

Selecting the most suitable area for your business

如何为你的业务选择最合适的经营地址？

Location, Location, Location are said to be the 3 most important things in any new store selection.

选址，选址，选址，人们常说这是商家开始一家新店时最重要的三件事。

Well selected stores at the correct rent make for a great business, on the assumption that your product is what the local customers want and need. Matching the store location to the demand is an integral part of setting up a new business. Trying to sell a Ferrari or a Rolls Royce in a low economic area will probably not work!

一个很上选的经营地址往往使一个新开的店铺或餐馆成功了一半：选址时确保所在区域的顾客需要你的产品或服务。能够使店址与潜在客户需求相吻合是建立一个新店的关键组成部分。显然将法拉利与罗斯莱斯名车专卖店开在低收入地区不是一个明智的选择，尽管经营成本大幅降低！

You need to match the demand to your offer as best you can. Thinking about what you are selling, and using some broad based information such as the Census, or some proxy for this, makes a huge amount of sense.

作为经营者与投资者，你应该在选址时尽可能做到经营内容与需求的较大吻合。选址不是算命，也不能完全靠拍脑袋，应该通过客观第三方的数据作出量化的评估，比如人口统计数据，附近商铺对业务的影响，有效商圈范围等等。

In many Asian countries a Census is only done every 10 years. If it is not fresh enough, you can take other measures. For example, measure the types of vehicles in the area as a proxy for wealth. A common trick is go to the shopping centre car park, and count how many luxury cars there are compared to cheaper or locally made cars. The “BMW ratio” can be thought of as a good start, as the ratio of BMW’s to locally produced cars, which can be a proxy for higher vs lower incomes.

在许多亚洲国家，全国性的人口普查一般十年做一次。如果这些数据不够新，你可通过其它方法来补充。比如可以通过实地测算附近区域主要路口行驶的汽车类型给出当地消费水平的一个量化评级。

Once you feel you have nominated the areas you want to seek sites in, consider where you feel the goods or services you are offering is, between an Impulse buy, and a Destination buy?

当你感觉基本确定一个经验地址时，你在内心模拟一下：你在所选的店址处提供你将要提供的商品或服务，你感觉你的顾客会将你的商品与服务作为一个冲动性购买的商品或服务呢，还是一个目标性购买的商品或服务？

An Impulse buy is a low cost, spontaneous type transaction eg. Packet of cigarettes, a bun or a carton of milk. A Destination buy is where you have thought long and hard about this purchase, and sought out the appropriate shop to buy from. Eg furniture, high cost clothes or jewellery.

冲动性购买往往是与低价、临时性需求相关的一类交易行为，比如买包烟，一盒牛奶，等等。目标性购买是那些经过计划与认真选择后的购买，往往是高价值、高利润的业务。

If your product is an impulse item, the main things you look at are pedestrian traffic, visibility, quick access, and you probably have to pay a higher rent for a small, high profile store. If you are more a destination, then you can be back from the most expensive locations, and hopefully negotiate a lower rental.

如果你提供的商品属于冲动性交易类型，你在选址时就应该寻找步行人流较多的地方，容易被人路过或看到，为此你也许应该准备为一个小面积的好商店支付较高的租金。

Think in terms of Impulse vs Destination on the products or services you sell, and try and match the area you wish to operate in to the most suitable customers for your product or services.

请务必在选择店址时充分考虑到你所提供的产品或服务的交易类型，是冲动性与临时性交易类型呢，还是目标性交易类型，然后按照所属类型选择最合适的店址，那将使你事半功倍。

In order to help the retailers in China to professionally choose their branch or shop locations, Peter Buckingham and Dr Shaw Zhang jointly introduces the site selection and territory planning services of the leading Australia company SpectrumAnalysis into to China, to establish the joint venture Shanghai Spectrum International LTD, a new business to apply more logic and science to retailers across Asia.

Please visit www.spectrumanalysis.com.au for more details about our site selection and territory planning services, you are welcome to contact us at:

Email: shaw.zhangsh@gmail.com

Phone: (Shanghai)+86 13901689103 or (Australia) +61 420 396168

澳大利亚连锁与加盟店选址分析专家薄必德先生

与中国资深商业智能与决策支持服务专家张少华博士合作，将澳大利亚领先的选择分析服务Spectrum

Analysis引入中国，专门为那些在中国从事零售服务商业经营的店家提供科学的、专业的选址决策支持服务，为此薄必德先生与张少华博士共同创立了上海彩虹国际选址分析服务有限公司 (Spectrum International LTD)。

欢迎访问 www.spectrumanalysis.com.au

以了解更多我们所提供的选址与区域规划方面的服务内容。感兴趣的朋友可以通过以下渠道直接联系张少华博士：

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Which Store???

选择哪一个店铺开始你的业务???

The choices of available stores to locate your business in are endless. How do you sort through all the options to match the store to what you want to sell?

零售与餐饮服务经营者在决定开店的店址时往往有无数的选择。在选择的过程中，你应该关注哪些关键因素呢？

In selecting a store for your new operation, the first and most important thing in my view is Impulse vs Destination. Once you know where you site on this line, some other factors become obvious.

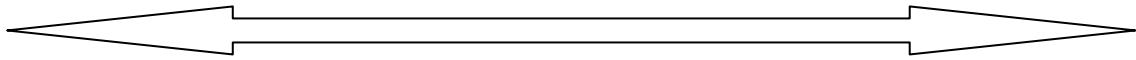
在选择店址的过程中，我们认为第一个关键要素是专业、科学地确定你的产品或服务类型：是冲动性交易类型呢，还是目标性交易类型。

High Impulse (高冲动性)

Low Impulse (低冲动性)

Low Destination (低目标性)

High Destination (高目标性)



High Impulse items (高冲动性类型的商品与服务)

High impulse items are usually low cost, spontaneous purchases such as buying a carton of milk, a packet of cigarettes for a smoker or a newspaper. You may make some decision where you go, but convenience normally drives this purchase. Convenience stores such as Lianhua convenience stores are typical examples of the high Impulse store.

高冲动性类型的商品与服务的单笔交易价往往应该比较低，购买者往往属于临时性的购买需求，比如购买一盒牛奶或一包烟，或一份报纸。尽管购买者也会做些选择决定，但其决策过程中，购买的便利性往往占主导地位。比如联华便利店所买的商品就属于这个类型。

When we look at the most High Impulse business we can imagine, think of a Beggar or a Busker. In this case, they are very mobile, and are able to move to the best traffic flow at no cost, other than moving their instrument and case and walking to the other side of the pavement or whatever.

为更好地理解高冲动性类型的商品或服务，让我们细细想想乞丐或街头卖艺人的业务。这些人流动性很强，经常畅通无阻（且没什么成本！）地移动到人流

最旺的地点，而不是在一些冷僻的小路上转悠。因为要想让人给他们一些小钱，他们必须到人多的地方去，同时让有意出钱的人很方便地、很省时地将小钱丢给他们。

As the cost of the goods you are purchasing increases, you move further along the line towards Low Impulse / High Destination.

你要购买的商品或服务的价格越高，你的购买行为越向低冲动性/高目标性一段移动。

High Destination purchases

If the item you want is reasonably expensive, and you have already pre determined where you will buy it from, then that is a high destination purchase. If you want a specific type of car such as a BMW, then you will find and go to a BMW showroom.

高目标性购买行为

如果你将要购买的商品的价值确实比较昂贵，这时，你的购买行为将是一个目标性购买，你会在可接受的预算范畴中做理智的选择，而不会特别在意提供商品的店家是否交通很方便。比如当你要购买一辆好车，如BMW时，你会不辞劳苦地专程逛一家或几家BMW专卖店。

Giving a value to this Impulse vs. Destination ratio

商品或服务交易类型刻度值

Your business can normally be addressed as x% impulse; y% destination and I shall give some examples.

为你的商品或服务确定一个刻度值，比如x%的冲动型，y%的目标型，以标明其处于冲动性与目标性类型之间的范围，是偏向目标性类型更多些呢，还是相反。下面是一些例子：

Busker	100% impulse,	0 % destination
Rolling Stones Concert	1% impulse	99% destination
Buying Petrol	80% impulse	20% destination
KFC	60% impulse	40% destination
High class restaurant	20% impulse	80% destination

街头艺人	100% 冲动型,	0 % 目标型
滚石乐队音乐会	1% 冲动型,	99 % 目标型

汽油站加油	80% 冲动型,	20 % 目标型
逛KFC	60% 冲动型,	40 % 目标型
高档餐厅	20% 冲动型,	80 % 目标型

As you can see, the more premeditated the purchase, the higher the probability you will look up where you want to go, not just spontaneously make a purchase from the first store you see.

你可以从上述例子看出，当购买行为倾向于预先计划与思考时，你会变得更加有意识地去选择要去的商店，而不是临时性地决定去某家商店购买。

The decision

选址决策

The higher the impulse value of the goods you are selling, then the more importance to be in a highly visible, high traffic location. If you are a very strong destination product, then you can take a more back street approach.

你所提供的商品或服务越偏向冲动型，你越要注意将店址选到那些高人流、高可视性（容易被人流看到）的地点。如果你的业务属于典型的目标型，你在选址时则可以将店址选在一个不太热闹、但较典雅或温馨的区域。

What you need to do is pay the appropriate rental for the appropriate store, and if you have a high Destination type product, then you do not want to be paying top rental for the peak corner in the centre. If you are a high Impulse product, then you do need high passing trade, or you will not sell your goods. No point being down at the back of the shopping centre paying cheap rental if you have a high impulse product such as phone cards, sandwiches or other food items.

在选择时，你需要的是在预算范畴内租到合适的店铺。如果你的业务属于高目标型，你则不必为了租到闹市中心某个旺铺而支付高昂的租金。但如果你的业务属于典型冲动型，那么在预算许可的范畴内，你应该努力租那些人流多的闹市旺铺。显然你不应该为了支付便宜的租金，而将你的冲动型业务店址选在冷僻的地方，在这些地方卖类似电话卡、三明治等冲动型商品不大可能会有好的投资回报率。

An exclusive restaurant that has a great reputation and word of mouth tells people how good it is can be in a lower rental street or area, as the public will find it and come to it.

比如一家很独特的享有盛誉的餐馆，可以选在一个租金较便宜的较为冷僻的区域，因为顾客以口相传的宣传便可以让潜在顾客找到你的餐馆。

当然给出你的业务的类型刻度值仅仅是我们选址决策支持服务中的一个要素而已，为了选到一个租金合理、业务合适的店址，你还需要关注其它一些关键要素，如步行人流的流量、可视度、交通方便性与店铺经营面积，这些都是需要专业评估的要素。彩虹国际选址分析服务有限公司专门为中国的零售业者提供选址与商业区域规划方面的分析咨询服务。

澳大利亚连锁与加盟店选址分析专家薄必德先生

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Think in terms of Impulse vs Destination, and then the other issues such as pedestrian traffic, visibility, access and size will become more evident to you.

Peter Buckingham and Dr Shaw Zhang run , a new business to apply more logic and science to retailers across Asia. Please email shaw.zhangsh@gmail.com or visit www.spectrumanalysis.com.au or call Shaw on or 61 420 396168

PRESS RELEASE 1

张少华博士与澳大利亚彩虹选址分析服务公司在中国建立合资公司，基于澳大利亚彩虹选址分析服务公司近15年的选址分析服务经验与专业知识积累，联合为中国企业与个人提供商铺、分店、地产投资的定量化选址分析服务。张少华博士在中国有近16年的企业数据分析服务经验，作为改革开放后第一代中国数学博士，访学与任教于英国、美国，曾是SAS软件公司中国区的首任董事总经理，并于2000年创立了自己的商业数据分析服务公司宏能软件有限公司与宏能畅然数据分析服务有限公司，是中国商业智能领域的一流专家与最早进入这个行业的资深顾问之一。通过为零售业提供商业智能分析服务，张博士对中国零售业的现状与发展中的问题，尤其是开店与关店方面缺乏客观的第三方决策支持服务的现状，有深刻的了解，希望借助澳大利亚彩虹选址分析服务公司的在这方面长期积累的行业经验与业界领先的分析服务产品，为中国的相关客户提供这方面的服务。

Dr Shaw Zhang and Spectrum Analysis are entering into a Joint Venture to offer their services in the Chinese market. Shaw has over 15 years of business experience, as ex-Managing Director of SAS Institute China Operation, founding Magnsoft in 2000, as a leading software company in Business Intelligence for some specific industries. Shaw has been a resident of China for most of his life, and came from an academic background which including visiting professorships in the US and UK. Shaw has excellent understanding of the retail market, and will lead the expansion of this property and shop/branch site location related Business Intelligence into China.

PRESS RELEASE 2

Spectrum

Analysis的董事总经理薄必德先生宣布已经与其中国合作伙伴张少华博士签署合作备忘录，联合为中国的零售商家提供Spectrum

Analysis在澳大利亚长期积累的、领先的选址与商业区域规划的分析服务业务

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薄必德先生与张少华博士相识已经有数年了，两人都认为零售商业领域的商业智能业务在中国有很大的发展空间，关键是要提供更加贴近商家的分析与决策支持服务，提供更多的零售商业专业知识服务。因此双方签署合作备忘录，决定在中国上海联合成立合资公司，以便将薄必德先生创立的Spectrum

Analysis的选择与商业区域规划分析服务业务引入中国。

Spectrum擅长于应用地理信息系统、人口统计数据、商家分布数据与长期积累形成的一套度量性调查打分卡 (survey and scoring) ，通过专业的统计分析与行业经验值，为零售商家提供商业选址与区域规划专业服务。薄必德先生在这个领域是澳大利亚的领先专家，从事相关业务逾20年，是澳大利亚连锁加盟协会的主要选址服务与商业区域规划的服务专家，并为该协会长期提供相关培训服务。薄必德先生非常希望通过与张少华博士合作，能够为中国的零售商家提供有关商业选址与区域规划决策支持方面的专业培训课程。

双方计划成立的合资公司，彩虹国际选址分析服务有限公司，主业是为在中国从事零售业务的商家提供选址与区域规划方面的服务，同时也希望为那些想来中国开拓业务的澳大利亚公司提供市场引入方面的咨询服务，以便帮助这些澳大利亚公司在进入中国市场的过程中少走弯路。

薄必德先生既有为澳洲最大油气连锁服务公司Caltex服务的多年经验，又成功创立并运营一个澳洲领先的选择分析服务公司长达近14年，外加过去几年自己独立探索中国市场的经验教训；其在中国的合作伙伴张少华博士在中国有近16年的商业经验，曾经是国际一流分析决策软件与服务公司SAS Institute中国公司的首任董事总经理，是宏能软件 (www.magnsoft.com) 与宏能畅然数据分析公司 (www.magnsoftbi.com) 的董事与创立者之一。双方的文化与经验的组合，可以有效地为那些致力于开拓中国市场的澳洲公司提供业务拓展咨询服务，比如评估其业务拓展计划的可行性，为其选择合适的经验地址与首期商业区域，为其选择合适的商业伙伴，最后这一条也是那些有志于开拓中国市场的澳大利亚公司成功的事半功倍之路。

欢迎访问 www.spectrumanalysis.com.au

以了解更多我们所提供的选址与区域规划方面的服务内容。感兴趣的朋友可以
通过以下渠道直接联系张少华博士：

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Spectrum Analysis' Managing Director Peter Buckingham has announced that Spectrum Analysis has signed an MOU to offer their statistical services into China.

Spectrum is entering into a JV with Dr. Shaw Zhang. Shaw and Peter have known each other for some years, and Peter and Shaw believe there is a huge potential market for Business Intelligence in China, where there are very large retail networks to work with. They believe that the combination of the business intelligence and the deep domain knowledge in the related parts of the retail business is the key to the success of this service.

Spectrum specialize in using information such as demographics and observed data in the process of site selection. Peter is a leader in this field, running the education on Site Selection and Territory Planning for the Franchise Council of Australia, and in the recently announced FCA Diploma of Franchising. Peter also hopes to run courses in China in this area, in conjunction with the consulting they will be doing.

Whilst the aim of the JV will be working in China with China-based companies, the JV will also be available to assist Australian companies with advice about the Chinese market and opportunities. Shaw is a non-executive Director of 'Magnsoft', which he founded in 2000 (www.magnsoft.com), and 'MagnsoftBI' (www.magnsoftbi.com) , which he also cofounded.

Please contact Shaw at shaw.zhangsh@gmail.com or Peter Buckingham at peterb@spectrumanalysis.com.au or on 61 3 9882 6488 for any further information or visit the website at www.spectrumanalysis.com.au