



BODEGA BOOTCAMP™

URBANE DEVELOPMENT :: A PRIMER

Urbane Development seeks to inject a new and exciting business ethos that combines traditional business development with social entrepreneurship and sustainability into the heart of every client we work with. Urbane engages clients through three core service components: retail attraction and retention program design for municipalities and other economic development entities; small business operational technical assistance, and sustainable design and development of commercial and mixed-use real estate.

Urbane Development offers an array of products and services designed to enhance small business performance, skills, and capacity while providing dynamic, granular market knowledge tailored to the needs of the client.

As such, Urbane provides a modular set of services that are available as stand-alone products or can be combined into more comprehensive service modules.

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This 2-3 day workshop will help participants understand the realities of operating small-scale stores in underserved areas and what it takes to successfully market healthier foods through these stores. The classroom portion will focus on lessons learned from several leading corner store interventions across the country and understanding how to organize effective corner store intervention strategies. The off-site segment of the workshop will include pre-dawn shopping visit to a produce wholesaler, a visit to a corner store that is participating with healthy corner store advocates, and discussion of the daily realities of running a small-scale store.

WORKSHOP TOPIC BREAKDOWN

- I. **Project Vision:** This is the keystone to any healthy grocery project. It provides the basis for action and intervention and illuminates the reasons for change for grocer, advocate, and community member. This portion of the workshop will analyze the client's vision for their project and current methodology for implementation. Urbane will also provide examples of healthy grocery interventions from across the country to examine best practices and lessons learned. Other topics covered include:
 - a. Motivation of the grocer
 - b. Stakeholder capacity
 - c. Taxonomy of healthy grocery intervention types

- d. Aligning expectations with resources
 - e. Identify advocacy models
- II. **Market Research and Financials:** While not the most glamorous of activities, market research and financial systems provides the clearest and most tangible method of determining the ‘who, what, when, where, and why’s’ of a store’s customer base. This portion of the workshop will introduce the client to the various methods of capturing primary and secondary market data, how that data translates into projected sales and other financial benchmarks, and how this data informs operational decisions within the store. Other topics include:
- a. Benchmarks of financial health
 - b. Examining the pro-forma statement (profit and loss statement, balance sheet, and cash flow statement)
 - c. Attracting debt, equity, and grant capital
- III. **Product:** It is the reason we all go to the store and the reason the client wants to intervene. This segment of the workshop will focus on the various elements necessary to sell healthy and fresh food products in the client’s target grocery stores. Topics include:
- a. Sourcing
 - b. Pricing
 - c. Distribution
 - d. Handling
 - e. Merchandising
 - f. Marketing
- IV. **Physical Plant:** While products drive customers to the store, a store’s physical appearance will often determine both what and how customers buy products. Particularly significant for healthy, perishable goods, a store’s physical appearance plays a huge role in a customer’s perception of the quality and worthiness of an item. This section of the workshop will cover what physical elements in a store may make or break a successful healthy grocer intervention. Issues of sustainability and energy-efficiency will also be discussed. Topics include:
- a. Store layout and design
 - b. Shelving and Display Fixtures
 - c. Refrigeration
 - d. Lighting
 - e. Storage facilities
 - f. General infrastructure

OFF-SITE FIELD EXERCISE BREAKDOWN

I. Case study of Market

Objective: Prior to the off-site trip, participants will get information regarding a local corner grocery market that will inform their decisions out in the field. Participants will be encouraged to formulate potential pricing, marketing, and merchandising scenarios prior to the off-site portion of the workshop.

II. Travel to Produce Wholesale Market(s) to shop for and buy produce

Objective: To procure fruit and vegetables at the lowest price/highest quality possible. Participants will have limited funds to procure a market basket of goods for a participating local store. The exercise will focus on selecting products based on quality and price, as well as establishing a rapport with the wholesaler to learn more about the retail-wholesale relationship.

- a. Pre-dawn trip
- b. Depending on number of workshop participants, will create teams
- c. Will establish buying list based on participating store's inventory
- d. Will establish budget based on participating store's inventory and wholesale prices

III. Deliver produce to store site

Objective: Participants must factor in the time and expense of getting the sourced product to the store.

IV. Merchandise produce

Objective: Once the product has arrived in the store, the participants must unload and stock the produce as needed. The remainder will need to be stored. If the participating store has no dedicated storage, the team must account for that in their purchasing levels.

- a. Use lessons learned from workshop and commentary from store owner to create merchandising strategy for produce
- b. Determine visual and promotional methods to attract shoppers to the product

V. Price produce

Objective: Teams will need to factor in various cost factors to determine the appropriate pricing for each produce item.

- a. Participants will learn how to determine profit margins based on risk in order to price products appropriately
- b. Participants will learn other pricing and promotional techniques in order to highlight particular goods

VI. Market produce according to lessons learned from workshop

Objective: Once produce is ready to sell, participants must attempt to attract customers to the store and to buy the product using techniques covered in the workshop, as well as their own ingenuity.

- a. Participants can develop marketing materials prior to off-site trip if they choose

CITY-WIDE PROGRAM DESIGN/ANALYSIS/IMPLEMENTATION

Urbane Development has significant experience helping municipalities and local governments address issues of fresh food access through the design, analysis, and implementation of dedicated programs and initiatives focusing on grocery development, retention, and technical assistance. The Principals at Urbane Development have worked with the cities of Detroit, Newark, New York City, and Philadelphia to find design comprehensive solutions that address the lack of food access in these cities. From policy development, to financing, to construction and infrastructure development, to operational technical assistance, Urbane has utilized a myriad of methods to help create more sustainable grocery environments for urban communities throughout the country.

Urbane can assist your organization in developing a comprehensive grocery strategy for the city and its residents:

- ❖ Determining the appropriate scale for the intervention
- ❖ Defining the scope of work and project purpose
- ❖ Assessing the capacity of the various stakeholders and partners who will implement the program
- ❖ Comprehensive program design
- ❖ Designing financial and underwriting mechanisms
- ❖ Creation of technical assistance tools
- ❖ Connecting grocery programming to larger food system and value-chain initiatives