

GENERATING SUSTAINABLE INCOME FROM SECONDARY SPEND

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WHAT IS SECONDARY SPEND?

Any purchase by a visitor not directly related to entry

Catering

Retail

Events

Measuring performance

- ▶ Conversion visitor/customer %
- ▶ Average spend € / £
- ▶ Gross profit margin %
- ▶ Net profit margin %

Remember:

- ▶ Activity is not productivity - it's the profit not the turnover
- ▶ Identify the need - don't assume you know what people want to buy, use exit surveys
- ▶ Keep a diary - weather, local events, international events can affect results
- ▶ Train your volunteers in customer service
- ▶ Beware of over-generous discounts to members, staff and other associations
- ▶ **ACT QUICKLY IF RESULTS FALL**

Doing a little well is far better than doing it all badly!

If you are short of resources then focus on your core purpose

In catering -a small but well managed menu is more profitable than the wastage caused by doing too many dishes

In retail -buy quality products that reflect who you are with unique images or your brand

Set achievable targets and measure the outcome regularly

- ▶ Explain and agree the targets with your team
- ▶ Keep them simple
- ▶ Measure monthly
- ▶ Ask for reports on outcome - accountability is important

Be prepared to rationalise activity

- ▶ Provide picnic areas and vending machines instead of a café
- ▶ Have minimal sales points at entry with guidebooks, rain ponchos etc.
- ▶ License an external partner to operate the café/shop