



从长远考虑你的选址 — 否则就会冒着被埋没的风险？

Many businesses which fail lay the blame on having poor sites, well, let us say “not quite as good as the competitors operate from!” This leads to ALWAYS being slightly behind the market, and in the end, struggling to survive as the competition hots up.

Whilst we can always blame old Property Managers that were around many years ago, most senior managers need to look at the climate they give the Property Manager to operate in, and the tools they have to use. In most cases you find that years ago there was little Strategic Network Planning, and a great deal of opportunism. The challenge is not to let history repeat itself.

The Strategic Network Planning Process

I believe the Strategic Network Planning Process follows a series of steps from the macro level to the site-specific level. Therefore my description of the processes at work is as follows:

1. A company needs to decide to have a long-term presence in a Country (Global issue) or a State or Region within the country. This can be decided by anticipated returns, political climate or priority of funding.
2. Once the long-term position is established, a macro plan is required to look at which areas to expand into. This can be looking at the total number of sites, total potential market and how to divide allocation possibly at a regional level.
3. The next level then requires a plan to look at which localised areas (maybe towns or suburbs) the Company wish to locate into, and the priorities of these areas. In an established market, this evolves to a network purification process as we look for improved new opportunities while we cull out the lowest performers in our network.
4. Specific site selection is then the next step as individual opportunities are sought, then evaluated using an agreed process which should include some form of sales prediction modelling
5. Continual review or post audit is then undertaken to improve on the decision making process. This involves bench marking and comparison to the original forecasts. Once a site has gone through a 3 - 5 year operation, little else can be learnt from the original prediction, so we then need to keep a less strenuous review program to ensure it is economically viable to continue.

Once you see this as a Strategic Network Planning Process that you are either consciously or unconsciously following, you can begin to break down the steps and work on them. You need to understand where you are in the Network Planning Process before considering individual sites. It is no good picking and opening a few random sites, and then trying to fit a Network Strategy around them later on.

许多失败的企业会将责任归咎于糟糕的地点，不过，我们还是想说“不如竞争对手经营得好吧！”这会导致总是略落后于市场，最终，随着竞争日渐激烈而为生存挣扎。

尽管我们总是可以责怪那些从业多年的老资格的物业经理，但是大多数高级经理还是需要看看他们给物业经理进行经营的环境氛围，以及他们不得不使用的工具。在大多数情况下，你会发现，几年前几乎根本没有战略网络规划，而且存在着大量的机会主义。挑战是不要让历史重演。

战略网络规划过程

我认为，战略网络规划过程要遵循从宏观层面到具体地点层面的一系列步骤。因此，我对工作中的过程的描述如下：

1. 一家公司需要决定是否要在某个国家（全球性问题）或该国内的某个州或某个地区有长期的据点。这可以由预期回报、政策环境或资金优先级决定。
2. 一旦确定了长期地位，就需要有一个宏观计划来审视扩张哪些区域。这可以看地点的总数量，总的潜在市场，以及怎样在区域层面对分配作出可能的划分。
3. 接下来的阶段需要有一个计划来审视公司希望定位到哪些局部区域（可以是城镇或市郊），以及这些地区的优先级。在一个成熟的市场，由于我们会在网络内剔除表现最差的，同时寻找改善的新机会，因此，这会演变成一个网络净化过程。
4. 由于要寻找个别机会，具体选址则是下一步，然后用商定的程序来评估，这些程序应包括某种形式的销售预测建模。
5. 然后进行持续评估或事后审核，以改善决策过程。这会涉及到与原来预测的标杆作比较和对比。在某一地点通过3-5年的经营后，从原来的预测几乎学不到别的什么了，所以，我们便需要保持一个较不费力的审核程序，以确保它在经济上切实可行，继续发展。

一旦你把这当作你就是有意无意地遵循的一种战略网络规划过程，你就可以开始划分这些步骤，并开始着手行动了。在考虑个别地点之前，你需要了解你在网络规划过程中的位置。选择几个任意的地点并开业，然后，尝试适应其周围的网络战略，这是徒劳无益的。



How do we make this happen?

The first issue a company needs to do is gather all the information they have and ensure that they are heading in the same direction. It is no good if the Property Managers are heading one way, whilst Marketing and the Franchising Department are seeking a different type of store.

Ideally, we need to map the existing network, and ensure we understand the basics demographics we are working with. For example, if we have 15 stores in 1 city of a 3.0 million people, then is our aim for 100 stores in a city of 5 million people and 3 stores in a city of 600,000 people?

Once we are agreed on the macro issues, we can begin to look at the smaller issues of where to place new stores.

Demographic analysis of an area (depending on Census data available).

Information exists on where people live (Census), in every country at different levels. We can use this in many ways to show the areas of highest probability of having your type of customers. If the data is not available, you can make educated guesses in some areas like higher or lower economic areas, more workers in the area or areas of different ethnicities or religions.

A market can be mapped to create an algorithm to show a combination of data to best identify areas of best suitability. For example we may decide that 30% of our business is due to people working in the area, and 70% due to people living in the area. On top of this we decide the product we are selling is best suitable to young families of high income. We can then create a value for every demographic area, and map this to show areas of best potential.

我们如何做到这一点?

一间公司需要做的第一件事是收集他们拥有的所有信息，并确保他们是朝着同一方向的。如果产业经理朝着一个方向，而市场营销和特许经营部门却在寻找一种不同类型的店铺，这是徒劳无益的。

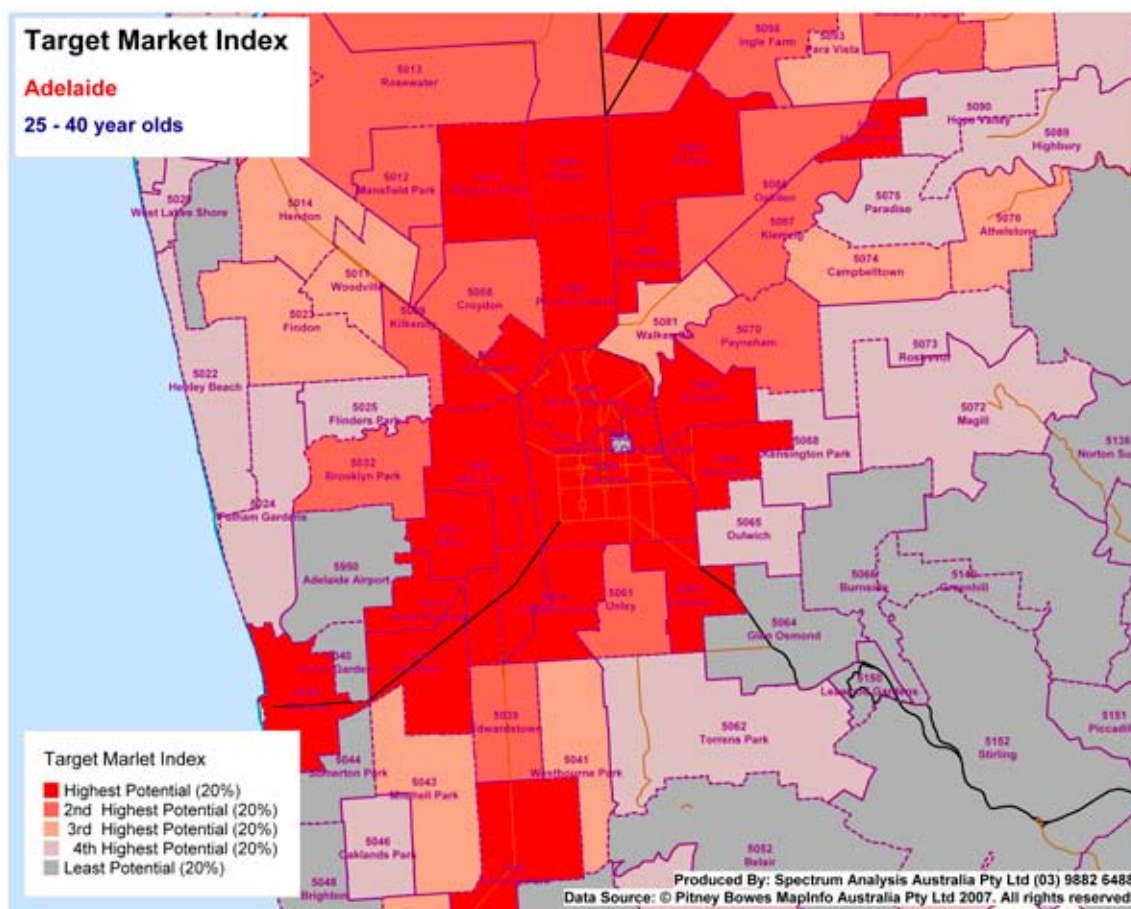
理想情况下，我们需要将现有的网络绘制成图，并确保我们了解同我们打交道的人的基本人口统计情况。例如，如果我们在一个人口300万的城市有15家店铺，那么，我们的目标是不是在人口500万的城市拥有100家店铺，在人口600万的城市拥有3家店铺？

在我们就这些宏观问题达成一致后，我们就可以开始看看在哪里设置新店铺，这些较小的问题。

地区人口分布分析（根据可得到的人口普查数据）。

信息存在于人们居住的地方（人口普查），其水平会因国家而异。在很多方面，我们可以利用这些信息显示拥有你需要的顾客类型的最高可能区域。如果不存在这种数据，你可以在一些地区做有根据的推测，如较高或较低经济的地区、有较多工人的地区或不同种族或信仰的地区。

可以将一个市场绘制成图，创造一种算法来显示数据的组合，以用最好的方式识别最适宜的地区。例如，我们可以确定我们业务的30%是来自该地区工作的人，而70%是来自在该地区居住的人。除此之外，我们还判定我们销售的产品最适合高收入的年轻家庭。然后，我们可以为每一个人口分布地区取值，并绘成图示，以便显示具有最佳潜力的地区。



This map gives us an idea of where to look in the future for sites we can expect to do the strongest sales, being the red areas.

这张地图让我们知道：在未来，我们在哪里可以找到预期能带来最好的销售额的地方，即红色区域。

Sales prediction modelling

In many cases we already have an existing network to learn from. We can then develop a suite of tools using statistical modelling to forecast future sales. Many large businesses leave it to the property managers to give the sales expectations for a new store, and when questioned – which they may be in Court one day, it is essential that they have some logical process to demonstrate their predictions.

Depending on the number of stores that are in the network, you may have the choice of:

- Creating models using Neural Networks, as is used by some of the oil industry.
- Building regression models, which is similar to many of the larger retail companies in Australia.
- Building a simple check chart that ensures the same comparative process is used on all new stores. This normally applies for networks of between 10 and 30 stores.

The advantage of being able to demonstrate a “process” is followed in all new site selection gives a certain level of validity to your decision. If you are the President of the company investing large money, how would you feel if there is no logic in the final decision that was undertaken?

Many Franchisors are finding themselves under challenge on poor site selection, and compared to the cost of a failed store, a legal case, or an out of court settlement (more a US and Australian issue than an Asian issue at this stage), I believe investing in having a proper Strategic Network Planning & Site Selection process in place is a very, very wise move.

Peter Buckingham is the Managing Director of Spectrum Analysis Australia Pty Ltd, the leading Geodemographic, Strategic Network Planning and Retail Sales Modelling Company in Australia. Spectrum assists many large retailers and Franchisors in better understanding the retail market from a site and area selection view. Peter is also a Fellow of the FCA and a CMC. Peter can be contacted on (03) 9815 0800 or peterb@spectrumanalysis.com.au or via the web at www.spectrumanalysis.com.au.

销售预测建模

在很多情况下，我们已经有一个现有网络可以学习。然后，我们可以开发一套利用统计建模的工具来预测未来销售额。许多大型企业会让产业经理来进行一个新店铺的销售预测，而在（有朝一日他们可能会在法庭）被问及时，至关重要，他们有一些合乎逻辑的过程来证明他们的预测。

根据网络中的店铺数量，你可以选择：

- 像一些石油行业使用的一样，使用神经式网络创建模型。
- 建立回归模型，这种情况与澳大利亚的许多大型零售企业相似。
- 建立一个能确保相同的比较过程用于全部新店铺的简单的检查图表。这通常适用于10至30家店铺的网络。

能够说明某个在所有新的选址期间遵循的“过程”的好处是让你的决策具有一定程度的有效性。如果你是进行大规模投资的公司总裁，如果进行的最终决策没有逻辑，你感觉如何？

很多授权商会发现自己正在遇到较差的选址的困扰，对比一家经营失败的店铺、一件法律案件或庭外和解的成本（在此阶段，更多的是美国和澳大利亚问题，而不是亚洲问题），我认为，投资在拥有适当的战略性网络规划和选址过程，这会是一个非常明智的举措。

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