# Table of Contents

About the Author .................................................................................................................. vii

## Introduction ....................................................................................................................... 1
- Focusing on Small Tenants 1
- What Do Our Customers Want? 2
- Create Value 3
- Have a Plan 3
- Hire the Right People 4
- Get Back to the Basics 4

### Section 1: Midnight Moves and Other Signs of the Times: Why Small Tenants Fail ........... 7
- Why Small Tenants Fail 8
- Picking Qualified Tenants 9
- Lack of Business Savvy 10
- Inadequate Finances 11
- Inferior Customer Service 12
- Poor Marketing and Ineffective Merchandising 13

### Section 2: Secrets to Synergy and Identifying Good Tenants .............................. 15
- Creating a Balanced Tenant Mix 15
- First Steps First 16
- What’s Up Front Matters 18
  - Financial Qualifications 19
  - A Business Plan 20
  - The Financial Statement 20
  - Additional Information 20
  - Landlord References 22
  - Additional Information for Retailers 22
  - Websites 22
- Effective Prospecting 29
  - Start at Home 29
  - Work the Room 30
  - Hire the Experts 30
Section 3: Is Your Tenant Headed for Trouble? ........................................... 33

Listen to the Owner’s Goals 36
Trust Your Instincts 37
Pay Attention to Your Tenants 37
Be Prepared 37
Determine the Reasons 38
Examine High Occupancy Costs 39
Review Receivables Regularly 39
Consider the Impact 39

Section 4: Evaluating Your Tenants .......................................................... 41

Constantly Evaluate 41
Assessing Financial Performance 43
Where Is the Rent? 44
Create a Tenant Watch List 44
Check Occupancy Costs 44
Benchmark Sales 45
Existing Merchants 46
Potential Tenants 46
Talk to Your Friends and Colleagues 48
Utilize Outside Resources 49
Help Your Tenants 49

Section 5: Preparing for Potential Vacancies ............................................ 51

Create a Strategy 52
Understand the Owner’s Goals 52
Understand the Market 52
Understand the Timing 52
Add Value 53
Use and Merchandise Vacant Spaces 54
Inspect the Vacant Space 55
Make the Space Show-Ready 55
Conceal It 56
Merchandise It 56
Use It 56
Section 6: Helping Small Retail Tenants Merchandise ..................... 59
   Knowing the Customer  62
   Visual Merchandising  62
      What’s the Impact?  63
      Does the Store Appear Cluttered?  63
      Are Displays Dazzling?  64
      Is Sampling Offered?  64
   Inventory Management  65
   What’s Your Sign?  65
   Improving Marketing Efforts  66

Section 7: Strategies for Success ................................................ 69
   Get Back to the Basics  69
   Understand Your Property’s Niche  70
   Make Good Deals  70
   Show Your Stuff  71
   Educate the Tenant  72