



# 2023 STRATEGIC PLAN

**DANDENONGMARKET.COM.AU**  
MELBOURNE'S BEST KEPT SECRET

DANDENONG  
**MARKET**  
*Fresh & Vibrant Since 1866*



# WHO WE ARE

**DANDENONG'S HISTORIC MARKET HAS BEEN THE JEWEL IN THE CITY OF GREATER DANDENONG'S CROWN SINCE 1866.**

**As custodians of this invaluable treasure, this Strategic Plan becomes integral to our commitment in protecting and preserving it for the benefit of future generations.**

***It is not just a responsibility: it is a cherished legacy.***

As a wholly owned subsidiary of the City of Greater Dandenong, our independent Board and Executive Team manages the Market as a commercial enterprise, with a structure that is considered best practice and similar to other leading retail markets around the world.

The Market is a unique meeting place, a place of economic contribution and of community celebration, bringing together more than 157 nationalities. The rich cultural tapestry means you can enjoy the most authentic street food in Melbourne.



We are the last genuine example of Melbourne's traditional working markets and the second largest of only five municipal markets remaining in Melbourne. We are home to 200 small family-owned businesses, selling more fresh produce than any other market in Victoria.

But it's not just the wide range of fresh produce, street food and Bazaar treasures that makes us who we are –the many faces, accents and languages are all part of the experience when visiting.

Of the 200 small family businesses at the Market, 80 per cent are start-ups. Markets have the unique potential to incubate small businesses and have a track record in shepherding them to success.



We want to encourage everyone to “Love your local market” – promoting pride and identity for those fortunate enough to live close to the Market.

***We can't wait to welcome you, too.***



# A MESSAGE FROM OUR CHAIR

**IT GIVES ME GREAT PLEASURE TO  
PRESENT THE NEW STRATEGIC  
PLAN FOR DANDENONG MARKET.**

**This plan embodies our commitment to acknowledging and meeting the ever-evolving expectations of our remarkable Market. It serves as a roadmap, outlining our vision and a comprehensive set of actions that will propel us towards success. Recognising the importance of adaptability, we will review and regularly update this plan to ensure we remain on track to achieve our goals.**

As we celebrate 157 years of operation, we reflect on the significant changes that have occurred and anticipate the transformations yet to come. Sustaining an organisation's credibility and relevance for more than a century and a half necessitates a continuous evolution of progressive thinking, embracing change and pioneering innovation.

Having had the honour of chairing this unique organisation for the past three years, I can confidently attest that Dandenong Market is one of the most passionate, complex and inspiring places I have had the opportunity to serve. It is a testament to the incredible traders who contribute to its success.

We are the stewards entrusted with its care and prosperity.

As we look ahead, we have identified the challenges that await us over the next few years: community expectations, emerging trends and operational threats. Meeting these challenges will require us to fulfil various accountabilities, ranging from legislative and social to ethical, political and environmental responsibilities. The Strategic Plan will serve as our compass, ensuring that we have the necessary processes in place to meet these obligations. As the past few challenging years have taught us, we need to also have the flexibility to adapt as required.

Markets play an increasingly crucial role to local communities. In Victoria, there are only a handful of municipalities fortunate enough to have a market, and Dandenong is privileged to be one of them. We have the opportunity to inspire millions of customers, many of whom arrive from outside our local area.

Our Market thrives because of the deep connection and ownership our community has.



The unforeseen challenges brought about by the pandemic have significantly impacted our operations, forcing us to reassess our priorities and adapt to the rapidly changing business landscape. By extending our current Strategic Plan, we are acknowledging the importance of completing the initiatives that were set in motion but couldn't be fully executed within the original timeframe.

*“Markets play a  
increasingly crucial role  
to local communities”.*

This approach will enable us to maintain focus on the key objectives identified in our existing Strategic Plan while accommodating the necessary adjustments required for post-pandemic recovery. By doing so, we can ensure a more seamless transition into the new normal and build a stronger foundation for sustainable growth and success.

We appreciate the dedication and flexibility from our staff, senior management team, traders and City of Greater Dandenong in navigating these uncertain times. Your continued commitment to the strategic objectives

will be instrumental in our collective efforts to overcome the pandemic's aftermath and position our company for long-term prosperity.

Contained within this document is a comprehensive strategy that will steer Dandenong Market towards a new and exciting direction. This strategy will help us evolve into a thriving hub, delivering exceptional experiences and benefits to our diverse community.

The development of this Strategic Plan has been a collaborative effort, fuelled by the unwavering commitment of our Market's staff, the exemplary leadership of our senior management team and Board, and the invaluable support and alignment from the City of Greater Dandenong, all informed by our traders and customers. Together we have charted our strategic course and set the stage for ongoing improvement and success.

Over the years ahead, we will work tirelessly to grow and enhance our unique Market to ensure its prosperity for the benefit of our community.

**Donna McMaster**  
Chair of the Board  
Dandenong Market Pty Ltd



# OUR KEY ACHIEVEMENTS

Across the past five years, we have:

2018

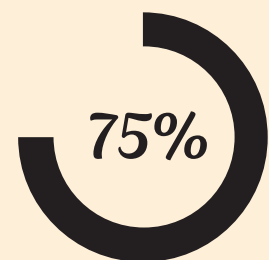
2023

Welcomed more than  
**21 million**  
customers.

Delivered more than  
**100**  
events, activations  
and festivals.



Installed solar panels.



Attracted more than  
**75%** of customers from  
outside the City of Greater  
Dandenong.

**Secured 184**  
new and renewed  
leases and licenses.

Reached  
**12,147**  
subscribers weekly.

*Created a thriving  
night-time economy*



with two night market  
campaigns and the launch  
of Machan Nights in 2022.

Engaged with **94,364**  
social media followers.



Achieved more than  
**\$10.5 m**  
value in media  
exposure.

Provided new spaces for  
families and children.



Remained open during  
the global pandemic,  
supporting traders  
with more than  
**\$4.5 million**  
in rent relief.

Increased the lettable areas  
across the Market.

Increased the average  
spend per customer to  
**\$94.**

Installed large fans in  
The Bazaar to make the  
visit a more pleasurable  
experience over summer.

Achieved a  
Net Promoter Score of  
**67.**



Completed the installation  
of critical cool storage  
for our traders.



The agreed vision for Dandenong Market...

*"a traditional and iconic market place where  
families want to visit, traders want to sell,  
shoppers want to experience and where the  
community comes together."*



# OUR STRATEGIC PILLARS

## DANDENONG MARKET:

### ... IS A MARKET WITH BROAD APPEAL:

*an authentic and inclusive retail destination attracting diverse communities.*



### ... IS A TRADITIONAL WORKING MARKET:

*honouring our history and sustaining the sights, aromas, vibrancy and energy of a traditional working market.*



### ... IS AN EVOLVING AND ICONIC DESTINATION:

*offering a vibrant, global shopping experience and welcoming dynamic community meeting place.*



### ... IS A THRIVING AND SUSTAINABLE CONTRIBUTOR

*to the community and City's prosperity economically, environmentally and socially.*



All underpinned by the Market's corporate values:

*Respect, accountability, integrity  
teamwork and excellence.*







# MARKETING AND COMMUNICATIONS

1

## STRATEGIC INITIATIVE



- Investigate an online retail strategy.
- Review and extend trading hours.
- Establish annual targets around customer satisfaction.
- Improve Market layout including wayfinding signage and integration with Cleeland Street traders.

2

## ACTIONS



- To meet the current and future needs of the Market's customers, we will explore alternative viable retail initiatives, trends and behaviours for adoption suitability. Undertake research and benchmarking - international, national and local - to support traders and service customer demand for new shopping patterns.
- Review trading hours and/or days to provide greater access to the Market outside traditional Market hours to accommodate those who live and work in the area. This includes exploring opportunities to encourage evening trade where appropriate.
- Establish annual targets for customer counts, spends and satisfaction.
- Improve wayfinding signage (using international symbols and visual cues), making it easier for customers to navigate their way around the Market. Strengthen the Market's street presence and connection to central Dandenong by encouraging the establishment of outdoor cafes and street trading by the Cleeland Street traders.

3

## MEASUREMENTS



- Definitive position developed and/or online strategy implemented.
- Activate our Market at night. Visitation reports.
- Annual Customer Research Survey.
- Wayfinding signage and layout requirements identified and delivered. Annual Customer Research Survey. Increased foot traffic in identified areas.





# STAKEHOLDER RELATIONSHIP MANAGEMENT

1

## STRATEGIC INITIATIVE



Develop a Stakeholder Relationship Management Strategy.

2

## ACTIONS



Continue to engage with the City of Greater Dandenong in the development of its Precinct Plan. Create and implement a framework to improve engagement with traders. Work to understand existing traders' unique selling points to raise their individual profiles. Identify mentoring programs to support new, emerging and existing traders to strengthen and grow their businesses. Improve customer and trader interface with Market Management and services.

3

## MEASUREMENTS



Trader engagement, participation, advocacy and business support.

*Identify mentoring programs to support new, emerging and existing traders to strengthen and grow their businesses.*





# ASSETS AND INFRASTRUCTURE

## STRATEGIC INITIATIVE



Review infrastructure needs and develop improvement program.

Review existing carpark layout to ease congestion.

Review and continuously improve waste removal.

Improve quality of common areas.

Develop Services Improvement Plan, including technology, to optimise operating costs.

## ACTIONS



Undertake a full site survey of the Market's buildings and service to improve our knowledge of the Market's existing infrastructure.  
Review the existing layout and building structure for opportunities to increase permeability and lettable areas, improve pedestrian connectivity and traffic flow.  
Update the Asset Management Plan to include proposed changes and actions.

Review the existing carpark layout to support a quality visitor experience.

Establish current levels of waste to landfill and establish reduction targets.  
Increase recycling where possible.

Renew and extend aesthetics, functionality and capacity through increased seating, quality lighting, greenery beautification, public art and other appealing elements.

Invest in services (water, sewerage, gas, electricity including an uninterrupted power supply and Wi-Fi) and other infrastructure that creates flexibility in how the space can be used.  
Investment in technology to improve business efficiency for traders and Market Management.  
Investigate a user pays system.

## MEASUREMENTS



Delivery of improvements within agreed program and budget.

Annual Customer Research Survey.  
Visitation reports.

Reduction of targets defined and achieved.

Areas identified with upgrades to existing assets.

Identify the Market's current and future services needs and deliver through a Services Improvement Plan.  
Enable service cost recovery.





# PRODUCT OFFERING AND SERVICE DEVELOPMENT

1

## STRATEGIC INITIATIVE



- Revitalise The Bazaar.
- Establish minimum stall presentation and merchandising standards.
- Review and implement Market rules.

2

## ACTIONS



- Inject a business incubator space/pop-up dedicated to emerging designers and retailers of unique products and creative businesses.
- Create a space for new and emerging businesses to trial their ideas and showcase their products.
- Investigate and implement infrastructure to better frame each licensed area and improve compliance with minimum presentation standards.
- Improve stall and product presentation to drive sales.
- Encourage theatre by cooking products, demonstrations, sample tastings and participation in Street Food Tours.
- Undertake a review of the current Market rules to ensure that they remain relevant, are prioritised, ensure the safe and effective operation of the Market and are implemented in a consistent, graduated and transparent manner to achieve compliance.

3

## MEASUREMENTS



- Revitalisation plan for The Bazaar.
- Customer conversion and feedback. Drive increased trader sales.
- Market rules reviewed, implemented and effectively and consistently applied.





# FINANCE AND GOVERNANCE

1

## STRATEGIC INITIATIVE



Investigate alternative funding sources for minor and medium capital works or other initiatives.

Develop a Master Plan with funding implications and options.

Expand revenue sources available.

Review existing Trader Agreement Model.

2

## ACTIONS



Explore non-traditional revenue sources.

Identify the Market's future major works vision and feed into a Master Plan.

Investigate options to increase the lettable space available.  
Investigate options to increase non typical revenue streams which have no impact on lettable space.

Streamline the leasing and licensing process to ensure that our agreements with traders support the future of the Market, our customers' needs, and provide financial security and stability.

3

## MEASUREMENTS



Funding sources identified and secured.

Master Plan developed and adopted.

Additional rent secured through expanded lettable area.

Leasing and licensing process reviewed.



# COMPANY OFFICERS

## DONNA MCMASTER

*Chair of the Board  
Director of the Company*



Donna is an experienced Senior Executive with more than 35 years' experience. Having spent many of these years at senior, strategic levels within public and private retail companies, Donna has broad commercial experience with proven ability to contribute to organisations from retail to manufacturing, marketing to property and the not-for-profit sector.

She winner of the Telstra Businesswoman of the Year Award which complements an Executive MBA at the University of Virginia, USA and Strategic Planning and Leadership programmes at Monash and Deakin Universities in Victoria. Donna is a Graduate and current Member of the Australian Institute of Company Directors. She is also a Non-Executive and Executive Director, serving also as Chair and Member of various board committees.

Donna is currently a Non-Executive Director with Gale Pacific Ltd, a global manufacturing company listed on the ASX and is a Member of the Nomination and Remuneration Committees. She is also a Non-Executive Director with YMCA Services where she is also Deputy Chair and a Member of the Governance and HR Committee.

Donna was first appointed to the Board of Dandenong Market Pty Ltd in May 2017 and was appointed Chair of the Board in March 2021. Her term was extended in June 2023.

## TOM MOLLENKOPF

*Director of the Company  
Chair of Audit and Risk  
Management Committee*



Tom is a Senior Associate with consultants Aither, advising on policy, strategy and governance and is an experienced Non-Executive Director. He is President and Board Chair of the International Water Association, Deputy Chair of the Victorian Sustainability Fund Committee, a Director of Peninsula Leisure and a member of the Australian Water Partnership Expert Review Panel.

Tom has a background in law, first in private practice and then as corporate counsel. He has also had a series of executive and CEO roles in the water and environment sector, including as CEO of the Australian Water Association, and CEO of the Peter Cullen Trust.

Tom and his family have lived in Melbourne's southeast for the past 30 years. In his spare time, Tom is a volunteer surf lifesaver and chairs the Life Saving Victoria Grievance and Judiciary Committee.

In 2023, Tom received the award of Officer in the Order of Australia (AO) for his distinguished service to business, particularly through the essential services industry, and to the community.

Tom was first appointed to the Board of Dandenong Market Pty Ltd in August 2014.

## JEROME GAUDER

*Director of the Company  
Chair of the Leasing  
and Growth Committee*



Jerome has a deep connection to the City of Greater Dandenong and grew up in Noble Park North. An active member of sporting clubs in the area for many years, Jerome is a Life Member and Secretary of the Keysborough Cricket Club.

Jerome is a career retailer with multiple executive roles in Australia and New Zealand. Jerome has worked at iconic brands such as Woolworths, Dan Murphy's and Red Group Retail.

With expertise in Store Operations, Marketing, Property and People his passion lies in small and emerging retail, as well as markets. Jerome is currently helping small businesses and not for profit organisations grow through his coaching business Hangar18.

Jerome was appointed to the inaugural Board of Dandenong Market Pty Ltd upon its incorporation and was instrumental in the establishment of the Company providing the foundations for its future success.

Jerome was reappointed to the Board of Dandenong Market Pty Ltd in February 2021.

## PIP STOCKS

*Director of the Company*



Pip is the Founder of Hearsay, a cloud-based productivity tool, and CEO of BrandHook, a brand and customer experience consultancy.

She sits on the Xolvit Advisory Board and is a business mentor for Rare Birds.

She is passionate about helping businesses get closer to their customers through the concept of thick data as a way to drive their competitive edge. She has worked with clients such as AMP, Coles, The Country Road Group, 2XU, Vicinity Centres, CUB, Treasury Wine Estates, Museum Victoria, Zoos Victoria, the Victorian Government, T2, Equity Trustees, Tangerine, Bega Foods and Mondo Energy.

Pip also works with executive teams to drive more value from customer and brand experiences. In 2017, she was voted by Twitter Australia as #4 of Top 10 Twitter accounts to follow and in 2020 was shortlisted for the PauseFest Unexpected Twist Award for a great pivot.

She is a frequent contributor to business publications, is regularly asked to speak at marketing conferences and mentors other female and tech founders.

She studied Marketing and Psychology at Monash University.

Pip was first appointed to the Board of Dandenong Market Pty Ltd in March 2021.



## CHAD HERMSEN

*Director of the Company*



Chad is an accomplished property expert with a diverse background who over the past two decades has been driven by his passion for the retail industry. With a career starting at Woolworths and Coca-Cola, Chad has gained invaluable insights into the inner workings of these successful retail organisations.

In 2023 Chad founded, 'Retail Property Results,' a leasing and retail strategy consultancy built on creating resilient retail and mixed-use assets for private and institutional landlords.

Prior to RPR, Chad's was the Portfolio General Manager Leasing at QIC, spearheading the strategic development and operational management for leasing across Victoria and WA. His leadership skills and extensive expertise in retail property, has positively impacted both private and listed companies in the Middle East and Australia.

Drawing on two decades of expertise in retail property, Chad has been instrumental in shaping customer-driven brand mix outcomes for major shopping centres and mixed-use assets. He has successfully contributed to the development of prominent projects worth over \$4 billion, including Chadstone, Melbourne Emporium, Bahrain City Centre, Watergardens and Merrifield City to name a few.

Chad's qualifications complement his extensive professional background holding an MBA, an Estate's Agent License and a Graduate of the AICD.

Chad was first appointed to the Board of Dandenong Market Pty Ltd in March 2021.

## IAN SUMPTER

*General Manager*



Ian is renowned for his expertise in government, specialising in community partnerships and events, with a strong regulatory and compliance focus. Holding a BSc (Honours) in Environmental Health, Ian has earned numerous accolades in professional development, underscoring his commitment to continuous growth and excellence.

At the core of Ian's leadership approach lies his unwavering dedication to community-driven initiatives, ensuring that Dandenong Market consistently caters to the community's needs. Recognising the Market as a collective owned by the people, every endeavour is purposefully aligned with serving the community.

Ian's remarkable commitment to community values is demonstrated through his transformative delivery of commercial programs at South Melbourne Market, The City of Melbourne, and RSPCA. His executive leadership experience in complex operating environments, includes spearheading a transformative wildlife hospital infrastructure network across Victoria, orchestrating key Melbourne premier events like Moomba, and his exceptional capabilities as the former General Manager of South Melbourne Market.

Ian's accomplishments and dynamic leadership are invaluable assets as we navigate the Markets exciting journey ahead. With his strategic vision and dedication to excellence, Ian will continue to elevate Dandenong Market, enriching the experiences of traders and visitors alike.

Ian was appointed as General Manager of Dandenong Market Pty Ltd in December 2022.

### COMPANY SECRETARY

OLIVIA BROWN

### SHAREHOLDER REPRESENTATIVE

CR ANGELA LONG  
KYLIE SPRAGUE



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MARKET

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