



## **Planning case study – interview questionnaire template**

### **Retail services**

- How do MSCs compete spatially? By size, format (e.g. enclosed centres), location?
- How can they confound their competitors – command of strategic spots, land banks, alliances with developers, planning regulation (see below)?
- How are they constrained by the characteristics of the market, e.g. shifting consumer preferences (such as cross-shopping), new technologies (such as on-line), city layouts (e.g. apartments and higher densities)? Does this vary with geography or SES?
- How important are 'out of town' locations to supermarkets now? What will in town developments look like?
- What room is there for independent supermarket chains?
- What is the place for the medium sized stores, e.g. the discounters? What opportunities are there for the small and independent shops? Will the MSCs form alliances with them or shut them out?

### **Planning regulation**

- How does planning regulation affect competition, looking at ways MSCs compete with each other and how they compete with other models for retail services (size, location, format ...)?
- Does planning regulation regulate competition explicitly, or more indirectly by way of hierarchies of centres, floor space limitations, format requirements?
- What is the purpose of floor space limitations?
- Which are the most critical points now for regulation – the zones, precinct structure plans, spot rezoning amendments, or permits, and so ministries, (e.g. in Victoria – MPA, councils, PPV or VCAT? How does the process with the new MPA work?)
- In Victoria, have the new commercial zones significantly freed up location, space and format choices? How so? Is there a distinction between inside and outside metropolitan areas? What about the residential zones?
- Does PR enable or allow the MSCs to exploit economic and political resources to achieve their ends, especially the process of decision making?

- What community service obligations does planning regulation extract or enlist from MSCs? What process is good at working with the MSCs? Do infrastructure contributions play a big part or are obligations more ad hoc? What are examples of innovative obligations?
- Does planning regulation constrain the MSC's strategies? Does it confer advantage on them, e.g. by rationing spaces or permitting disputation? What would increase opportunities for new and independent businesses? Is more/freer space enough?
- What do you know/expect the role of the ACCC in location decisions to be?

### **Retailer questions**

- In terms of market strategy, how important is siting of stores?
- Who competes for sites?
- How do you determine where to site new supermarkets?
- What today makes for the best sites in a catchment area? How has this changed over time?
- How are you constrained by the characteristics of the market, e.g.,
  - Shifting consumer preferences (such as cross-shopping),
  - new technologies (such as on-line shopping, logistical innovations),
  - city layouts (such as apartments and higher densities or houses and low densities)
- How do you work with developers?
- How does this differ between green field sites and existing suburbs?
- In terms of the land-use planning system what are the biggest restrictions on your freedom to operate and obtain the best sites?
- What are the most critical points now for regulation? E.g. zones, precinct structure plans, spot rezoning amendments or permits, Ministries, MPA, councils, PPV or VCAT?
- Is the system in the ACT markedly different? If so, in what ways?
- What do you see as legitimate community service obligations for occupation of a site?
- What do you see as the role of the ACCC in reviewing the acquisition of sites? Is it an onerous process for the company?
- What are your views on the recommendations made by the Harper review panel regarding reform of planning regulation to become more competition-sensitive?
- Would your company do better or worse if?
  - planning zones were abolished
  - there was no hierarchy of commercial centres, or
  - floor space limitations were removed

## **Innovation**

- How are the MSCs adapting to social change; in particular ways of shopping, and shifts in population density?
- How are MSCs adapting to technological changes as they impact planning decisions?
  - Logistics?
  - Transport?
  - Building design?