



**Bringing The Arcade in Dewsbury back to life**  
*Research findings & strategic marketing*

December 2022

# Bringing The Arcade back to life

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# Introduction

*Why and how Toolbox Marketing are involved in this project.*

## **THE REQUIREMENT**

The Arcade Board is applying to the Lottery Heritage for funding and a requirement of the bid is to produce a marketing plan to both demonstrate the market in the local catchment area and to set out the pre-opening promotion, and post-opening marketing plans for the Arcade.

The requirement of the tender is;

1. To collate existing free source data, including from the local authority and define research requirements,
2. Carry out desktop quantitative and qualitative research and surveys within the catchment area,
3. Analyse research data,
4. Propose a top-line strategy and marketing plan for agreement,
5. Develop the strategy and marketing plan,
6. Present draft,
7. Refine and present final document.

## **WHO ARE TOOLBOX MARKETING**

Toolbox Marketing have been working in the retail and leisure property industry for over 22 years. We provide insight-driven strategic and creative solutions that deliver exceptional results.

Our work ranges from the serious business of portfolio planning and brand repositioning – to the magic of creating emotionally engaging communications that make people want to shop, dine and play. We are your ‘in-house’ outsourced marketing partner who will maximize your marketing budget.

# Methodology

*The research and strategy journey to produce this document.*

## THE APPROACH

- carry out online survey
- conduct onsite surveys with the local community
- utilise any online research we can find (CACI, Council, Government and beyond)
- carry out our own desktop research about the location and people
- use our industry knowledge
- consider current and future trends
- create a topline strategy document and marketing plan
- once presented, fine tune and finalise to meet your deadline

PHASE 1	PHASE 2	PHASE 3	PHASE 4	PHASE 5
Data gathering Desktop research	Compose surveys Conduct surveys: - onsite - online Stakeholder conversations	Data analysis Apply industry knowledge Consider current & future trends Team brainstorm	Strategy planning and writing	Develop marketing plan

# Conclusions & Recommendations

## *Toolbox Marketing's conclusions and recommendations for bringing The Arcade back to life.*

It is clear that there are fond memories of The Arcade and local support to bring it back to life. The Arcade should harness the power and passion from the local community to ensure it thrives once again. The Arcade can become a catalyst for change in an unloved and forgotten about Dewsbury, where many are frustrated about broken promises and have concerns about the town's future due to the diverse culture.

The Arcade will need to be a safe and friendly place for locals in the primary and secondary catchment, creating relevant reasons for people to visit a physical place to spend money.

The tenant line up needs to not only appeal to a wide target audience, it needs to encourage regular visits and spend. Tenants need to be unique to Dewsbury and compliment The Arcade's atmosphere.

Given the current cost of living crisis, the product offer needs to be seen as good value for money, and the tenants themselves are going to need as much support as possible to ensure they not only survive, but thrive.

Marketing will be key to spreading the message about The Arcade project, through the placemaking, launch and post-launch phases. The marketing needs to be 360 to gain excitement and momentum, as well as making it believable. The placemaking phase is vital to start to change perceptions and behavior, thus encouraging trial once The Arcade opens its doors.



# Chapter 1 - *Dewsbury specific*

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# Dewsbury profile

*From online research and available online documentation.*

Dewsbury has a long, vibrant history at the heart of West Yorkshire. But sadly, the town has – alongside many others in the north – experienced a relative decline in the face of the changes experienced by the UK economy over the past few decades.

Dewsbury has had a long thriving retail and commercial life, its heritage clear for all to see in the high quality of the buildings that comprise much of the town centre. The excellent road and rail links make it easily accessible to a wide surrounding population.

The population of Kirklees (2021) is 433,300 (178,000 households) and is forecast to be 451,500 by 2029. The population of Dewsbury is 66,500 (2021). Dewsbury is multicultural with approximately 37% of residents identifying as Indian or Pakistani ethnicity.

Visits to Dewsbury town centre have been falling for the past 20 years, but especially since the recession of 2008/09. The drop in footfall has been most severe on Saturdays, with a drop of over 50% since 1999. The decline on Wednesdays – market day – was also bigger than on non-market days. This suggests that the town centre is being seen less and less as a destination for shopping and leisure activity, and increasingly as a place for essential visits only.

Dewsbury – both the town centre and the wider residential area – faces serious challenges, many of them similar to those experienced by other towns in other parts of the country. These include the long term trends away from ‘bricks and mortar’ retail, competition from larger and more modern shopping centres and the decline in local wealth creation that has followed the loss of industrial employment over several decades. There are also social challenges such as anti-social behaviour and low expectations among some local residents.

# Dewsbury people

*From online research and available online documentation.*

Dewsbury is among the 10% most deprived towns in England. Many of its residents face worryingly high levels of deprivation and ill-health, while skill levels and incomes are also below average:

- The town has a growing population, currently standing at over 66,000.
- 37% are of south Asian origin.
- Over a quarter of the population (26%) live in neighbourhoods that are classed as being in the most deprived 10% of all those in England, two-and-a-half times the national level.
- Relative deprivation is severe in almost all aspects of life: education, crime, employment, incomes and the quality of the local environment. Only in relation to access housing and local services is Dewsbury less deprived than average.
- The health of residents is poor, with local healthy life expectancy three years below England as a whole.
- The available evidence suggests that fewer Dewsbury residents have degree-level qualifications and more have no qualifications at all, compared to the rest of Kirklees and to UK averages.
- Fewer residents work in managerial and professional posts, while more are employed in routine process/machine work and elementary jobs, compared to the rest of the UK.
- Average household incomes in Kirklees are just 80% of the UK average. The available evidence suggests that incomes in Dewsbury are up to 10% below the district average at around £14,000 (2019)
- In 2019, 35% of children lived in low-income families, more than twice as high as the English average (15%).
- Property prices in Dewsbury are more than 20% below the figure for Kirklees, and less than half the national level.
- Fuel poverty in Dewsbury is also above average. One in eight households (12.9%) was classed as being in fuel poverty in 2018.
- Dewsbury residents in 2018 were somewhat younger than in the rest of Kirklees. Around 43% were under 30 years of age, above the figure of 38% for all Kirklees residents.
- However, in 2021 the largest age group was aged 50 - 54.

# Dewsbury key data

*Dewsbury data that we feel is relevant to The Arcade's future.*

- Prior to the pandemic, the town centre had seen a dramatic drop in footfall, including a loss of 50% of visitors on Saturdays over the past 20 years. The Council estimated that footfall in Dewsbury fell by a further 75% at the height of the lockdown.
- Important anchors such as Marks & Spencer and McDonald's have closed, and shoppers have the choice of using the retail malls just outside the ring road or the nearby centres in Leeds and Wakefield.
- The town centre has retained much of its high-quality architectural heritage, but 30% of properties were vacant in 2019.
- There are few restaurants and leisure or entertainment opportunities in the town centre, and a lack of evening activity.
- There were 26,000 jobs located in the town of Dewsbury in 2018.
- In 2019 there were 2,700 businesses in Dewsbury.
- The main official data source on business starts and survival shows that Kirklees tends to have a lower business birth rate and a similar business death rate compared to other parts of the country, suggesting that the local economy is somewhat less dynamic than elsewhere.
- The great majority of employers in Kirklees as a whole (87%) were satisfied with their location as a place to do business, though only 40% said their premises fully met their needs, the lowest figure in West Yorkshire.
- The ring road forms a barrier to pedestrian visits to the town centre, exacerbated by the major shopping centres with ample parking located just outside the ring road
- Development of new shopping and leisure capacity at the Birstall Shopping Park and in Wakefield and Leeds has further increased the draw away from the town centre.
- According to Costar, market rent for retail properties in Dewsbury is approximately £15.26 per sq ft, reflecting an increase of £0.50 per sq ft (3.4%) on the previous 12-month period.
- The overall number of recorded crimes in Dewsbury in the 12 months to June 2020 was 14% higher than the rate for Kirklees.

# Dewsbury footfall

*Looking at the year on year footfall data, it's clear to see that the decrease in pedestrians in Dewsbury started to fall before the pandemic, but it has continued to decrease in recent years.*

## OVERVIEW

The data shows that non-market days are the quietest, confirming the market is still drawing people to Dewsbury every Wednesday and Saturday - Saturdays being slightly busier. We would expect to see a larger increase in foot traffic on Saturdays, which suggests people that work during the week are going elsewhere at weekends to shop.

There are multiple factors in general that could contribute to the decrease in footfall, including the pandemic, online shopping, increase in empty units, people shopping where they live instead of where they work and most recently the cost of living crisis.

What we need to understand in Dewsbury are the specific reasons - from carrying out the research and analysing all the data the assumptions are that this could come down to a combination of reasons and factors including: lack of choice, no atmosphere, feeling unsafe, issues with transport and parking, ageing population and cultures.

## FOOTFALL SNAPSHOT

2017	2018	2019	2021	2022	% change 2021-2022
16342	14977	13627	11690	9161	-21.6
9240	8636	8460	6331	6856	8.3
16357	14779	15801	11105	10508	-5.4
<b>41939</b>	<b>38392</b>	<b>37888</b>	<b>29126</b>	<b>26525</b>	<b>-8.9</b>

# Survey results - online

## *Summary of the 702 online survey responses received between 18th and 28th November 2022.*

To kick start the online survey, we asked respondents to rate on a scale of 1 to 5 (1 strongly disagree - 5 strongly agree) a set of statements about Dewsbury to really set the scene and capture perceptions and opinions before we asked more specific questions about The Arcade (found in Chapter 2).

- The majority of people do not agree that Dewsbury has everything they need.
- Half of the people say that Dewsbury had a bad (or is lacking in) atmosphere.
- Nearly all respondents agree that Dewsbury needs more shops.
- There were mixed opinions in regards to what Dewsbury has to offer for food and drink.
- Most respondents think that Dewsbury could do better with cultural events and activities.
- A large portion of people go elsewhere to shop, dine and be entertained.
- A very small handful of people only shop in Dewsbury.
- The general consensus is that Dewsbury is not a tourist destination.
- Most people don't agree that Dewsbury attracts a diverse range of visitors to the town.
- The majority of respondents don't think there are enough jobs or places to work.
- Opinions were mixed in regards to parking in Dewsbury.
- The survey didn't conclude if Dewsbury is classed as a friendly town or not.
- And lastly, most people do not feel safe shopping or dining.

To summarise this data, the 702 people who responded to the survey do not paint a very good picture of Dewsbury as a town. A lot of people are choosing other towns and cities over Dewsbury to meet their expectations and needs for shopping, dining and being entertained.

**Continued ...**

# Survey results - online

*Summary of the 702 online survey responses received between 18th and 28th November 2022.*

**... continued.**

From the responses to the second question\* on our online survey, people living in and visiting Dewsbury want to see a better choice of shops (55%). They also want to see leisure facilities (54%) - further information is needed here to understand what, as we provided bowling and cinema as an example. High up on their agenda was a better range of places to dine (45%). Arts (39%), culture (41%) and services (39%) also featured highly in their responses.

When asked how frequently they go shopping for non-food items, 27% said less than once a month, and 15% said monthly, totalling 42% of respondents heading out only once a month at most. This is completely different to the face to face survey data (next slide). This data highlights either a sign of the times (cost of living crisis) or that people are choosing to shop online rather than in a physical space - 2 challenges Dewsbury and The Arcade will need to overcome in future months.

Respondents were then asked how often they have a coffee or bite to eat out. 20% said more than weekly, and 27% said weekly, totalling 47%, almost half heading out weekly. This is an area that Dewsbury and The Arcade can maximise on with the right offer and price point for food and drink. Further research could demonstrate the habits in regards to this topic.

The top 5 motivators for respondents when deciding where to shop dine or be entertained are:

Cleanliness (55%)

How safe it is (54%)

Choice (52%)

Atmosphere (52%)

Friendliness (48%)

This helps paint a picture of what people expect in a physical space either from Dewsbury as a town or The Arcade.

Interestingly only 40% of the respondents said that cost was an important factor.

\*In your opinion, what does Dewsbury need more of?

# Survey results - face to face

## *Summary of the 34 face to face interviews took place on the 23rd & 24th November 2022.*

From the face to face surveys, we understand that there are frustrations with Dewsbury as a town and lot of negativity towards the council. The locals have fallen out of love with it and have found elsewhere to shop, dine or be entertained. There isn't much hope left as so many things have been promised but never delivered.

There are major perception issues. People living in Dewsbury believe it to be full of drunks and druggies, but the local street rangers confirm that there are a few that cause problems but the issues are under control. Outsiders think the town is run down and empty and question what is left to keep them visiting and spending money.

As in many places up and down the UK, people understand that it isn't just Dewsbury that is experiencing these problems, that have been highlighted, and in some instances escalated since the pandemic, BUT they question why nothing is being done about it. They want parking issues addressed, they want empty units filled, they want factors affecting the community to be resolved - or at least to believe that the shared plans will happen.

From the responses to the first question\* on our face to face survey, people living in and visiting Dewsbury want to see a better choice of shops, specifically independents (71%) rather than chains or nationals. They also want more places to have a coffee (59%) with a friend, and some noted that creating night time economy will help put Dewsbury back on the map. Arts (24%), culture (27%), and parking (27%) also featured highly in their responses.

When asked how frequently do they go shopping for non food items, 56% said more than once a week, and 27% said weekly, totalling 83% of respondents heading out weekly. This is an opportunity that Dewsbury and The Arcade can maximise on, and an area that could be investigated further to find out if they are spending, what they are spending on and the average transaction value.

Respondents were then asked how often they have a coffee or bite to eat out. 56% said more than weekly, and 12% said weekly, totalling 68% heading out weekly. Again this is another area that Dewsbury and The Arcade can maximise on with the right offer and price point. Again further research could demonstrate the habits in regards to this topic.

\* In your opinion, what does Dewsbury need more of?

# Gap analysis

*A look at where the gaps in the market are for potential occupiers to provide new reasons to visit Dewsbury.*

WHAT YOU HAVE	WHAT YOU DON'T HAVE	WHAT PEOPLE WANT (from surveys)
Coffee shops & bakeries Fast food including fish & chips Supermarkets & mini markets Discount shops Limited fashion offer Hairdressers & barbers Betting shops & amusements Services - library, banks, post office Market Cultural shops Mobile phone shops Charity shops Handful of national brands (Boots, Superdrug, Poundland, Wilko etc) Toy shop Pet shop Tattoo parlours Florist Card shop Nail bar	Night time economy Shoe shops Music / instrument / record store Mens clothing Antiques Specialist food & drink stores Deli Fishing tackle / specific sporting equipment Arts & crafts supplies Homemade / handmade gifts Model shop Hardware shop Plant shop Crystal shop Sweet shop Tobacconist Wellbeing / spa treatments	Better choice of shops Leisure facilities More places to have a coffee Better range of places to dine Arts Culture Services Parking

# Other arcades

## *Inspiration from other arcades.*

We carried out a deep dive into the following arcades to understand:

- number of units
- types of occupiers
- vacancy rates
- community engagement
- event ideas
- new stories
- anything else to note

Arcades:

[Royal Arcade](#) Norwich

[The Arcade Broadmead 1825](#) Bristol

[Burlington Arcade](#) London

[The Arcade](#) Bournemouth

[The Arcade](#) Bedford

[Piccadilly Arcade](#) London

[Elephant Arcade](#) Southwark, London

[Royal Star Arcade](#) Kent

[Silver Arcade](#) Leicester

[Great Western Arcade](#) Birmingham

What we can learn has been summarised on the next slide.

# Other arcades

*What we can learn from other arcades.  
“Local businesses for the local community”*

Types of occupiers		Community engagement	Event ideas	New stories	Anything else to note
Art gallery Framing Speciality food Speciality drink Cafes and Bars Jewellery Watches Locally made produce Gifts Stationery Cards Fashion Beauty Tattoo parlour Nail bar Brow bar Vape shops Antiques	Perfume Homewares Opticians Dentists Clinics Florist Sweet shop Haberdashery Repair shops Bridal Health foods Charity Escape room Vintage clothing Accessories (bags, ties etc) Hairdressers Barbers	Local tourism partnerships  Places on town/city trails  In Bloom  Pop ups  Giving trees  Food banks	Christmas lights/decorations  Exhibitions  Small business Saturday (December)  Independents week (July)  Fashion shows  VIP events  Instagram-able decorations and art  Storytelling	New tenants  Tenants renewing leases  Tenant award wins	Q&A with tenants (meet the staff)  Through the decades stories  Loyalty scheme  Top 10 gift ideas / shopping guides  Shop local movement  Twitter isn't as widely used  Giftcard

Average number of units: 22  
Opening hours: all week



# **Chapter 2 - *The Arcade specific***

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# Survey results - online

*Summary of the 702 online survey responses received between 18th and 28th November 2022.*

Before we asked specific questions about The Arcade in the online survey, we ensured that people had heard of it - 98% of respondents had.

When asked what they thought about bringing The Arcade back to life, 92% of the people said it was necessary, needed or essential, which provides welcome support for the project.

56% would like to see independent shops in The Arcade  
42% said that independent cafes would be a welcome addition  
39% think that specialist food outlets would be a good idea  
37% would prefer to have recognisable retailers in The Arcade  
36% would like to have independent restaurants join The Arcade  
(further results can be seen on the chart on page 80)

There was an option to share other occupier ideas for The Arcade units and the list can be seen on page 81. The top 10 most frequently mentioned were:

Gift shop / Locally made products / Art gallery / Haberdasher / Artisan shops / Co-working spaces / Toy shop / Music shop / Bar / Shoe shop

**Continued ...**

# Survey results - online

*Summary of the 702 online survey responses received between 18th and 28th November 2022.*

... continued.

In the final section of the survey, we had an open comments box for people to share their ideas for bringing The Arcade back to life. We received a huge 242 comments and these are provided in a separate document. But to summarise the information for the purpose of this report, you can find the top topics of positive support and negative comments below.

## **POSITIVE**

Make it like it used to be as people have fond memories of The Arcade and Dewsbury as a bustling market town with lovely atmosphere and great appeal - bring back the original essence.

The Arcade should lead the way and be the shining light for the regeneration and injection of life into Dewsbury - setting the standard for future growth.

The Arcade should focus on creating a community that is safe and friendly and this can be done by independents and unique offers not already found in the town - thinking about who will come and why.

There must be variety and an offer that encourages people to come back again and again - not occupiers that are one off or require less regular visits..

## **NEGATIVE**

Dewsbury has gone down hill drastically and people question whether it is beyond repair or saving as it has gone in such a negative direction.

People talk about how scared they are of drunks and druggies (and gangs of Eastern Europeans or Asians) and that they feel unsafe visiting the town centre.

Respondents question whether bringing The Arcade back to life is a waste of money and lost cause - because the problem in Dewsbury is bigger than just The Arcade.

Away with the kebab shops, bookies, vape shops and cheap discount stores - it is time for more upmarket establishments to help attract customers old and new.

# Survey results - online

## *Standout comments from online survey.*

I think there is a lot of inconsistency within the branding of Dewsbury overall. I think there needs to be more restrictions within the way shops are branded in Dewsbury to give it its own personality. There are too many tacky looking shops and a lot of similar shops within the same area. Places with their own identity have a unique reason to visit them and I believe Dewsbury could achieve this with some thought.

**For years I have watched as Dewsbury has slid into decline from a bustling market town where every stall was full with varied goods, all shops occupied throughout the town mainly by independents and coach loads of visitors each week to utter devastation. The heritage of Dewsbury need saving and buildings injected with new life. Dewsbury has become soulless and communities split.**

Rid the area of the druggies and winos, it seriously lowers the tone and scares the \*\*\*\* out of people because they are constantly harassed. I hate the town centre for that reason and it won't get better while these scrotes are allowed to do what they want. The arcade was THE best place ever, all independent shops, each one different. Kirklees greed with rents etc...forced people out

It's important to invest in The Arcade to make Dewsbury a place where people WANT to shop. A place that's sells something you can't get elsewhere.

The arcade should lead by example. The rest of Dewsbury is dying off with nothing to attract shoppers. I think the arcade should be artsy with independent businesses, outdoor seating, and plenty of greenery and flowers. It would be lovely to have a place in Dewsbury that's genuinely nice to be in and not smell like urine or feel unsafe.

It feels as though our once beautiful town has been forgotten about. The town gets poorer while the councillors and mps get richer! Start with the basics!!! We don't need anymore vape shops, betting shops or European "markets" selling fake goods! Actually start to listen to the community!

The arcade is part of our history which is a beautiful piece of architecture, the shops in the arcade are very small but need to utilise them wisely it's the amount of rent that businesses struggle with so please consider this when it all reopens and give people a chance

# Survey results - online

## *Standout comments from online survey.*

I am an independent artisan and sold my products in the arcade (at the Hive) until the landlords decided to mess with the rents. I was going to share a shop with another artisan but it wasn't to be. The arcade needs careful, considered management to make it a success, it needs to be different from the usual named businesses and it needs shoppers bringing into the town, it needs to be marketed as a shopping destination.

Bringing the arcade back is useless without a coordinated refurb of the whole town .. no one will return to the town with the current state and unsafe atmosphere surrounding it

Needs to be well thought out and genuine shops in there, places which will intrigue to come back to Dewsbury.

... So in conclusion get the basics in the town right first. Then work out your plan B. Until then it's all just the Emperor's New Clothes, a story which we have heard a hundred times before.

Have some traditional shops, similar to the shops that were originally at the arcade. By that, I mean similar fonts and atmosphere. Would be nice to see some vintage colours around the arcade as it will bring out a cosy effect. Have a variety of shops rather than repeats here and there and make it unique from the shops that are in the town.

I want dewsbury to be as successful as possible. I'm all in for making it come back to life, and be a less scary, uncomfortable visit for our community- I also appreciate this will take a long time

The Arcades are iconic to Dewsbury and hold memories to many. The space is there and it should be used to help people to bring Dewsbury back to life, the way it used to be!

# Survey results - face to face

*Summary of the 34 face to face interviews took place on the 23rd & 24th November 2022.*

When asked what they thought about bringing The Arcade back to life, 95% of the people said it was necessary, needed or essential, which provides welcome support for the project.

83% would like to see independent cafes or food operators

79% would like to have independent shops

44% would enjoy having independent restaurants in The Arcade

44% think an art gallery or similar would be a welcome addition

27% said that specialist shops like record stores or art supplies would be a good idea

*(further results can be seen on the chart on page 86)*

People were happy to share their memories of The Arcade and confirmed this is how they want it to come back, full of life, character and community.

Respondents identified opportunities around something for younger people, a calendar of events and creating a night time economy.

We received a long list of ideas for occupiers for The Arcade units. These can be seen on page 92. The most popular were:

Shoe shop / Record store / Toy shop / Arts & crafts supplies / Handmade gifts

# Supportive comments

*A selection of supportive comments sourced from Social Media & Google, 2022.*

'Oh great it used to have **nice** shops, **hopefully** it will again'

'Wishing the project good luck. Would be great to see the town come back to its **former glory**'

'How **uplifting** to hear the **enthusiasm** of the Dewsbury **entrepreneurs** at the public meeting about the The Arcade - Dewsbury yesterday evening. I can't wait to experience the **'vibe'** when it eventually opens as the country's first community-run shopping centre.'

'Lots of **great things happening** in Dewsbury, especially the Arcade in Market Place.'

'Bringing The Arcade back to life will be a big part of putting Dewsbury firmly on the map as one of Yorkshire's premier destination towns. I believe this project will be **a catalyst for change**, and **a springboard to the town's bright future.**'

'Wish it every success; be great to see it **flourish** with **independent retailers**'

'Good news this **lovely** arcade is coming back to life!'

'So good to see it back.... **SPLENDID!**'

'I loved to shop at this place and I miss the coffee shop'

# Negative comments

*A selection of negative comments sourced from Social Media & Google, 2022.*

'It will be good to see it refurbished and brought back to life, however until Dewsbury is cleared of the **undesirables**, the **drunks and druggies** and **youths hanging around in gangs**, then you won't get people returning. The first job that should be done is to **improve the town.**'

'I'm not sure **who would rent the shops**. The last few businesses left because **no one walked down there**. They moved to more visible places in the town.'

'It will take more than an arcade to bring visitors to Dewsbury. A totally **depressing** place'

'This arcade has been coming back to life for years. Bit **boring** now...'

'I'm afraid it's 30 years **too late**, Dewsbury is gone'

'Never mind documenting the towns history, **it needs lifting off its arse** and **restoring to its former glory**. Unfortunately that won't happen while Kirklees are in charge. Used to be proud of this town, now **its a dump!**'

'No amount of money will change the place without changing out some of the inhabitants first.'

'KMC had made big plans to change the town centre, 15 container's are sat in Cliff Street car park doing nothing, KMC have put plan on hold for the town centre because they've **run out of fund's**. That was supposed to bring people to Dewsbury too, but like the arcade, **it's not happening**. So you see how people of Dewsbury are promised a revival of Dewsbury but **nothing is delivered.**'

'It won't open. I saw about 12 people up the arcade around a month ago, all just stood chatting. Nothing will be done, **no football** in Dewsbury anymore to make the shop's work unfortunately'

'The building was purchased by Kirklees Council I notice Yorkshire Live live hasn't mentioned how much Kraplees Clowncil paid for the building but are happy listing figures of how much Lottery grant they are applying for!'

'We shop in Barnsley and Wakey. **Dewsbury is a dump.**'

'Look at all the empty shops opening the arcade not going to make a difference + **don't feel safe** in town'

'Why not just give the money straight to Asda just like when you handed the fate of Dewsbury to them years ago'

# On the fence comments

*A selection of on the fence comments sourced from Social Media & Google, 2022.*

'I work opposite the arcade and have **never seen anything going on** there. Dewsbury is definitely not the town it used to be. Get rid of the druggies, street drinkers and the ones on the game and **restore the town.**'

'Dewsbury **was a lovely place** to shop market was good too but WTF has happened to Dewsbury wow'

'Bringing life back into the arcade is fantastic, but the rest of **the town needs a bit of TLC** too. Dewsbury used to be a great little shopping town, the market has died as have many of the shops....**great shame**'

'Beautiful Arcade.... I just wish you could pack it up and build it in another town... sorry to say **Dewsbury is not the town!** 30 years too late, total waste of money'

'Just wish they'd spend some money establishing local identities. Let's get some **pride** back in town names and get rid of Kirklees name who nobody knows outside of here'

'**Don't fill it full of fast food places** and ice-cream parlours, there's more than enough in Batley'

'Do you live in Dewsbury? Have you seen it lately? This is happening all over the uk, small towns closing down, some towns quicker than others.. York is still thriving but it's an historic town, people from all over visit there. **What has Dewsbury to offer for people to visit?**'

# Comments summary

## *A summary of the online comments sourced.*

In conclusion, Mcdonalds left Dewsbury and many thought that was a telling sign of the local town. Many feel it is in dire need of regeneration. There seems to be upset about Daisy Hill.

The locals are of a lower affluence and are keen to see initiatives that support locals directly via food & homelessness issues. There seems to be a trend of alcoholism and not a lot of support available.

Places that are seeing regeneration such as the Library are being met with great praise. Lots of art projects are being installed which some people are enjoying but most think the money or investment would be better off elsewhere.

Instagram is lacking in content tagged in Dewsbury - it appears to not be very picturesque. Most posts on Instagram show low engagement with products. Anything with high engagement includes people in the images, as expected.

Most of Twitter is congratulating The Arcade on the success of having won funding. There seems to be a lot of companies responding who are glad to see the regeneration. Some negative comments regarding the futility of the funding as more needs to be done in the town first in their eyes.

LinkedIn tags a job opportunities and is very much business based. Tagging companies in work they have been doing there. Very little opinions are being shared.

Facebook seems to be the hub of information with several pages linked to the community of Dewsbury. These include people of all kinds - including the high migrant population and those who are upset about the high migrant population - making it the most diverse platform to reach an audience.



# Chapter 3 - *What we know*

# Chapter 3 - *contents*

Page 31	SWOT
Page 32	Catchment area
Page 33	Target audience
Page 35	Customer journey

# SWOT

## STRENGTHS

Central location in the centre of the town  
 Good will of community and public support  
 Safe and secure environment  
 Unique architecture and heritage attraction  
 Leisure attraction  
 Venue/performance space  
 Nostalgia and fond memories

## WEAKNESSES

Not traded since 2016  
 Declining town centre footfall  
 Difficult access to upper floors  
 Size of units challenging ROI  
 Insufficient funds for support agencies  
 Potential accessibility issues (steps into units)  
 Limited passing trade

## OPPORTUNITIES

Media interest  
 To re-route pedestrians through the Arcade  
 Significant local support from residents,  
 Evidence of retailer demand from 45 expressions of interest in shops,  
 1700 Facebook followers  
 Report commissioned (AspinallVerdi) recognises demand for small units  
 Examples of successful 'indie' Arcade developments elsewhere  
 Work in partnership with local community  
 Attracting entrepreneurial retailers that sell on line as well  
 Using pop-up shops as drivers for events  
 Using events in the Arcade passageway and Events room to raise the  
 profile and attract residents - creating unique reasons to visit  
 Building an Arcade that fuses the different cultures & communities  
 Creating a movement of supporters through the community share  
 Using the Arcade as levers to attract people back to town  
 Need to work closely with market management  
 Working with all other bodies & stakeholders  
 Exploiting the quality of the Arcade and other heritage buildings in the  
 town centre to make Dewsbury a West Yorkshire destination  
 Catalyst for change in Dewsbury

## THREATS

Lack of retail mix (determined by size of units)  
 Town centre decline over last 10 years  
 Growth in online shopping  
 Lasting impact of Covid  
 Cost of living crisis  
 Pedestrian footfall has declined dramatically  
 30% of town centre properties vacant  
 Area lags behind on a range of socio-economic and  
 environmental measures  
 Ageing population  
 Start ups need more support/higher risk  
 Negative perceptions of Dewsbury  
 Rise in out of town retail with free parking  
 Improved offer in surrounding towns and cities

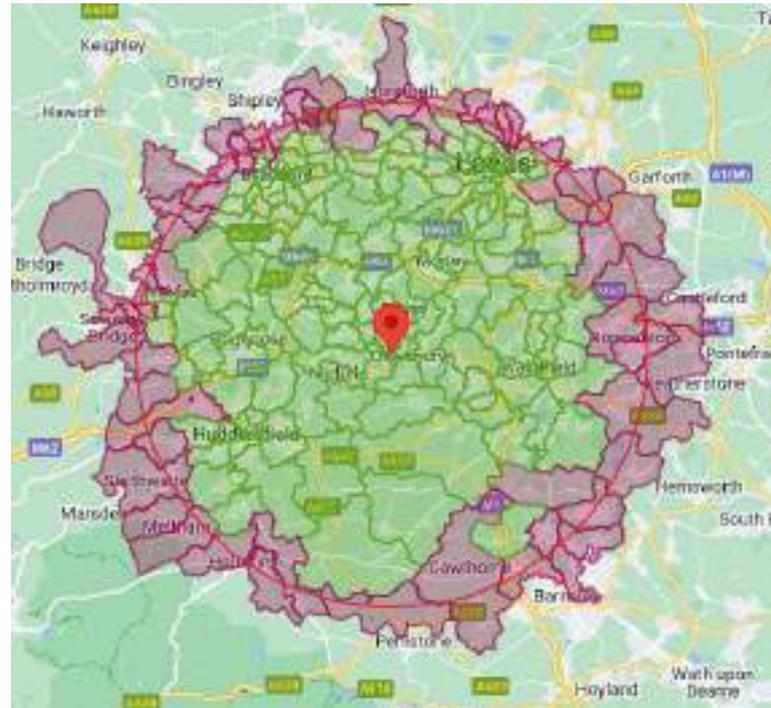
# Catchment area

## *Suggested primary and secondary catchment areas.*

Dewsbury is surrounded by larger cities and towns with strong retail offers and night time economy. To avoid wastage on our marketing and communication efforts, we can create a primary catchment zone within 5 miles, and a secondary catchment within 10 miles. These maps have been created using postcodes within the 5 and 10 mile radius, that correspond with those taking part in the online survey - so we know people are engaged/interested.



Primary catchment - 5 miles



Secondary catchment - 10 miles

### **Engaged postcodes:**

BD11  
BD19  
HD3  
HD6  
LS26  
LS28  
WF1  
WF10  
WF12  
WF13  
WF14  
WF16  
WF17  
WF2  
WF4  
WF5

# Target audience

*Acorn categories and groups based on postcode and area profile.*

CATEGORY 3 - COMFORTABLE COMMUNITIES	CATEGORY 4 - FINANCIALLY STRETCHED	CATEGORY 5 - URBAN ADVERSITY
<p>This category contains much of middle-of-the-road Britain. All life stages are represented in this category. Many areas have mostly stable families and empty nesters. There are also comfortably off pensioners, living in retirement areas around the coast or in the countryside and sometimes younger couples just starting out on their lives together. Most houses are semi-detached or detached, and overall of average value for the region. Incomes overall. Those better established might have built up a degree of savings or investments. Employment is in a mix of professional and managerial, clerical and skilled occupations. Educational qualifications tend to be in line with the national average. Most people are comfortably off. They may not be very wealthy, but they have few major financial worries.</p>	<p>This category contains a mix of traditional areas of Britain. Housing is often terraced or semi-detached, a mix of lower value owner occupied housing and homes rented from the council or housing associations, including social housing developments.. There tends to be fewer traditional married couples than usual and more single parents, single, separated and divorced people than average. Incomes tend to be well below average. Although some have reasonably well paid jobs more people are in lower paid administrative, clerical, semi-skilled and manual jobs. Unemployment is above average as are the proportions of people claiming other benefits. Some are likely to have been refused credit. Some will be having difficulties with debt. These people are less likely to shop online or research using the internet, although will use the internet socially.</p>	<p>This category contains the most deprived areas of large and small towns and cities across the UK. Household incomes are low, nearly always below the national average. The level of people having difficulties with debt or having been refused credit approaches double the national average. The numbers claiming Jobseeker's Allowance and other benefits is well above the national average. Levels of qualifications are low and those in work are likely to be employed in semi-skilled or unskilled occupations. Properties tend to be small and there may be overcrowding. Over half of the housing is rented from the local council or a housing association. There are a large number of single adult households, including many single pensioners, lone parents, separated and divorced people. There are higher levels of health problems in some areas. These are the people who are finding life the hardest and experiencing the most difficult social and financial conditions.</p>
H Steady neighbourhood	L Modest means	O Young hardship
I Comfortable seniors	M Striving families	P Struggling estates
J Starting out	N Poorer pensioners	Q Difficult circumstances

## Key stats:

Dewsbury population 66,000+  
 50% female / 50% male population in Dewsbury  
 52% White / 44% Asian / 4% made up of other ethnic groups  
 26% aged between 45 and 64 / 25% aged between 25 and 44

## Source:

[City Population](#)  
[Kirklees Fact Sheet](#)  
[Kirklees Socio economic Assessment](#)  
[Acorn data](#)

# Target audience

*From digital channels - Facebook & Instagram.*

CHANNEL	FACEBOOK (1,700 followers)	INSTAGRAM (250 followers)
GENDER	65.9% female 34.1% male	63.1% female 36.9% male
AGE	45-54 year olds 35-44 year olds 55-64 year olds 25-34 year olds 65+ year olds 18-24 year olds	45-54 year olds 35-44 year olds 25-34 year olds 55-64 year olds 65+ year olds 18-24 year olds
LOCATION	Dewsbury Batley Mirfield Ossett Heckmondwike Leeds Liversedge Wakefield Huddersfield Bradford	Dewsbury Batley Mirfield Ossett Leeds

# Customer journey

*Ensuring we engage every step of the journey for maximum footfall and sales.*

DATA	INFLUENCE	CONNECT	SALES	ANALYSIS	ADVOCACY
Our shopper engagement journey starts with gathering data on our customers.	Using this data, we communicate across the omni-channel environment with our customer to influence where they shop, how they shop and how often.	Now we have our customer and we start to actively engage with them physically and digitally.	We convert engagements into sales. .	We analyse all available data throughout this process to develop future marketing delivery.	The ultimate success! Using this to drive loyalty and new trial.



# Chapter 4 - *Strategic thinking*

# Strategic outline

## Bringing The Arcade in Dewsbury back to life.

Kirklees Council and The Arcade Board understand today's retail challenges and ever-changing consumers, and are striving to bring the asset back to life by making The Arcade relevant to today's shopper.

The Arcade in Dewsbury is on a path of evolution both in terms of what it physically is as a product and how it is perceived. A journey that will build momentum as the sum of parts come together in the coming 18-24 months.

Collectively those involved know that shoppers demand better experiences. They also value tenant relationships so they can work together with tenants in creating places where people want to shop, dine and relax.

The project team have spent time getting closer to the target customer, understanding who they are, and what they need and want. They have also looked at ways to be a better, a more relevant place, and being a catalyst for change in Dewsbury.

This understanding of the opportunity for The Arcade has been key to creating the vision, played out in a place with a strong role in the retail hierarchy of Dewsbury, creating both a better social space and a relevant experience.

This section sets out the strategy and brand vision for The Arcade.

# Strategic vision

THE ARCADE WILL BE FILLED WITH  
**'LOCAL BUSINESSES FOR LOCAL PEOPLE'**

AN OLD ARCADE BROUGHT BACK TO LIFE  
RISING OUT OF A VICTORIAN PAST.

IT'S UNIQUE OFFER, FEATURING LOCALLY MADE GIFTS, COSY  
PLACES TO EAT, FRIENDLY PLACES TO MEET, ALONGSIDE  
CREATIVE STUDIOS MEANS THAT IT WILL BREATHE A NEW LEASE  
OF LIFE PACKED FULL OF IDEAS, INSPIRATION AND ~  
REASONS TO VISIT.

THE ARCADE IS THE NEW PLACE TO BE IN DEWSBURY,  
AND IS PROUD TO BE PART OF ITS HISTORY.

# Strategic thoughts

**It appears that the negativity and frustrations are with Dewsbury as a whole, there is positivity and support towards the vision for The Arcade.**

## **CHANGING PERCEPTIONS**

One of the toughest things to do is to change perceptions, especially when perceptions are so low - the only way is up?

## **CHANGING HABITS**

Along with perceptions, we must change habits - habits created by out of town retail, frustrations and not forgetting the impact of Covid and online shopping ...

## **RELEVANT REASONS TO VISIT**

We can't be everything to everyone, we also can't please everyone - therefore we must identify relevant reasons to visit for our target audience.

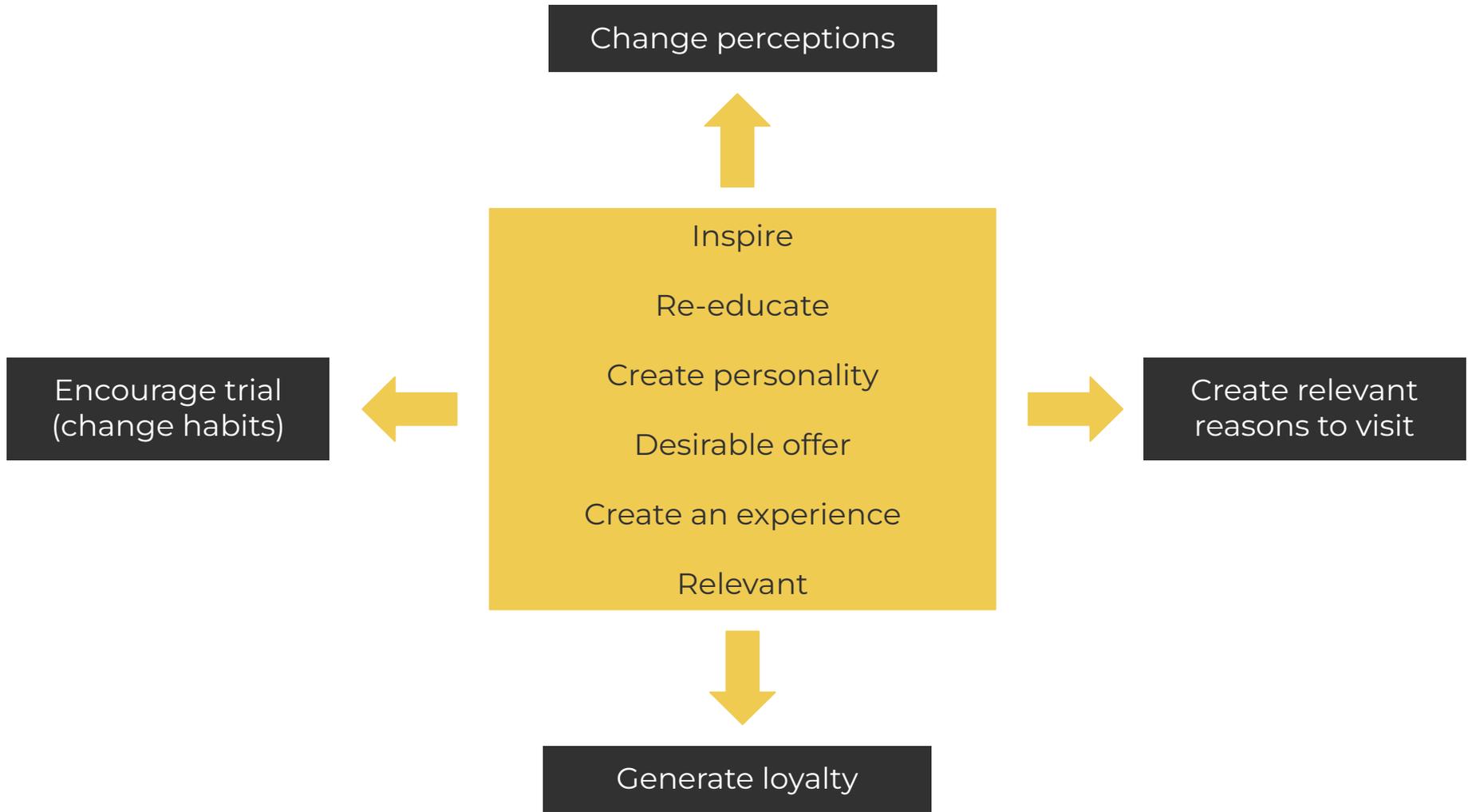
## **BELIEVABILITY**

Locals are frustrated that promises are made, but things never happen, people have lost hope - The Arcade project needs to be believable.

## **NOSTALGIA**

A butcher, a baker, a candlestick maker -  
Can nostalgia help bring The Arcade back to life?

# Strategic intentions



# Strategic expression

## There's always a reason ...

There's always a reason is about giving our future customers, a reason to come to The Arcade. The asset and it's tenants with their products, alongside marketing and communication creates all the reasons to visit:

**The offer**  
**The experience**  
**Social reasons**  
**Practical reasons**  
**Desirable reasons**

It creates the perception there are lots of reasons and ways to use The Arcade, giving our local Dewsbury shoppers better reasons to stay in Dewsbury and surprising our non-visitors with reasons they might not have realised are relevant to their retail, food and leisure requirements.

## THERE'S ALWAYS A REASON TO VISIT THE ARCADE

The Arcade is for someone like me  
It has what I need  
I like it, it feels right  
It's convenient  
Things are happening  
Things are changing  
There's lot of exciting things  
It's fresh  
It's friendly  
I like spending time there  
I would recommend it to my friends and family  
It has enhanced Dewsbury

## AND WE WILL CONTINUE TO GIVE YOU MORE REASONS TO VISIT

# Strategic timescales

PHASE	BUILDING THE FOUNDATIONS	PRE-LAUNCH (PLACEMAKING)	LAUNCH	POST-LAUNCH
<b>TIMINGS</b>	Happening now!	Q3 2023	Q4 2024	Q1 2025 and beyond
	Understanding perceptions	Changing perceptions	Encouraging trial	Generating loyalty
	<p>Research, visioning, planning</p> <p>Identifying target audiences</p> <p>Developing a relevant place and reasons to visit</p> <p>Gaining support</p>	<p>Retail leasing</p> <p>Placemaking</p> <p>Further research</p> <p>Further brand development</p> <p>Believability/trust</p> <p>Gaining support</p>	<p>New customer profile, positioning and targeting</p> <p>Gaining support</p>	<p>Launch full comms and marketing plan</p> <p>Changing habits</p> <p>Gaining support</p>

# The Arcade is ...

NEW COMMUNITY SPECIAL  
PROUD INSPIRING FRIENDLY UNIQUE HISTORY HERITAGE  
CULTURAL  
FOOD ART FUN SURPRISING  
DEWSBURY A PLACE TO MEET  
SOCIAL LOCAL THE PLACE TO BE

# The Arcade's DNA

## COMMUNITY

PEOPLE  
ACTIVITY  
FOCAL POINT



SOCIAL

## CULTURE

HERITAGE  
CHARACTER  
IDENTITY



SENSE OF  
BELONGING

## COMMERCE

WORK  
BUSINESS  
IDEAS



INSPIRE

## COMFORT

UNIQUE  
SAFE  
ACCESSIBLE



EXPERIENCE

# The Arcade as a household brand



**ENJOYABLE, GENERATIONAL, LOCAL,  
RELIABLE, FAMILY STAPLE, SOCIAL,  
FRIENDLY, TRADITIONAL, ESSENTIAL, HAPPY,  
COMFORT, WARM, APPROACHABLE,  
CONVENIENT, GOOD VALUE**



# Chapter 5 - *Marketing delivery*

# Overview of delivery

*Key project milestones that create the marketing phases and an overview on how the marketing initiatives and campaigns could be delivered.*

PHASE	PRE-LAUNCH (PLACEMAKING)	LAUNCH	POST-LAUNCH
<b>TIMINGS</b>	Q3 2023	Q4 2024	Q1 2025 and beyond
<b>OBJECTIVES*</b>	Raise awareness Encourage trial Change perceptions Believability Community support	Encourage trial Change perceptions Generate footfall Generate spend Community engagement	Generate loyalty Brand ambassadors Increase footfall Increase spend Community partnerships
<b>CHANNELS</b>	<u>Online</u> Website Database Facebook/Instagram/Twitter Paid for advertising (Facebook & Google) PR <u>Physical</u> Onsite POS Onsite low key events	<u>Online</u> Website Database Facebook/Instagram/Twitter Paid for advertising (Facebook & Google) PR <u>Physical</u> Onsite POS Onsite launch event Print advertising Door drop	<u>Online</u> Website Database Facebook/Instagram/Twitter Paid for advertising (Facebook & Google) PR <u>Physical</u> Onsite POS Onsite events Print advertising Loyalty scheme
<b>STAKEHOLDERS</b>	Schools/college / Local clubs/groups / Local services / Charities		

\*Objectives to be made measurable for each element of delivery

# Key themes and trends

*From the research carried out, the following keywords and themes should be considered in the marketing delivery and communication.*

**Affordability** - cost of living crisis

**Believability** - broken promises, bored, fed up

**Accessibility** - to The Arcade and it's tenants

**Attractability** - giving people reasons to come

**Safety** - creating a safe and friendly environment

**Sustainability** - taking care of the environment

**Pride** - putting pride back in Dewsbury

**Welcoming** - to encourage first time/repeat visits

**Inclusivity** - ensuring all backgrounds are welcome

**Connectivity** - with the local community

**Creativity** - to celebrate the town

**Nostalgia** - to acknowledge the history and memories

# Placemaking

*The placemaking phase is a chance to get the local community involved, and is vital to ensuring The Arcade is a success from the day it opens.*

<b>Placemaking is</b>	<b>Placemaking is not</b>
About creating places people love	About delivering a master plan
People-focused	Just based on what experts think
Inclusive and collaborative	Just about the outcomes
Visionary but practical	Controlling or one-dimensional
Flexible and adaptable	Static and unchanging

# Pre-launch delivery



School trips



Win a shop campaign



Meet the maker content



Hoarding projects

# Launch delivery



VIP launch (thank you) event



An instagrammable entrance



Victorian theme



Community bench project



Look up



Look down

# Post-launch delivery



Key trading activity to generate smiles



Design bunting competition



Busking / live music



Cultural activity and festivals



Loyalty reward club



Knit and natter events

**Yarn bombing**



**Building projections**



**Additional ideas**



**Recycled art**



**Community beehive (and make honey)**

**Get to know The Arcade**



**Community piano**

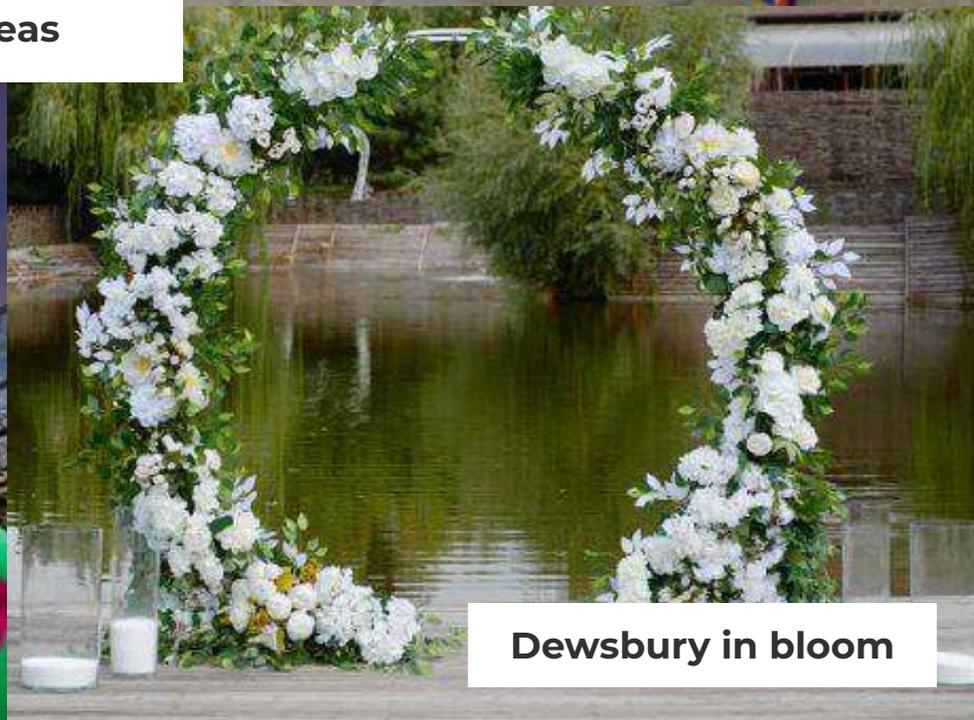


**Additional ideas**

**Monster or dino invasion**



**Dewsbury in bloom**



# Communications

*Communication should address 3 key areas across multiple platforms, ensuring we're putting The Arcade and tenants first, but also supporting the local community and tackling the more serious issues.*

OUR PLACE	OUR COMMUNITY	OUR STRUGGLES
<p>Unique heritage</p> <p>20 x units 8 x studios</p> <p>Shop</p> <p>Dine</p> <p>Meet friends and family</p> <p>How to get to us</p> <p>Tenant opening hours</p> <p>Events calendar</p> <p>Key trading</p>	<p>Memories</p> <p>Supporting local businesses</p> <p>Giving back to the community</p> <p>Charity awareness</p> <p>Staff &amp; local heroes</p> <p>Competition winners</p> <p>Money raised for charity</p> <p>Stakeholders (e.g. Council)</p> <p>Local news stories</p>	<p>Environment (encourage the public to be eco-conscious with The Arcade's own growth)</p> <p>Unemployment (job vacancies)</p> <p>Education (educational events)</p> <p>Money struggles (promote value and offers)</p> <p>Loneliness (events and initiatives in The Arcade)</p> <p>Accessibility &amp; Inclusivity (making The Arcade a safe space for all)</p>

# PR

*PR is more than just writing a 'press release', it's about strategically managing The Arcade's reputation and beyond.*

A proactive approach should be taken to plan as many stories in advance as possible, for things that are date specific or happen regularly, like Christmas and school holidays.

However, as the last 2 years have shown us, PR needs to be reactive with what is happening in The Arcade and it's community's lives.

## **Who is the voice?**

- Board members
- The Arcade tenants
- Stakeholders (local communities, local charities)

## **What is the message?**

- Bringing The Arcade back to life - how, why, when, what, who, where
- New tenant openings
- Campaigns, initiatives and events
- ESG, unemployment, education, money struggles, obesity, loneliness

## **Who are we talking to?**

- Local shoppers, people working in Dewsbury, valued supporters, community groups & business owners
- Via local news outlets
- Via online blogs & influencers

## **Channels**

- B2C - In centre, website, local press including print, online, radio and TV
- B2B - LinkedIn, retail real estate titles

# Partnerships

*The Arcade will be positioned as the heart of The Dewsbury and be a catalyst for change, therefore local partnerships are key to making this happen.*

Throughout the placemaking and launch phases, developing existing and building new relationships with local community groups and charities is vital. There are many ways in which they can be involved, demonstrated in the table below as an example. We want the whole community to see the human side of The Arcade, to see we care about their needs and we are here to help meet those needs. Therefore the aim should be to support at least one community group or charity each month.

The board and centre staff should also consider donating their time in their relevant fields to support the tenants and the local community. It could be listening to children read at school or arranging a litter pick. This is not only a great way to demonstrate The Arcade's passion and support for the community but it is a great team building exercise for the board and centre staff too.

<b>PARTNERSHIP</b>	<b>TACTIC</b>
Schools	Building tours / design competitions
Kirklees College	Challenges to design artwork or furniture / Young Enterprise initiative
Local charities	Providing space (physically and digitally) to help raise awareness and funds
Sports Clubs	Sponsorship / raising awareness or funds
Local artists (Creative Kirklees)	Occupation of the units / challenges to design artwork or furniture
Local musicians	Platform to perform to make our budget go further
Other local services	Police bike marking service / how to save a life / dementia awareness courses

# Media

*Given the broad spectrum of potential shoppers, the media needs to reflect how they consume it.*

## **USING THE DIGITAL TO DRIVE THE PHYSICAL**

The Arcade's digital presence can be adapted to increase reach and engagements, to raise it's brand awareness prior to opening, and footfall and tenant sales post opening. Paid for Facebook, Instagram and Google advertising will be a very useful tool for a relatively small budget with targeted reach to our primary and secondary catchment. .

The paid social media will help amplify organic content and target our key audiences driving our online audience to physical shopping. Google Search, Display and Remarketing ads will help tell stories and influence customer decisions.

## **NOT FORGETTING THE POWER OF PRINT ADVERTISING**

Utilising local print advertising should be considered to reach the older generation that visit the centre and aren't on social media or don't have access to our website - a contra deal might be possible with the local newspaper (or radio station). Printed leaflets could be utilised for door drop marketing to get The Arcade brand in hand.

With a potential loyal, older generation of shoppers, we will look to utilise print media with vouchers/deals/competitions and more offered by the tenants to encourage repeat and frequent visits to The Arcade.

# Content

FACEBOOK	INSTAGRAM	WEBSITE
<p><b>4 posts per week</b> + Stories</p> <p>Tenant related</p> <p>The Arcade initiatives and events</p> <p>Competitions</p> <p>Deal &amp; offers</p> <p>Trends/viral/meme</p> <p>Safety/centre updates</p> <p>Memories</p>	<p><b>4 posts per week</b> + Stories</p> <p>Latest products</p> <p>The Arcade initiatives and events</p> <p>Visually appealing/flat lays</p> <p>Foodie &amp; drink images</p> <p>Trends/viral/meme</p> <p>Meet the staff / artists</p> <p>Memories</p>	<p><b>1-2 blogs per month</b></p> <p>Tenant and/or product focussed</p> <p>The Arcade initiatives and events</p> <p>Links to local website pages</p> <p>Inspiration</p> <p>Key trading themed</p> <p>History of The Arcade</p>
<p>The Facebook tone of voice:</p> <p><b>Friendly, Active, Tenant Focused, Caring for the Community</b></p>	<p>The Instagram tone of voice:</p> <p><b>Desirable, Bright, Visually Appealing, Creative, Adventurous</b></p>	<p>The website tone of voice should be:</p> <p><b>Friendly, Supportive, Informative, Simple, Community focussed</b></p>
<p>Proactive &amp; Reactive</p>	<p>#TheArcadeDewsbury #Dewsbury #Kirklees #BringingTheArcadeBackToLife</p> <p>Proactive &amp; Reactive</p>	<p>Proactive &amp; Reactive</p>

# Influencers

*Micro-influencers aren't typical celebrities. Their audiences are hyper-engaged; ensuring that The Arcade can reach the correct people, in the correct location.*

Using influencers in the marketing strategy will help The Arcade quickly reach its target audience as we know, customers more likely to listen to someone they know and trust. In turn this will increase the Instagram followers.

Influencers will be invited on a regular basis to partner with The Arcade and it's tenants. The influencers might even be the tenants themselves.

We recommend 'gifting' micro-influencers rather than paying them directly as the return on investment is proven more effective. For example we could give them a voucher for a selected tenant and ask them to show their followers their 'haul' demonstrating the range of products and gifts available at The Arcade. It would work the same with the food operators. .

The opportunities and partnerships are endless, and extremely powerful.

# Website & Database

*Digital presence and communication is important for our target audience.  
The information needs to be quick and easy to find, as well as being relevant.*

## **WEBSITE**

Currently The Arcade's website is informative for the stage that it is at. We recommend creating a timeline for the website development to make it more consumer focussed. It should also be mobile optimised as we estimate around 60-70% of people will view it on a mobile device - especially if we utilise paid for Facebook and Google advertising.

Placemaking: future vision / building progress / timescales / who has signed / leasing information / events

Launch: tenant directory / events / history

Post launch: ensuring the information is kept up to date and that blogs are added to keep it fresh

## **DATABASE**

Regular email newsletters to customers gives The Arcade the opportunity to communicate with engaged customers who have expressed interest in The Arcade or are already engaged. We suggest sending monthly newsletters from pre-opening to post opening to highlight The Arcade's progress, signed tenants, alongside campaigns and events to help maximise brand awareness. In turn this will have a positive impact on the believability of the project ensuing support from the early stages.

Other newsletter topics could include:

- New tenant openings
- Community stories and initiatives
- Seasonal gift guides
- Meet the staff / maker

# Research

*It is really important to listen to our customers and find out what they want.*

Which is why a social listening service is recommended. It utilises The Arcade's digital channels to gather anecdotal feedback and is a no cost/low cost alternative to research projects.

By using polls and quizzes, especially on Instagram, it ensures the research is light hearted and engaging, the listening exercise would be able to shape and influence how the marketing budget is spent going forward and could even assist with future lettings.

No cost/low cost surveys quarterly utilising Google Forms via the database and Facebook would create an even better understanding of what our future shoppers and tenants like/dislike about The Arcade.

*(this after all how we received over 700 responses to the online survey that helped us create this document)*

# Measurement

*Key performance indicators and measurement from marketing initiatives and campaigns.*

We will carefully measure the results of marketing efforts through a variety of channels and key performance indicators based on what data and information is available.

Measurable objectives will be set against each deliverable and benchmarked on industry standards or industry knowledge.

KPI's can include, but are not limited to:

- Turnover of tenants
- Car park figures (if available)
- Footfall counters (if available)
- SoMe engagements
- Website visits
- Database stats
- PR coverage
- Advertising reach and engagements
- Tenant participation
- Competition participation numbers
- Google analytics
- Tenant feedback/satisfaction
- Customer feedback/satisfaction
- Positive sentiment
- Community involvement
- Monies raised for charity

The above measurements will then be delivered back in the requested format and at the requested frequency.

We recommend that digital reports should be created monthly, and that each initiative or campaign has its own evaluation.

# Budget breakdown

*An indication of how the £30,000 pre-launch and launch budget could be spent.*

PHASE	PRE-LAUNCH (PLACEMAKING)	LAUNCH
TIMINGS	Q3 2023 12-15 months of activity	Q4 2024 Potential phased opening with tenants in smaller units trading for Christmas 2024
BUDGET	£14,000	£16,000
BREAKDOWN	<p>Retainer <i>To manage social media updates, write 1 x PR and 1 x website blog, set up surveys, community conversations from marketing perspective, monthly marketing report/summary</i></p> <p>Media <i>Paid for Facebook &amp; Google advertising</i></p> <p>Website amends <i>To adapt the website for opening</i></p> <p>Hoarding design &amp; print <i>To communicate what is happening</i></p> <p>Buffer <i>For any misc marketing ideas/events</i></p>	<p>VIP launch night <i>Food, drink &amp; entertainment</i></p> <p>Community launch event <i>Weekend or week to encourage visits, spend and engagements</i></p> <p>Media <i>For paid for digital, print and radio advertising to reach all audiences</i></p> <p>Retainer <i>As per column to left</i></p> <p>Mini events <i>In partnership with tenants or community partners</i></p> <p>Buffer <i>For any misc marketing ideas/events</i></p>
	<p>£6,000 (£500 per month)</p> <p>£1,500 (£100 per month)</p> <p>£1,500</p> <p>£4,000</p> <p>£1,000</p>	<p>£2,000</p> <p>£6,000</p> <p>£4,000</p> <p>£1,500 (for 3 months)</p> <p>£1,500</p> <p>£1,000</p>



# Appendix 1 - Online survey

# Questions & methodology

*702 online survey responses received between 18th and 28th November 2022.*

## **Target respondents:**

18+  
Within 10 miles of Dewsbury

## **Method:**

Online survey (via Google Forms)  
Posted on Facebook  
Posted on Instagram  
Email with link sent to database  
Facebook boosted post to reach 18+ within 10 miles  
Survey open 18th - 28th November  
One person picked at random to receive £100 Love2Shop voucher

## **Results:**

702 responses

## **Questions:**

1. To what extent you agree with the following statements:
2. In your opinion, what does Dewsbury need more of?
3. How frequently do you go shopping? (not for food)
4. How frequently do you have a coffee or bite to eat out?
5. What motivates you when deciding where to shop, dine or be entertained?
6. Have you heard of The Arcade in Dewsbury?
7. What do you think about bringing The Arcade in Dewsbury back to life?
8. What facilities would you like to see at The Arcade in Dewsbury?
9. Your postcode:
10. Please indicate your age range
11. Your gender:
12. Your ethnicity
13. Do you require any access or communication support to take part in future activities or events at the Arcade?
14. And finally, please let us know your ideas for bringing The Arcade in Dewsbury back to life, or reasons to keep it closed?

*All data collected and stored following GDPR rules.*

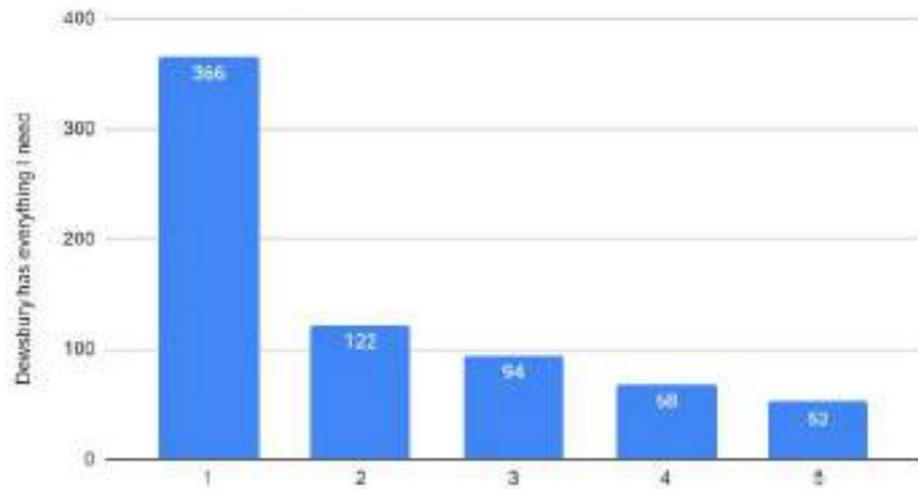
*Those that opted in will be passed onto The Arcade to add to the database.*

# 1. To what extent do you agree with the following statements:

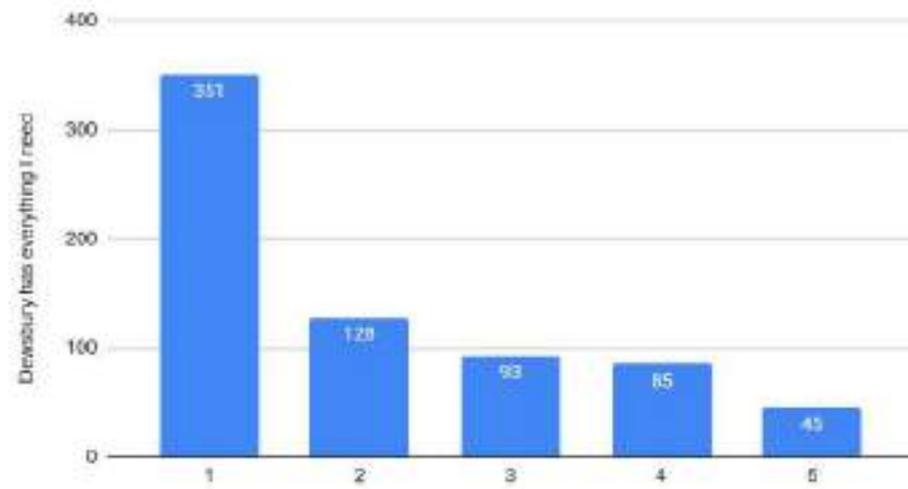
702 responses

1 strongly disagree > 5 strongly agree

Dewsbury has everything I need



Dewsbury has a great atmosphere

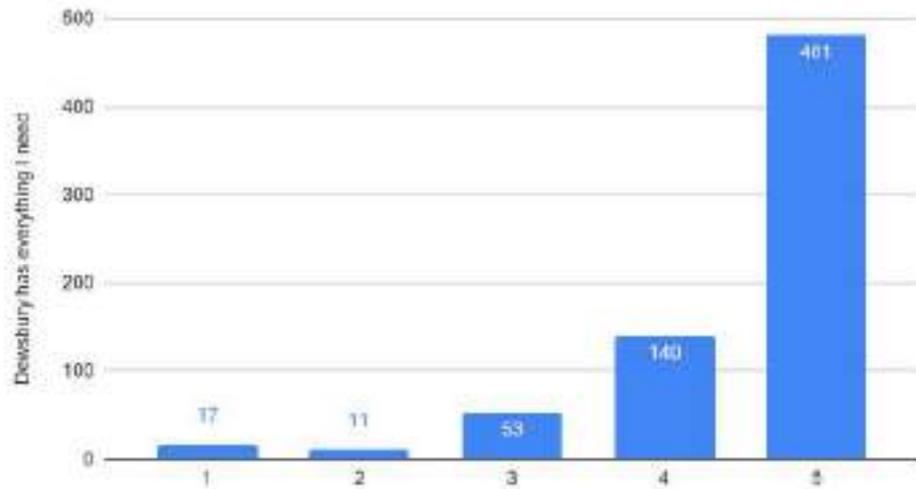


# 1. To what extent do you agree with the following statements:

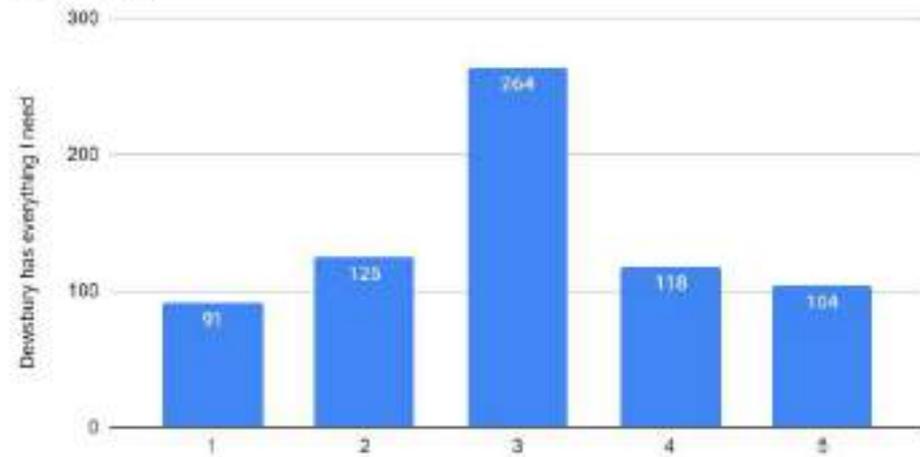
702 responses

1 strongly disagree > 5 strongly agree

We need more shops in Dewsbury



There are plenty of places to have a coffee or a bite to eat in Dewsbury

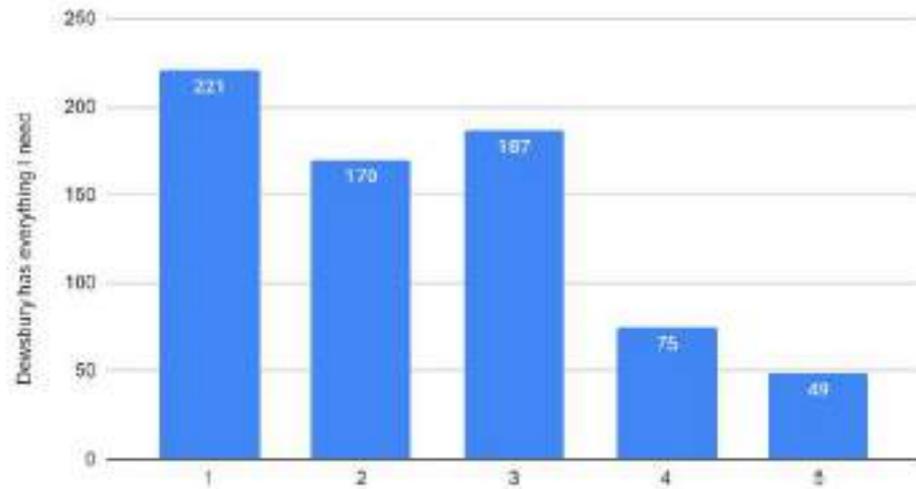


# 1. To what extent do you agree with the following statements:

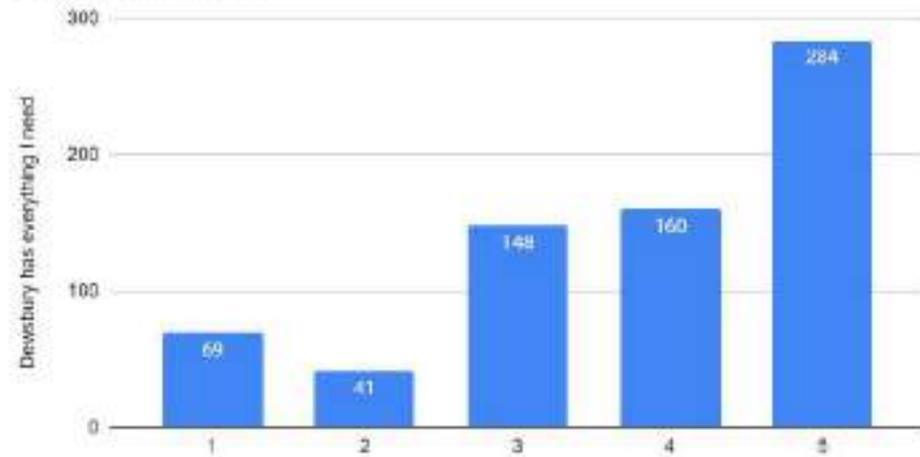
702 responses

1 strongly disagree > 5 strongly agree

Dewsbury has a great line up of cultural events and activities



I love living in Dewsbury but travel elsewhere to be shop, dine or be entertained

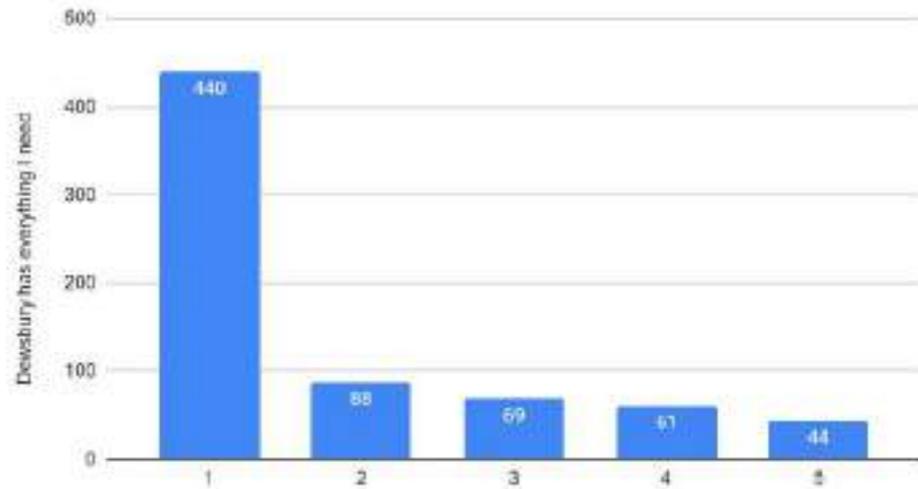


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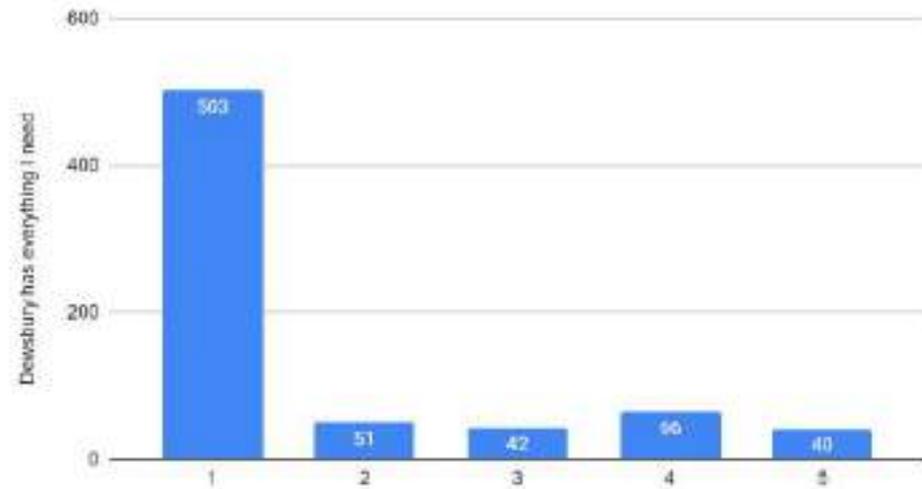
702 responses

1 strongly disagree > 5 strongly agree

I only ever shop in Dewsbury



Dewsbury is a popular tourist destination

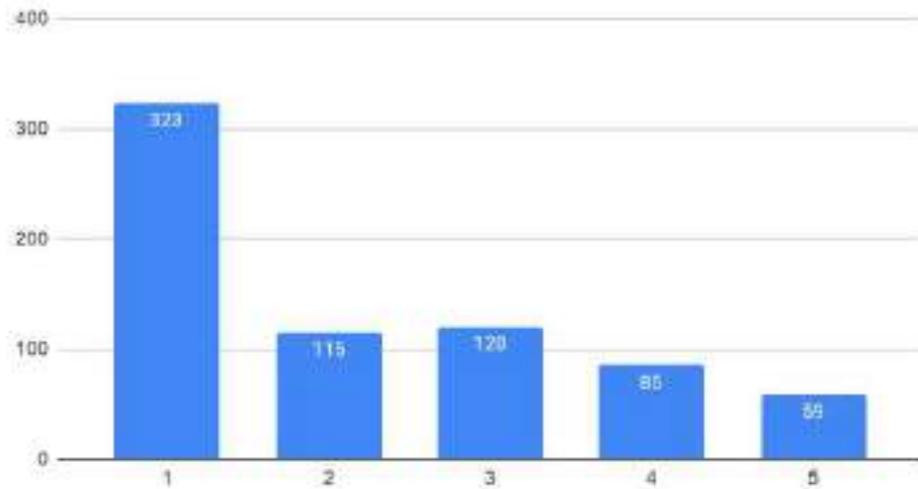


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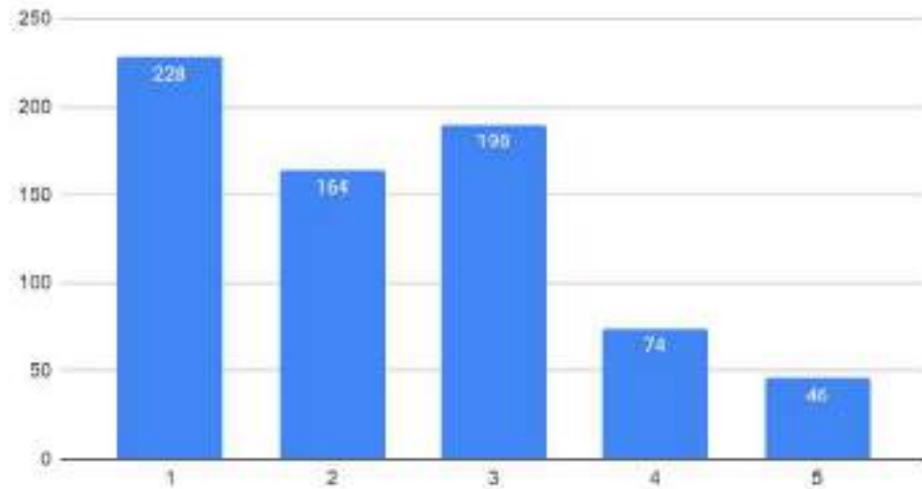
702 responses

1 strongly disagree > 5 strongly agree

Dewsbury attracts a diverse range of visitors to the town



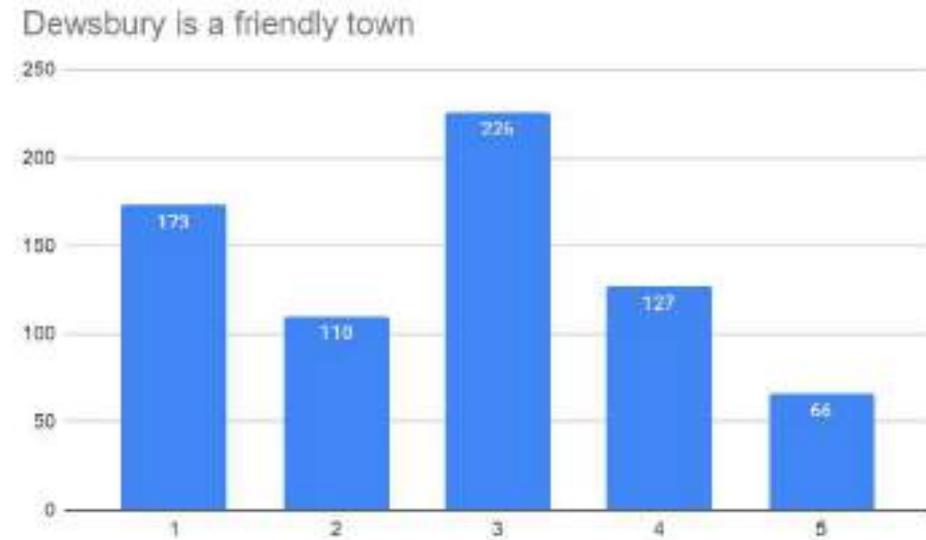
There are plenty of jobs (places to work) in Dewsbury



# 1. To what extent do you agree with the following statements:

702 responses

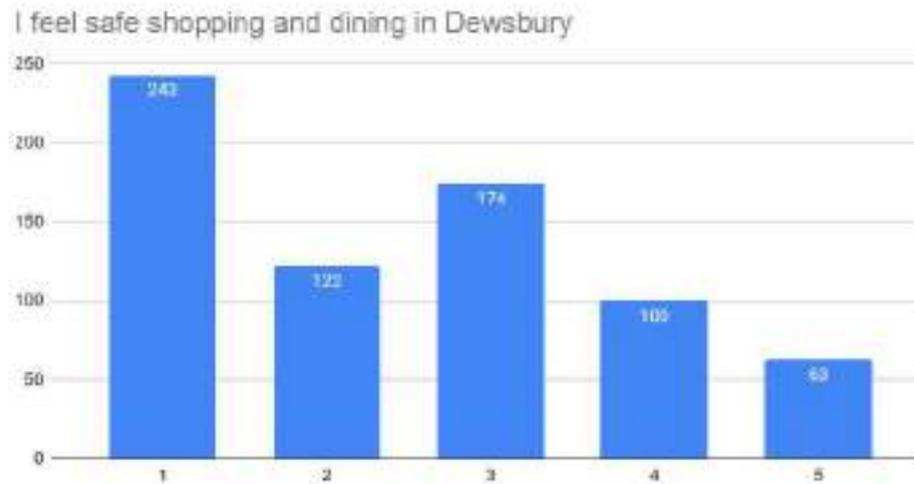
1 strongly disagree > 5 strongly agree



# 1. To what extent do you agree with the following statements:

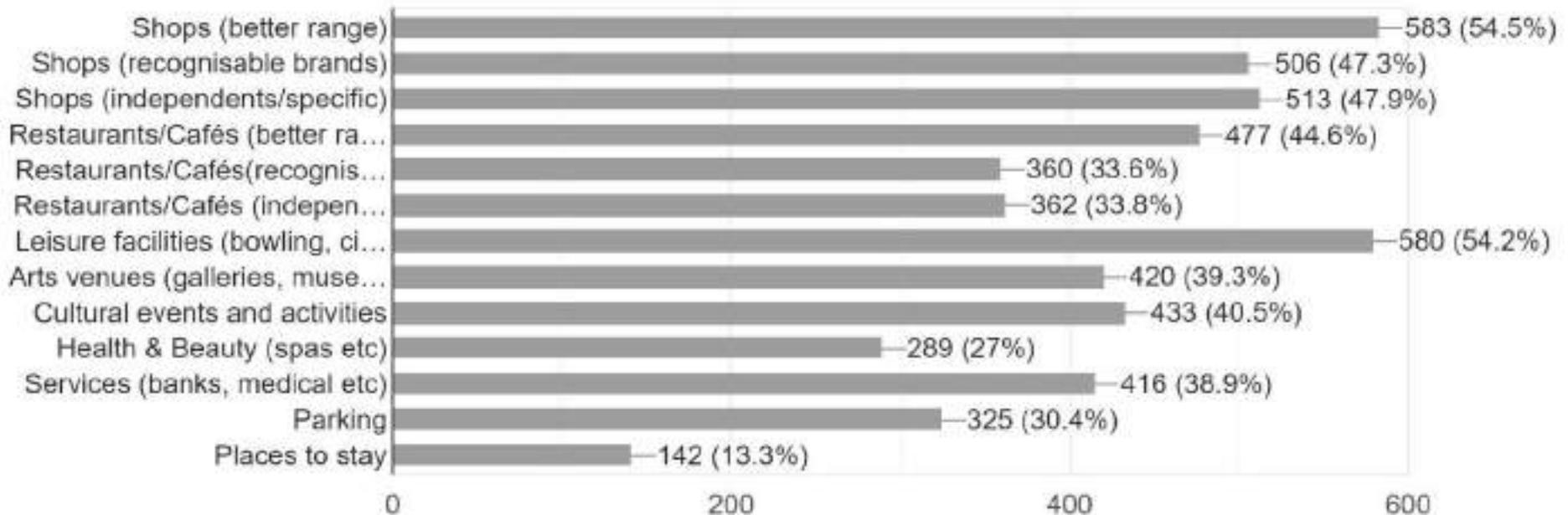
702 responses

1 strongly disagree > 5 strongly agree



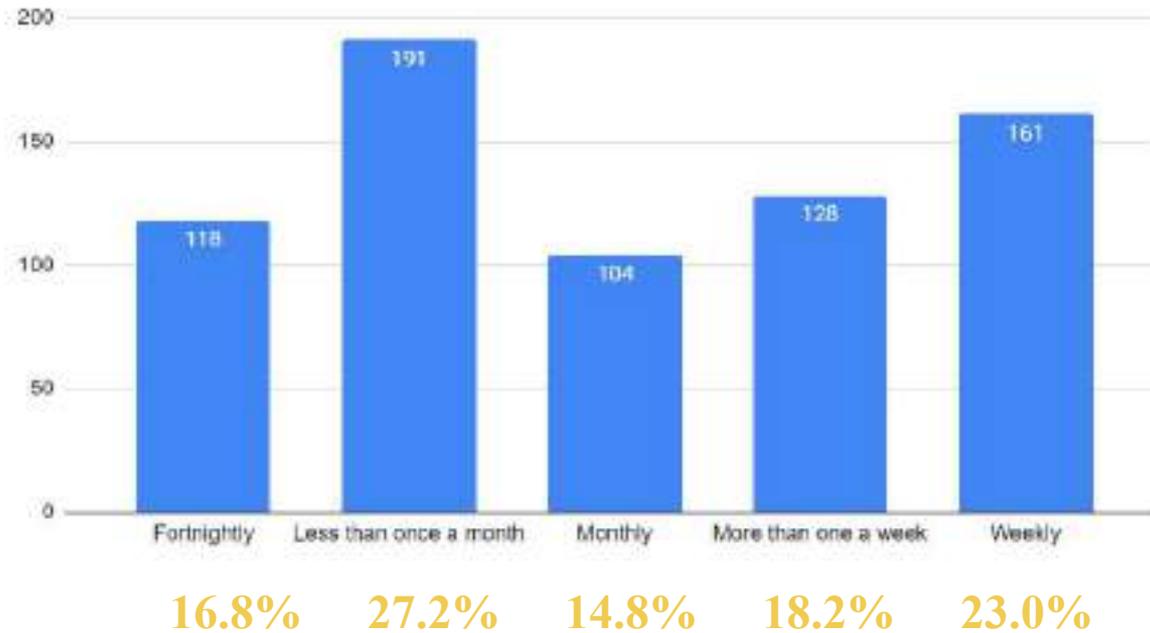
## 2. In your opinion, what does Dewsbury need more of?

702 responses



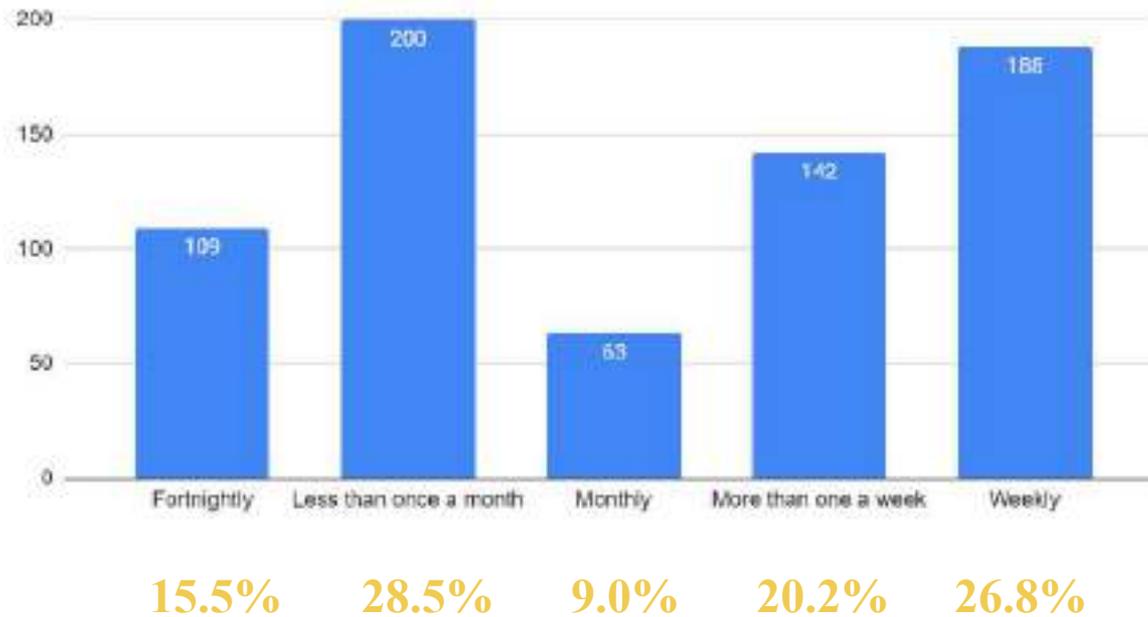
### 3. How frequently do you go shopping? (not for food)

702 responses



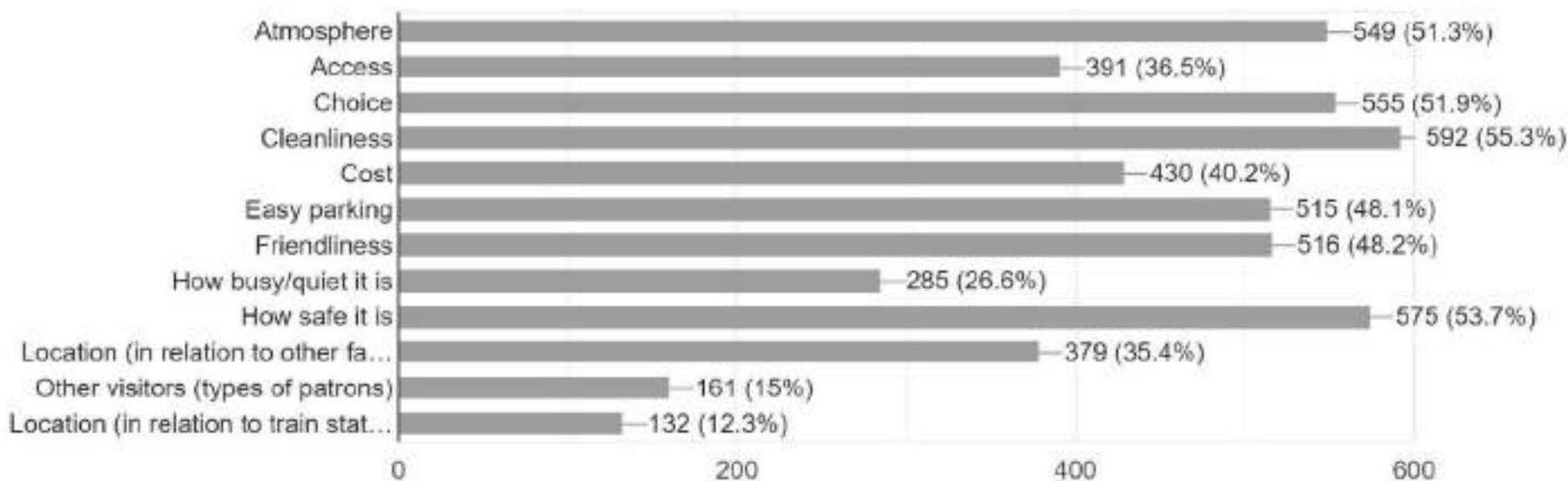
## 4. How frequently do you have a coffee or bite to eat out?

702 responses



## 5. What motivates you when deciding where to shop, dine or be entertained?

702 responses



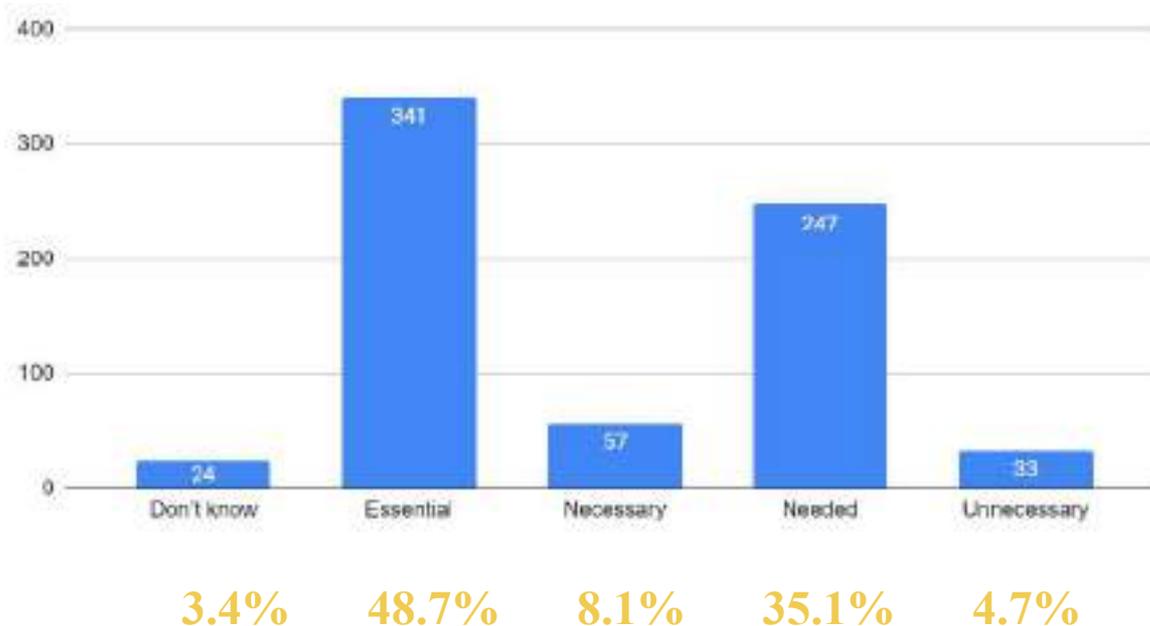
## 6. Have you heard of The Arcade in Dewsbury?

702 responses



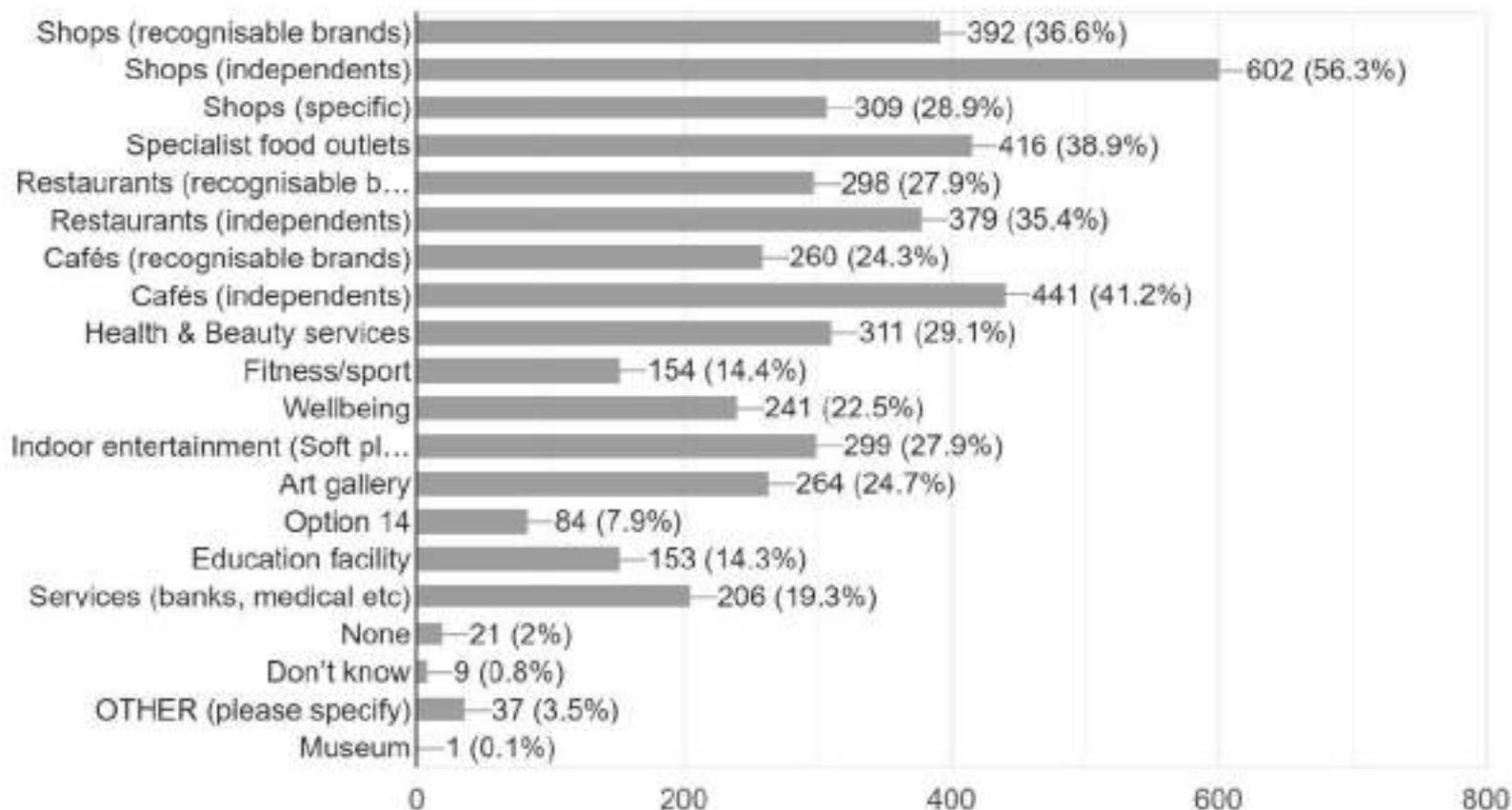
# 7. What do you think about bringing The Arcade in Dewsbury back to life?

702 responses



## 8. What facilities would you like to see at The Arcade in Dewsbury?

702 responses



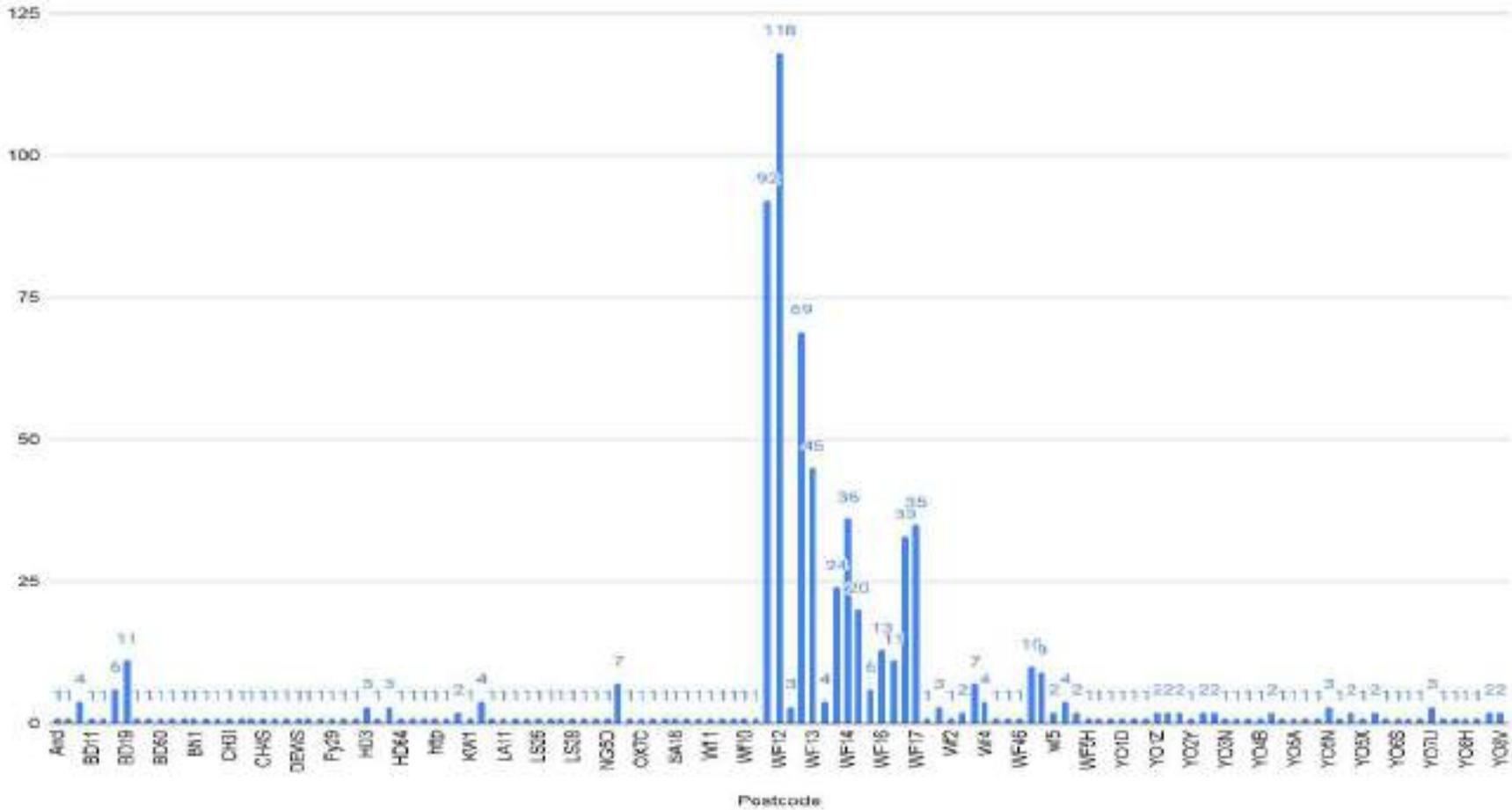
## 8. Other facility comments:

### Condensed, top 10 highlighted

Wine bar	Noodle cafe / chinese restaurant	Apartments would be amazing on the top floor
Pet shop	Bakery	Independent but affordable shops
<b>Gift shop</b>	Delicatessen	A safe hub for children and young people
Jewellers	<b>Co-working spaces</b>	
Butcher	Community theatre space	Short term, affordable "pop up" units rented to artisan or unusual traders, or seasonal shops
<b>Locally made products</b>	Trinket/Steampunk esq	
Ice cream parlour	Antiques	Bodybuilding supplement / health food shop
Alteration shop	<b>Toy shop</b>	Upmarket clothes stores (not chavvy/gangsta)
Local history exhibition	<b>Music shop</b>	
Craft shop	<b>Bar</b>	Independent brands that bring younger ones into the town
<b>Art gallery</b>	Good pub	A usable open workspace, possibly connected to / part of a café
Handbags	Nice crafty gift emporiums	
<b>Haberdasher</b>	<b>Shoe shop</b>	Individual shops more your up market shops no cheap and or tacky shops already plenty of those
Model store	Fashion for English people	
Arts and crafts store	Grocers	More free parking especially on market days, closer to town
<b>Artisan shops</b>	A record shop!	Toilets
Book shop	Eco refills	

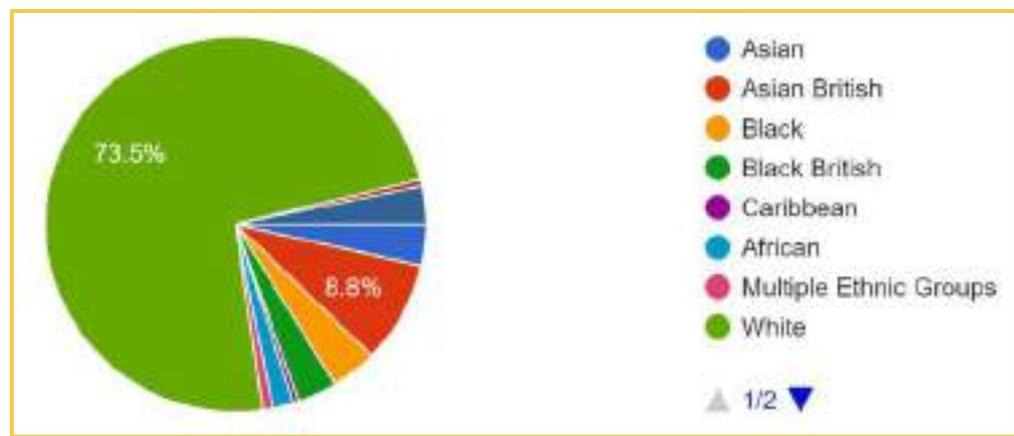
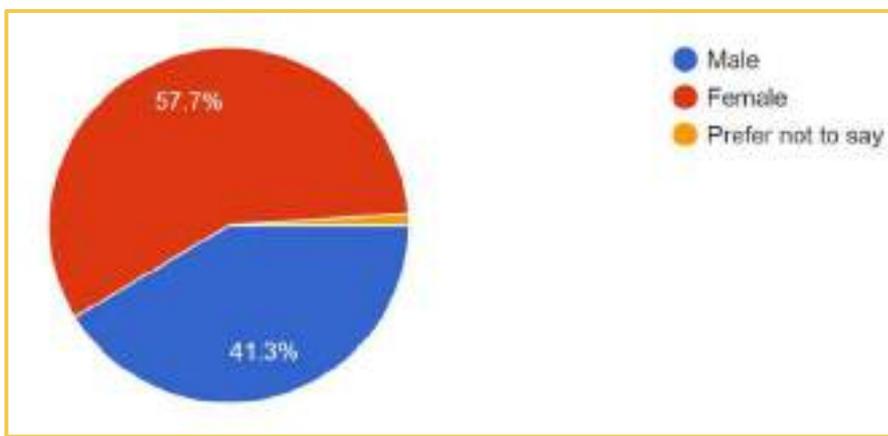
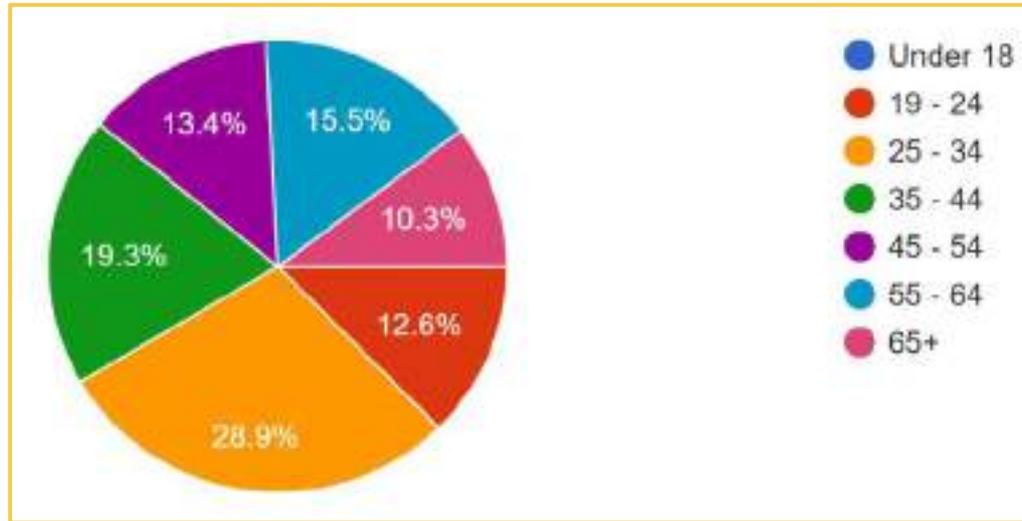
# 9. Postcode

702 responses



# Respondents sample information

702 responses





# Appendix 2 - Face to face survey

# Questions & methodology

*34 face to face interviews took place on the 23rd & 24th November 2022.*

## **Target respondents:**

18+

Visiting or working in Dewsbury on the days that the surveys took place

## **Method:**

23rd November - stall on market

24th November - around the town and by the main entrance to The Arcade

Approaching people over the page of 18

Collecting data on iPad

Listening to stories and taking additional notes

One person picked at random to receive £100 Love2Shop voucher

## **Results:**

34 responses

## **Questions:**

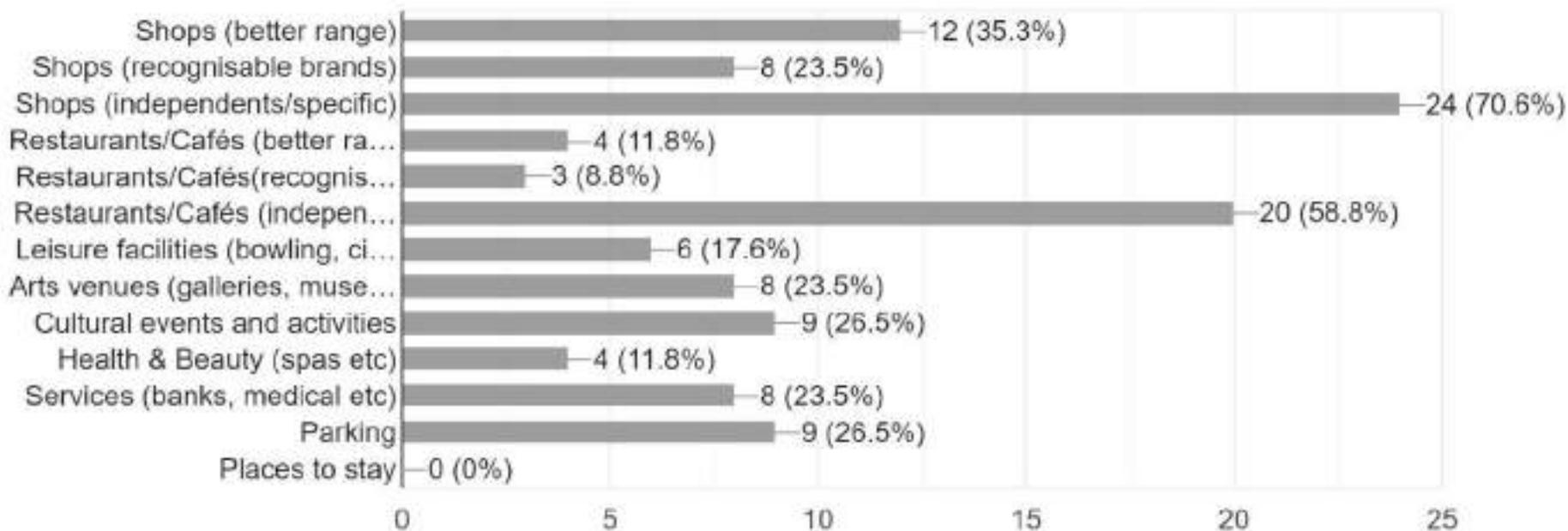
1. In your opinion, what does Dewsbury need more of?
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3. How frequently do you have a coffee or bite to eat out?
4. What do you think about bringing The Arcade in Dewsbury back to life?
5. What facilities would you like to see at The Arcade in Dewsbury?
6. Please let us know your ideas for bringing The Arcade in Dewsbury back to life, or reasons to keep it closed?
7. Your postcode:
8. Please indicate your age range
9. Your gender:
10. Your ethnicity
11. Do you require any access or communication support to take part in future activities or events at the Arcade?

*All data collected and stored following GDPR rules.*

*Those that opted in will be passed onto The Arcade to add to the database.*

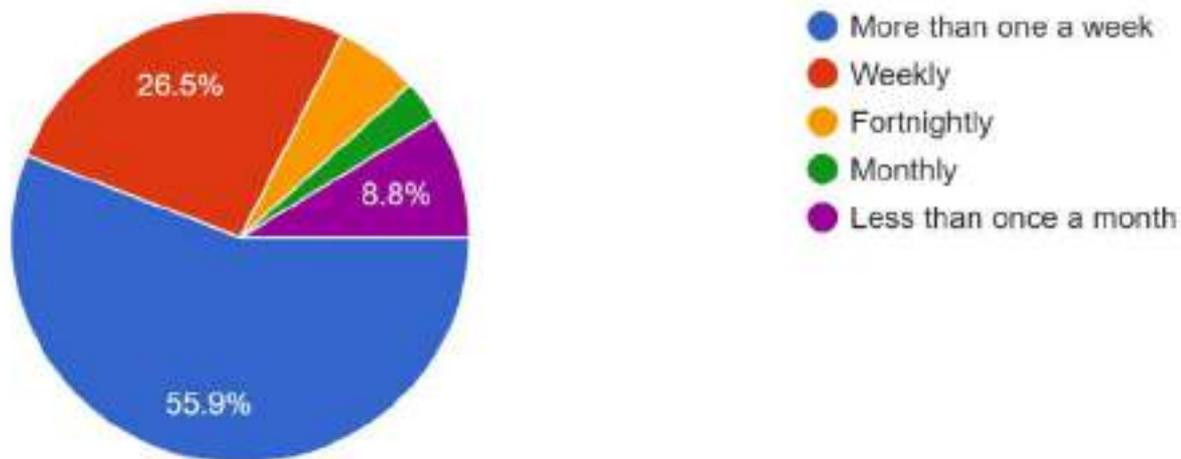
# 1. In your opinion, what does Dewsbury need more of?

34 responses



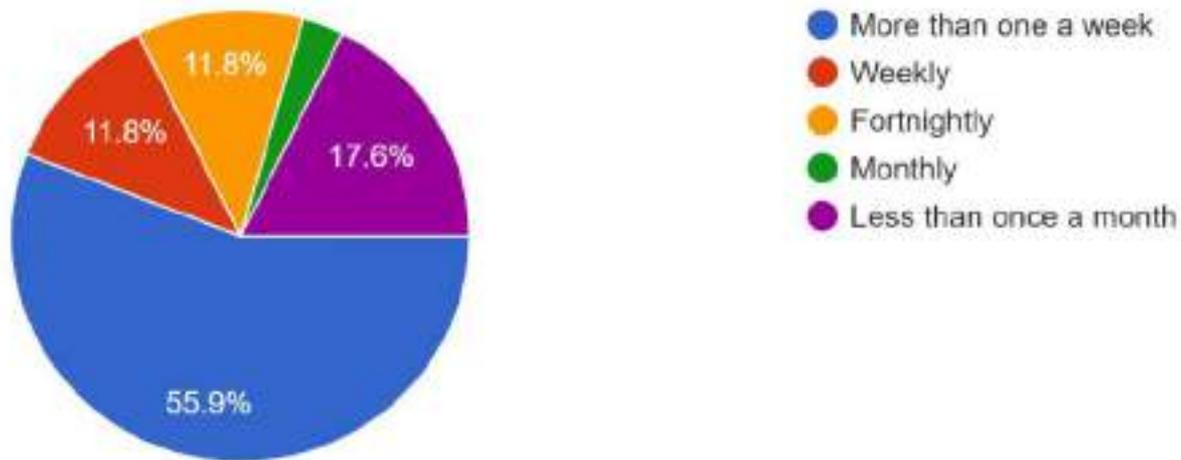
## 2. How frequently do you go shopping? (not for food)

34 responses



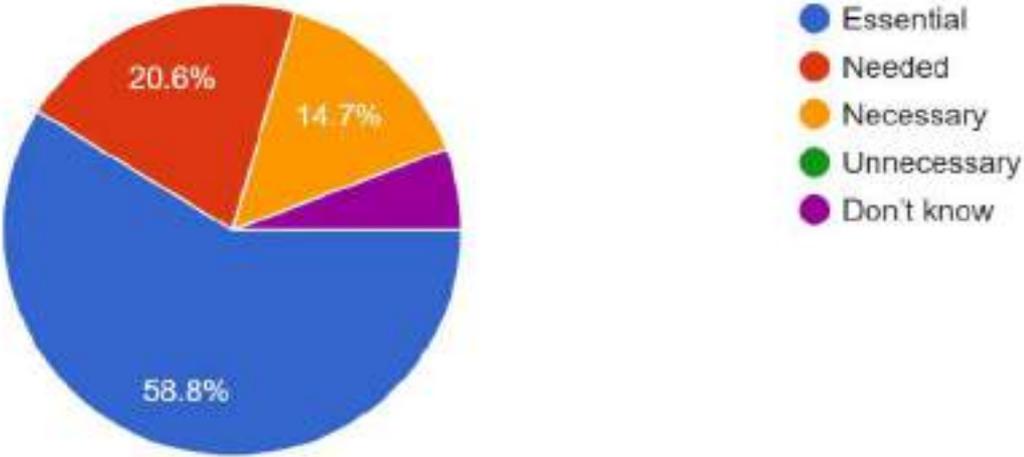
### 3. How frequently do you have a coffee or bite to eat out?

34 responses



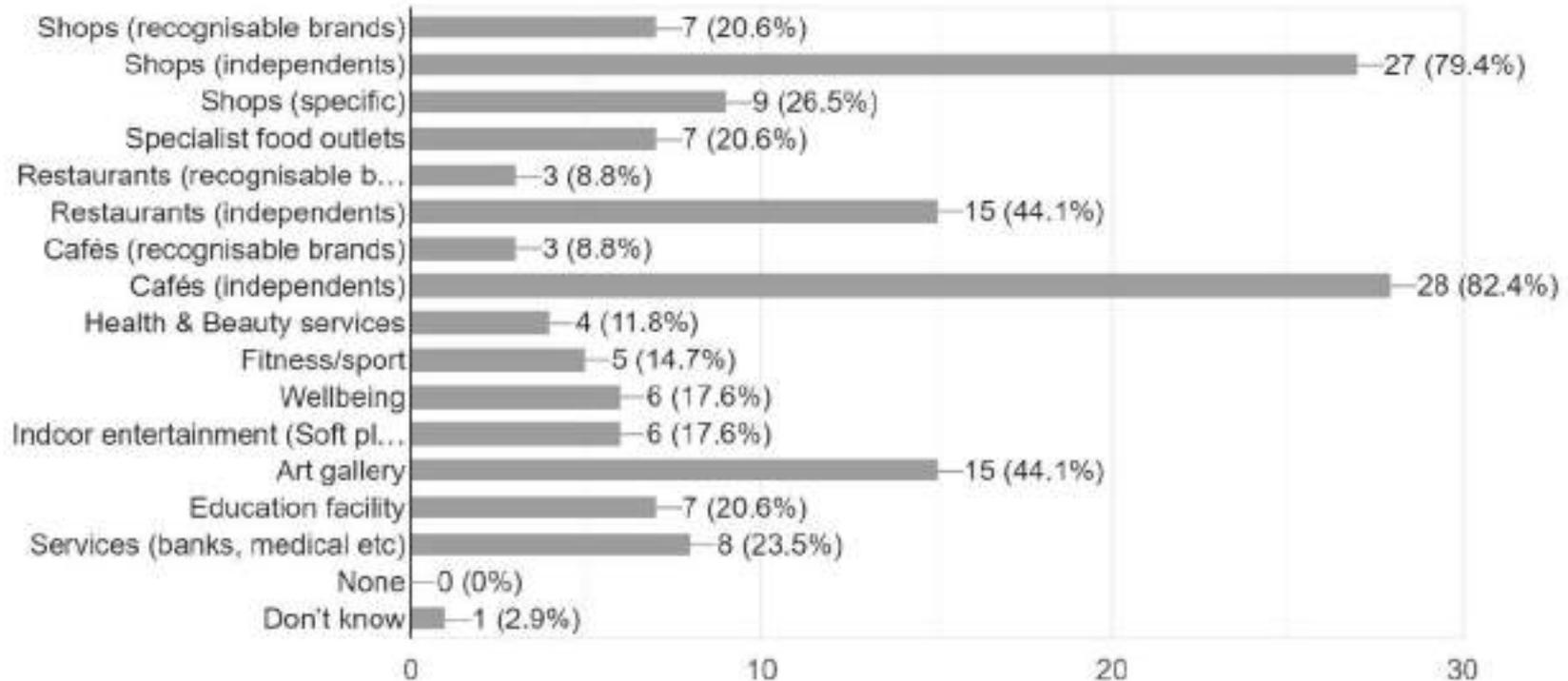
# 4. What do you think about bringing The Arcade in Dewsbury back to life?

34 responses



## 5. What facilities would you like to see at The Arcade in Dewsbury?

34 responses



## 6. Please let us know your ideas for bringing The Arcade back to life?

### General comments (abbreviated)

Make it like it used to be with lots of people

Be nice to have it back

It should have been left as it was

Need more independent and/or unique outlets

Loved the arcade when I was younger

I remember coming here with my Mum, and have a photo of my son in his pushchair

Oh I remember the Record Store

I used to meet my friends in the cafe and would love to do that again

It needs to have something for younger people

As well as the shops and cafes it would be nice to see events

It would be good if it had something to do in the evening, there is a limited choice in Dewsbury

No more foreign food shops, hairdressers, bookies or gambling arcades please

It needs to be friendly and inviting like it used to be

Please make sure it doesn't end up like Princess of Wales precinct

The parking needs to be addressed or that will keep people away

Make sure the shops sell things you can't get online to encourage people back into Dewsbury

The units are small, so that gives you an idea of what can operate in them

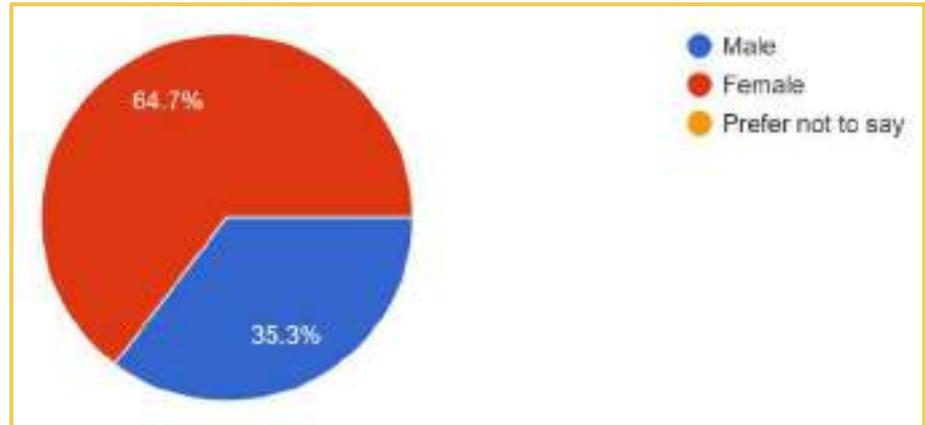
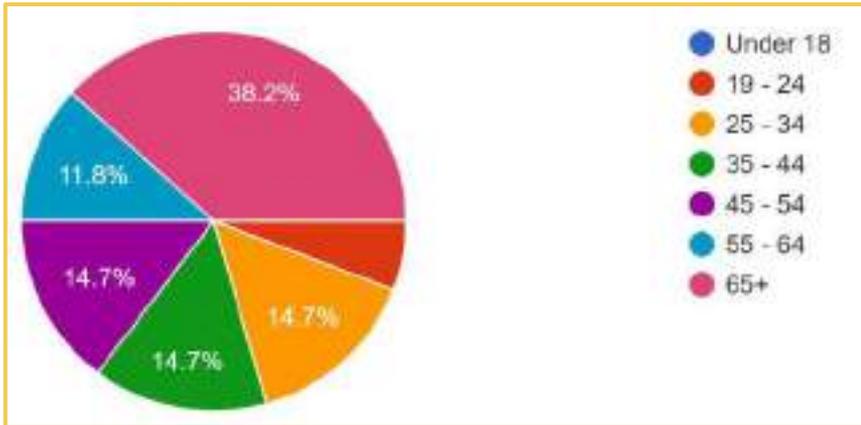
## 6. Please let us know your ideas for bringing The Arcade back to life?

### Ideas for occupiers

Shoe shop (good quality)	Retro clothing	Makeup / wellbeing
Music / instrument shop	Candles (handmade)	Card shop
Mens clothing	Pottery and/or classes	Tobacco
Toy shop	Model shop	Pizza
Record store	Jewellery (handmade)	Gin
Antiques	Hobbies	Barbers
Cafe (must have seating)	Hardware	Youth project
Specialist food	Flower or plant shop	Soft play
Sandwich bar / deli	Sweet shop / bakery	Haberdashery
Fishing tackle	News agents	Baby clothes and items
Arts & crafts supplies	Nail bar	Crystals

# Respondents sample information

34 responses



LOCATION	
WF13	18
WF12	6
WF14	4
WF17	3
BD (Bradford)	3

