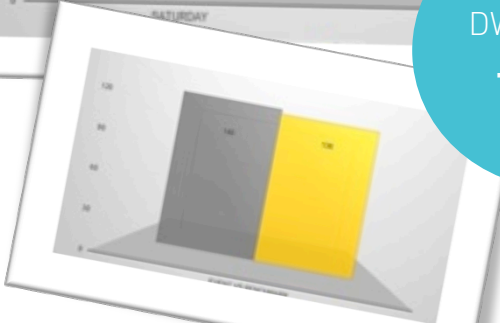- LOYALTY
- FIRST TIME
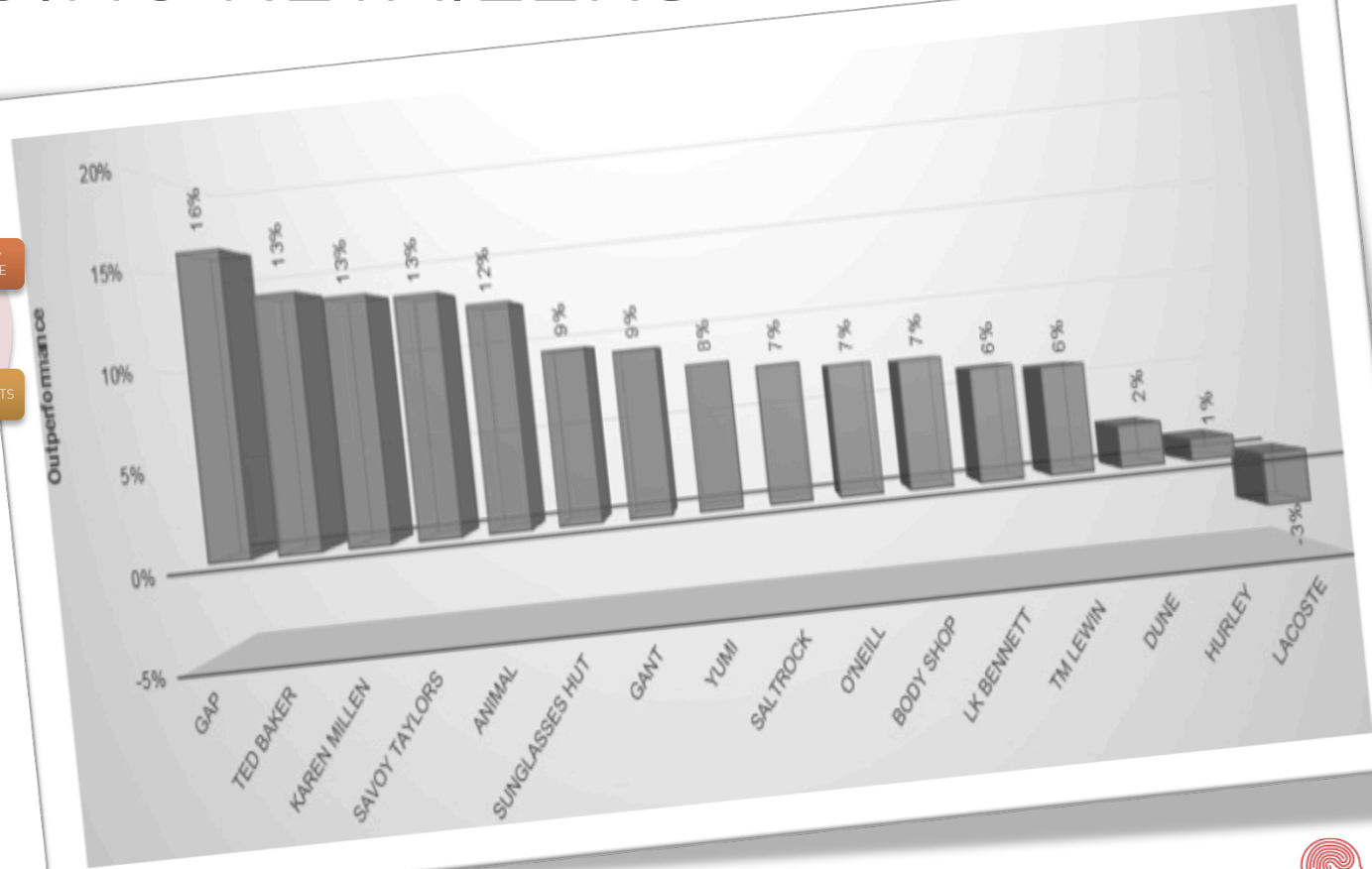- REGULARS

REPORT RESULTS

SHOPPER HOURS
+8%

TOTAL VISITORS
6,582

DWELL TIME
+1.6%

ENGAGING RETAILERS

Outperformance of Benchmark – Visitor Numbers for Participating Stores

OPTIMISE MARKETING SPEND

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Event	Traffic (% uplift)	Duration of Visit (% uplift)	% attending only event	% attending retail stores in cold zone	ROI of event
Sailing at Central Park	+22%	−10%	54%	3%	2.1x
Sounds on the Town	+14%	+2%	1%	76%	9.3x
Fashion Night	+1.3%	−7%	24%	27%	1.3x
Fitness Yoga	+6%	+12%	1%	67%	1.7x
American Idol Concert	+9%	+8%	23%	17%	0.3x
Art Affair	+23%	+24%	83%	6%	0.5x
Movies by Moonlight	+4%	+5%	6%	0%	0.1x

PLAN EVENT

RANK AGAINST ALTERNATIVES

IDENTIFY OBJECTIVE

MEASURE AGAINST TARGETS

SET TARGETS

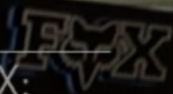RUN EVENT

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NOT JUST EVENTS

- Understanding the impact of billboards and other advertising helps determine both the ROI of spend, and the right rates to charge for space

Our research suggests that shopping centre advertising rates should be 6x higher than today

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SYNERGY MAP

A tale of two brands

SYNERGY MAP

Forever 21 is a key element of many shopper journeys

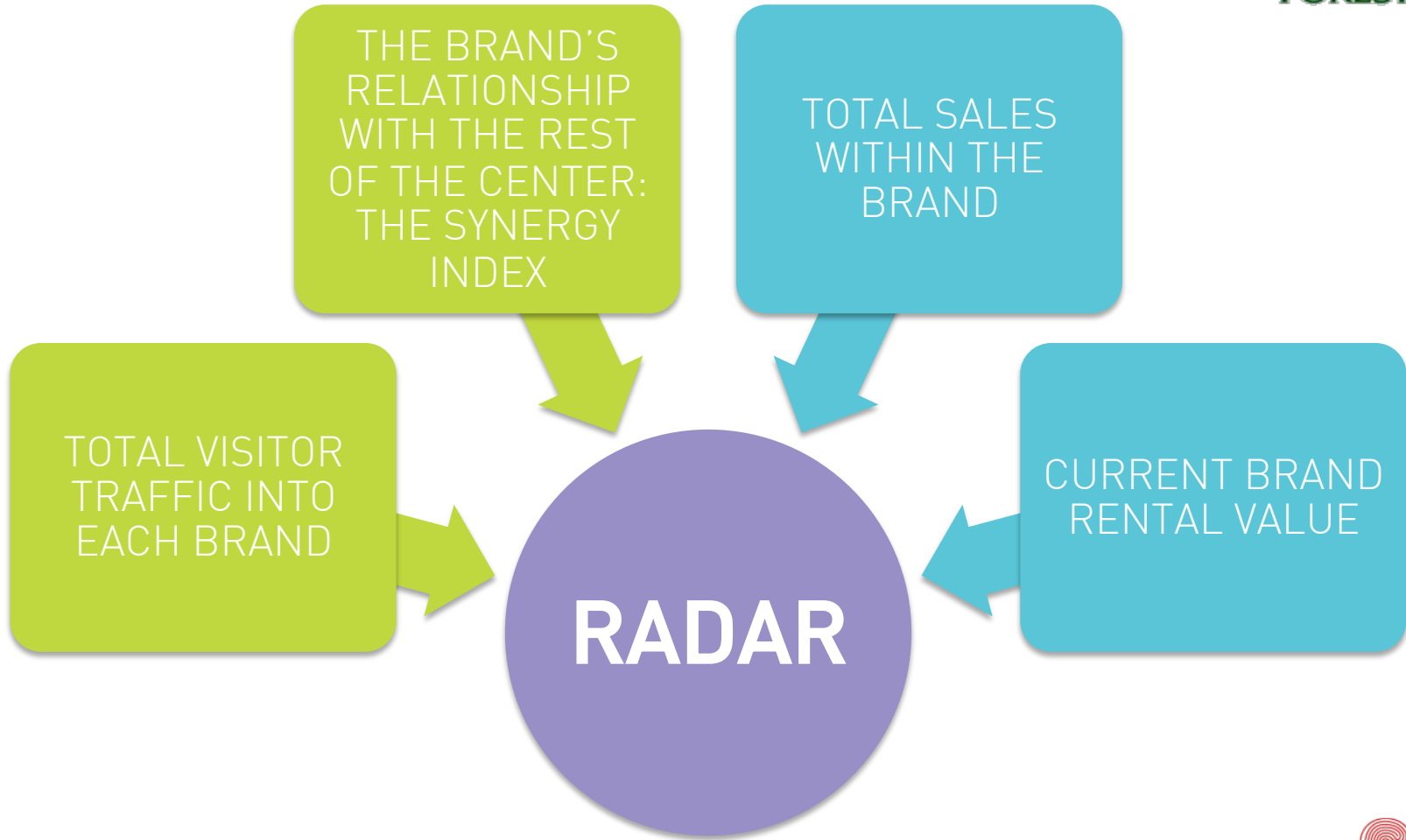SYNERGY MAP FOR FOREVER 21
1st August – 9th September

Forever 21

STRONG   WEAK

SYNERGY MAP

Apple's strongest correlation is with Starbucks

SYNERGY MAP FOR THE APPLE STORE
1st August – 9th September

FORESTCITY

Apple

STRONG ▬▬▬▬▬▬▬ WEAK

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TOTAL TRAFFIC **CROSS SHOPPING** **TOTAL SALES** **TOTAL RENT** **=** **RADAR**

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TOP 10 RETAILERS RADAR RANKING

Tenant	Ranking	RADAR score
Forever 21	1	15
Victoria's Secret	2	34
Cinema	3	41
Old Navy	4	48
Sportswear Retailer	5	49
Lazy Dog Café	6	69
Accessories	7	77
Zales Jewellers	8	79
Vans	9	82
Activewear	10	87

BOTTOM 10 RETAILERS RADAR RANKING

Tenant	Ranking	RADAR score
Salon	103	380
Rocky Mountain	102	376
Prestige Nails	101	373
Confectioner	100	372
Remix Shoes	99	371
Fast Fix Jewellery	98	367
Mastercuts	97	365
Shoe Shop	96	358
Opticians	95	353
Salon	94	345
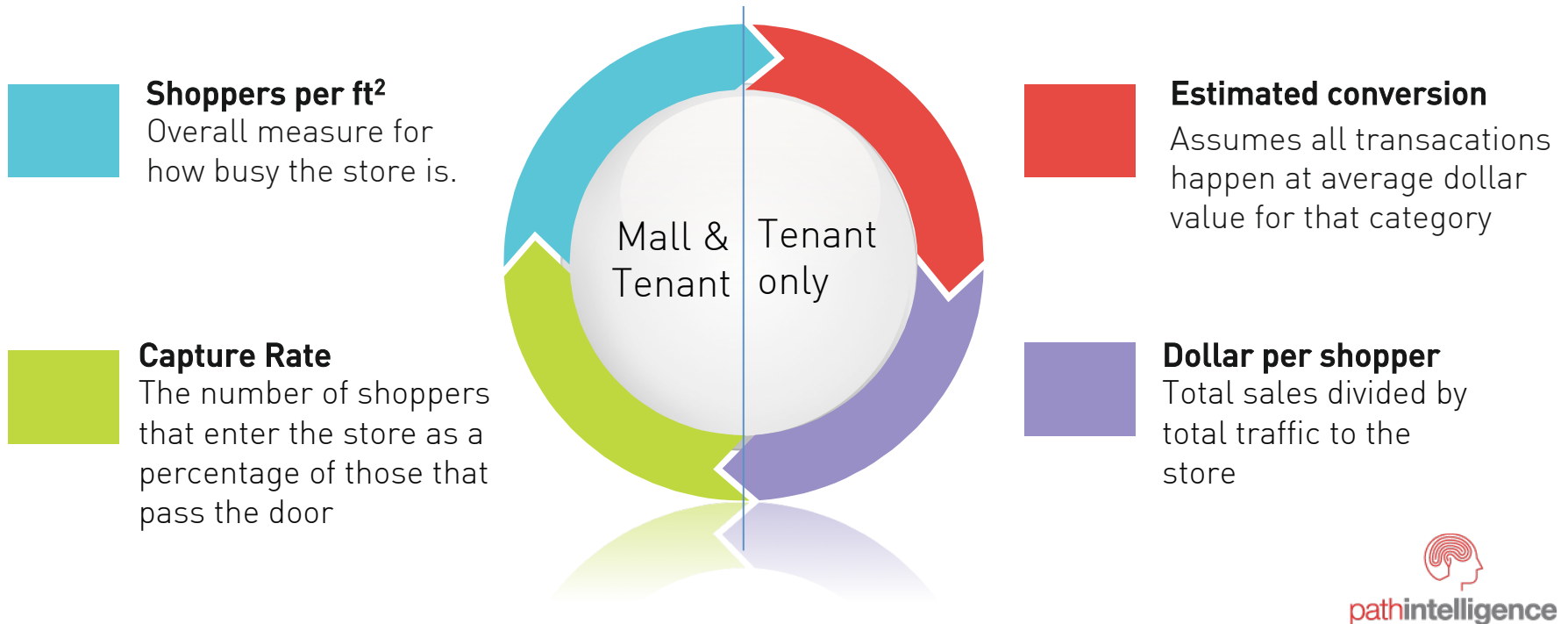
CAST LIGHT ON A VARIETY OF PROBLEMS

TENANT PERFORMANCE METRICS FOR THOSE ON A WATCH LIST

TENANT	DECEMBER SALES/SQFT	DECEMBER SHOPPERS/SQFT	CAPTURE RATE	ESTIMATED CONVERSION	$/SHOPPER	SUGGESTED ACTION
AVERAGE FOR CENTER OVERALL	$69.54	6.9	7.2%	32%	$9.98	
AVERAGE FOR RETAILERS ON RENT RELIEF OR WATCH LIST	$16.76	5.1	2.9%	15%	$4.32	
LADIES FASHION	$17.42	8.7	5%	21%	$4.73	REQUIRES IN-STORE SOLUTION
OTHER FASHION	$19.31	7.0	4.4%	23%	$3.59	REQUIRES IN-STORE SOLUTION
OTHER FASHION	$16.21	4.9	3.3%	15%	$2.97	REQUIRES IN-STORE SOLUTION
MEN'S FASHION	$19.98	5.4	12.4%	14%	$8.72	DRIVE MORE TRAFFIC TO COLD ZONE
ELECTRONICS	$34.27	3.1	1.5%	17%	$7.84	REQUIRES IN-STORE SOLUTION
SPORTSWEAR	$8.42	4.1	3%	27%	$2.31	DRIVE MORE TRAFFIC TO STORE
ACCESSORIES	$5.93	3.2	4%	7.5%	$2.78	ANALYZE FURTHER
BEAUTY	$19.21	1.1	1%	39%	$8.53	DRIVE MORE TRAFFIC TO STORE

■ Indicates a watch list tenant performing above the average for the center overall

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LOOK FOR CLUSTERS

FORESTCITY

MAP COLORED BY RETAILER DESIRABILITY RANKING FOR EACH TENANT

🟩 Top third of tenants	🟧 Middle third of tenants	🟥 Bottom third of tenants

In many cases poorly performing stores can be managed on a case by case basis...

... however clusters of poorly performing stores may require a more radical solution

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THANKS

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