

HDTs: 5TH CITY

GLOBAL RESEARCH CENTRUM: CHICAGO

I. CONTEXTUAL LECTURE

COMMERCE MODULE

DECEMBER, 1978

Rational Objective: To obtain a comprehensive picture of commercial services in a local community.

Existential Aim: To explode the arenas of services that can enable a local community to become self-sustaining.

Introduction: Economic Dynamics

I MARKETING SERVICES	Sales Team		Market Research		Consolidated Purchasing		Product Shipping	
	Sample Preparation	Volunteer Support	Area Survey	Market Testing	Food Commodities	Raw Materials	Product Packaging	Freight Handling
	Contract Signing	Community Story	New Products	Consultant Liason	Fuel Supply	Manufactured Goods	Warehouse Structures	Price Advantage
II LOCAL MERCHANDIZING	Local Business Expansion (Existing)		Retail Business (New)		Service Operations (New)		Merchant's Association	
	Market Expansion	Building Renovation	Food Store	Household Goods	Repair Shops	Customer Services	Community Plan	Community Directory
	Local Market	Finance Consultant	Clothing Store	Hardware Store	Community Services	Enter-tainment Enterprises	Community Promotion	Information Campaign
III FISCAL SERVICES	Community Legal Form		Savings and Loan System		Book-Keeping Operation		Financial Development	
	Community Development Corporation	Capitali- zation Plan	Community Funds	Loan Arrangements	Accounting System	On-the-Job Training	Investment Proposals	Loan Management
	Ownership Models	Board of Directors	Banking Services	Credit Union	Daily Tallies	Office Skills	Loan Research	Grant Proposals
IV MANAGEMENT SYSTEMS	Manager's Collegium		Management Training		Personnel Development		Equipment Maintenance	
	Community Plan	Site Visits	Management Principles	Quality Control	Public Relations	Hiring Policies	Building Up-Keep	Building Management
	Meeting Schedule	Consultant Talks	Cash Control	Time Scheduling	Supplementary Training	Administratr Procedures	Grounds Maintenance	Building Up-Keep

HDTS: 5TH CITY

COMMERCE MODULE

I. CONTEXTUAL LECTURE

GLOBAL RESEARCH CENTRUM: CHICAGO

DECEMBER, 1978

Introduction: Economic Dynamics

I  MARKETING SERVICES	Sales Team	Market Research	Consolidated Purchasing	Product Shipping
II  LOCAL MERCHANDIZING	Local Business Expansion (Existing)	Retail Business (new)	Service Operations (new)	Merchant's Association
III  FISCAL SERVICES	Community Legal Form	Savings & Loan System	Book-Keeping Operation	Financial Development
IV  MANAGEMENT SYSTEMS	Manager's Collegium	Management Training	Personnel Development	Equipment Maintenance



## II. FIELD SEMINAR

GLOBAL RESEARCH CENTRUM: CHICAGO

DECEMBER, 1978

COMMERCE TACTICS:	COMMERCE PROGRAMS				
6 Finance Clinic 7 Volunteer Service 8 Credit Union 9 Credit Bureau 10 Local Investment 11 Banking Pool 12 Loan Fund 13 Credit Letters 14 Credit Lines 15 Development Capital 16 Services Pool 17 Professional Advice 18 Planning Consultations 23 Local Managers 34 Commercial School 49 Business Trips 73 Business Advisors 74 Chicago Guardians 80 Businessmen's Directory 86 Consumer Newsletter 99 Business Symbol 123 Business Center 124 Landholding Agency 132 Family Restaurant 135 Drug Store 141 Sales Promotion 142 Local Advertising 143 Marketing System 144 Delivery Service	I  MARKETING SERVICES	Sales Team	Market Research	Consolidated Purchasing	Product Shipping
	II  LOCAL MERCHANDI- ZING	Local Business Expansion (Exist.)	Retail Business (new)	Service Operations (new)	Merchant's Association
	III  FISCAL SERVICES	Community Legal Form	Savings & Loan System	Book-Keeping Operation	Financial Development
	IV  MANAGEMENT SYSTEMS	Manager's Collegium	Management Training	Personnel Development	Equipment Maintenance

## SESSION II: FIELD SEMINAR

GLOBAL RESEARCH CENTRUM: CHICAGO

DECEMBER, 1978

Rational Objective: To acquaint students with the commerce tactics, present and proposed, in 5th City.

Existential Aim: Impress students with how 5th City commercial tactics have begun to transform a former blighted area to an image of self-sustained, serviced community

INTRODUCTION: Reflections on the contextual lecture: (1) What do you remember from the lecture? (2) What are some of the arenas of commercial services breaking loose today?

## TACTICAL REVIEW

1. Refer to your 5th City document:
  - Vision: What do you notice as the vision of 5th citizens in regard to commerce? What would be some of your hopes and dreams for this community? For your own community?
  - Contradictions: What do you notice is blocking 5th City in the arena of commercial services?
  - Proposals: What are some of the commerce proposals (business and finance) in 5th City? What seem to be the strategic advantages of these?
  - Tactics: Ask objective questions on the chart (How many arenas, how many paratactics and names, how many tactics related to commerce?).
2. Pass out commerce tactics plotting sheet with 4x4; divide into four groups (in place), each group taking a fourth of the tactics and plotting them on the program 4x4. Representatives from each group put plot from their group on the board. Add other commercial services established since the consult. Also refer to the 5th City business directory to see other businesses not covered so far. Plot some of them also.
3. Reflect on the board plot: What strikes you about the plot? Where has 5th City put its emphasis in terms of commercial development? Where are services missing? Why? What contradictions are handled by these tactics? How do you suspect the vision of local residents is realized through these tactics? What does this plot tell us about the next moves in 5th City?

## TOUR

1. Have 5th City Business Association members lead school on tour of commercial enterprises in the 5th City area. Begin with the 5th City Shopping plaza across from the HDTs. This includes 5th City Superfoods, Stanley's Broasted Chicken, Stanley's Laundromat and Dry Cleaner, the 5th City Financial Services Center.
2. Next look at site of projected expansion of 5th City business and make notes on possible new businesses that could be started.
3. If time allows visit some other commercial enterprises such as the 5th City Transport Service, Floyd's barber shop and Corine's Lounge. (Task Forces could be split up and alternate these visits in 1 and 2)

## REFLECTIONS

1. Conversation on impressions of 5th City commerce and on what the next great leap in commercial services is in 5th City.
2. Discuss what is blocking this leap and how to move.
3. What did you discover about doing local community commercial development?

## SESSION III: TECHNICAL ENCOUNTER

GLOBAL RESEARCH CENTRUM: CHICAGO

DECEMBER, 1978

Rational Objective: To expose students to the various components of commercial operations.

Existential Aim: To have students experience the required discipline to succeed at effective commerce.

INTRODUCTION: Context group on successful commerce depending on phasing the operation into manageable parts: (1) financing, (2) inventory control-turn over rates balance, (3) pricing/advertising, (4) accounting, and (5) customer relations. We will look at all this at the macro level in Chicago, then check it out in a small retail operation.

## PREPARATION

1. Tell the Chicago history as center of U.S. commerce: Sears Hdqtrs., Montgomery Wards, Merchandise Mart, Stockyards (gone to regional now because of transportation costs), Chicago Board of Trade (International center for farm prices). Also a great transportation center.
2. Build a screen of questions to examine a retail operation (Hamburger U.), a merchandising operation (Sears building), a pricing operation (Chicago Board of Trade). Sample questions:

## RETAIL OPERATION

How does McDonalds use the team to succeed at store operations? What are the major components of retailing? What is the key to successful store operations?

## MERCHANDISING OPERATION

How has Sears organized for rapid merchandising? What are the critical indicies they use for merchandising? How do they expand their markets?

## PRICING OPERATION

How does world demands effect local growers and, consequently, retail pricing? What are the basic components from growing to public consumption? What effects retail pricing?

## VISIT

Divide into three task forces:

1. Hamburger University- training in retail operations. Ray Caruso.
2. Sears Tower- walk through offices to see organization for merchandising. Go to top and build a commercial grid of Chicago. Clancy Mann.
3. Board of Trade- examine pricing operation.

## SCREEN TESTING/REFLECTION

Movement III options: either return for group reflection on technical visit, or interview several retail operations in 5th City to test the screens from the technical visit. If the latter is chosen it would have to be integrated into the field seminar, leaving for the technical visit in movement II of the field seminar and ending with the 5th City tour. In this case a box lunch would be required to take, as the lunch hour would come while the task forces were in the Loop. A local retail interview might have the following questions: (1) What financing involved in start-up? (2) How do you handle inventory operations? (3) What overhead expenses involved? (4) What is major problem? (5) How attract customers? (6) How has 5th City enabled you to succeed (direct/indirect)?

CONCLUSION: Discussion on commercial learnings: What did we learn on running a retail operation? What are the major problems? What are keys to success in merchandising? What are the edges in commerce today that a local community like yours can pick up on?

**5th City commerce emphases:**

**RETAIL OPERATIONS**

Restaurant  
Service Station  
Grocery store

**MERCHANDISING OPERATIONS**

Restaurant  
Auto repair  
Laundromat/cleaners

**PRICING OPERATIONS**

Restaurant  
Home repairs  
Hardware store



CHICAGO

OCTOBER, 1978

Rational Objective: To lay out the implementary systems key to building commercial services in a community.

Existential Aim: To disclose the great possibilities for local businessmen and the community to work together in the creation of viable community retail and finance services.

Introduction: Sociological humanness of commercial services.

PROGRAM DEVELOPMENT KEYS	Capital Funds		Co-operative Enterprises		Market Promotion		Management Training	
	Revolving Loan Fund	Bank Financing	Common Bulk Purchasing	Multi-purpose Facility	Buyers Survey	Suppliers Survey	Record Keeping	Cash Flow Management
	Local Investment	Grant Processing	Local Busin. Association	Funding Events	Cost Analysis	Product Packaging	Market Analysis	Production Methods
PRACTICAL ACTIONAL SCHEMES	Formal Business Association		Generate Commercial Space		Products Promotion Campaign		Revolving Loan Fund	
	Systematic Visitation	Strategic Benefits	Centralize Facility	Land Use Plan	Local Advertise't Upgrade	Special Grants	Generate Initial Cash Pool	Short Loans
	Membership Guidelines & Dues	Regularized Meetings & Celebration	Beautificatn Campaign	Low Cost Rental	Corporate Advertise't	Special Events & Present'ns	Build Dec'n-making Polity	Collateral System
GUILD TASK FORCE FUNCTION	Planning & Promotion		Core Leadership Role		Gusiness Operations Training		LEV Catalyzation	
	Future Projections	Growth Phasing	Demonstrate Successful Enterprises	Encourage Particip't'n	Targeted Workshopping	Formal Training	Social Program Support	For-Profit Organization
	New Enter-prise Promotion	Trouble Shooting	Maintain Crucial Relationships	Research New Possib.	Apprentice Program	Regular Evaluation	Local Polity	Not-for Profit Organizat'n
AUXILIARY SUPPORT ROLE	Insuring Longrange Systems		Technical Assistance Linkage		Fiscal Liaison Initiation		Project Promotion	
	Tactical Monitoring	Hosts Community Councils	Construction & Archit.l Services	Banking Services	Public & Private	Proposal Packaging	Site Visits	Catalytic Events
	Catalyzes Increasing Participatn	Regular Visitation	Legal & Accounting Services	Production Technology Expertise	Initial Research	Encourages Local Entrepren.	Local Motivity	Demonstra'n Highlight'g



## SESSION V: RESOURCE PANEL

GLOBAL RESEARCH CENTRUM: CHICAGO

DECEMBER, 1978

Rational Objective: To become familiar with the resources available for initiating small commercial operations.

Existential Aim: To experience the willingness of public and private sector resources to enable local community commerce to succeed.

INTRODUCTION: Introduction of panelists.

## PREPARATION

Moderator leads an invitational conversation with the participants:

- How many grew up with a neighborhood store? What are your memories?
- What services have disappeared from your community that once played a significant role for you?
- What do you consider the most pressing needs in the arena of commercial services today? What are the issues?

## SUGGESTED PANEL ARENAS:

SBA representative.  
 Banker: Jeff Miller of Nat'l Blvd.  
 Bank or Don Ford of Community Bank of Lawndale.  
 Venture Capital Corp.: AMOCO, Mr. Shaeffer.  
 Business Counseling/proposals: Isadore Flakes of CEDCO.  
 Food retailing: Ray Caruso  
 Merchandising: Clancy Mann, Sears.

## PANEL

Moderator calls for reports from each member of the panel, successively, asking them to say a word about what they do, address the role of small commercial business in today's society, and mention resources available for development of local commerce.

## GROUP-PANEL DIALOGUE

1. Moderator calls upon participants to ask questions of the panelists.
2. Moderator invites panelists to ask questions of the group.
3. Moderator sums up the panel discussion and calls for closing insights from the group.

CONCLUSION: Moderator thanks the panelists and invites further informal dialogue.



## VI. PRACTICAL WORKSHOP # 1

GLOBAL RESEARCH CENTRUM: CHICAGO

JANUARY, 1978

Rational Objective: To learn the process of tactical planning in starting a retail merchants' association.

Existential Aim: To experience the catalytic role of auxiliary in implementing community commercial development.

Introduction: Context group on workshop function and design, including time frame. Remind participants of the number of 5th City tactics which relate to a merchants' association. Refer to several and read aloud, such as 73 (business advisors), 80 (businessmen's directory, 99 (business symbol), 141, 142, 143, 144 (cooperative efforts.)

1. Discuss the purpose and functions of a merchants' association. Be sure to explore the merchants' responsibility for the total community and the possible cooperative efforts, such as sharing accounting and auditing services, on their part.

M 2. Elicit from the group some of the key struggles facing small business in small communities.

O 3. Brainstorm actions which would begin to deal with these issues.

V 4. Gestalt into arenas.

E 1. Divide into 2 groups.

M 2. Group 1 will design a merchants' association. Ask questions about its purpose, functions, organization, and membership. Explore how the following concerns will be handled: business promotion, relations to public services like utilities and street maintenance, loan funds, the look of the commercial area, town design, and management training. Write a paragraph which would include what the association would look like, how it would be initiated, when, where, and by whom. Group 2 will create a year's timeline of activities in which a merchants' association would be involved.

T 1. Regather as total group and build a common timeline. Be sure to consider events already scheduled in local community that would give the association an advantage or would block further activities in those time slots.

S 2. Read the paragraph from Group 1 describing a merchants' association. Ask further questions: How would you recruit for a merchants' association?  
What blocks do you anticipate?  
What "special" tactics would be needed for winning trust?  
Revise the paragraph as needed.

Conclusion: Reflect on the workshop process and learnings.

## VI. PRACTICAL WORKSHOP # 2

GLOBAL RESEARCH CENTRUM: CHICAGO

JANUARY, 1978

Rational Objective: To learn the process of tactical planning in starting a retail store operation.

Existential Aim: To experience the catalytic role of auxiliary in implementing local community commercial development.

Introduction: Context group on workshop function and design, including time frame. Remind participants of the power that a retail store has in enabling morale of a local community, e.g. store in Cannonball (Inyan Wakagapi HDP.)

- |   |    |   |
|---|----|---|
| M | I  | <ol style="list-style-type: none"> <li>1. Artform retail store checklist, page 6. (Use categories "Feasibility and Design, Set-up and Initiation.")</li> <li>2. Discuss what the retail store would look like for the assigned location, the H.D.T.S.</li> <li>3. Divide into 4 groups. Assign participants to these work arenas: Merchandising, Operations, Finances, Personnel</li> </ol>   |
| O |    |   |
| V |    |   |
| E | II | <ol style="list-style-type: none"> <li>1. In sub-groups brainstorm actions within given work arena needed to set up the store for the H.D.T.S.</li> <li>2. Gestalt actions and arrange in phases.</li> <li>3. Decide all practical matters in relations to your arena: when, where, who</li> <li>4. Create a timeline for immediate implementation.</li> </ol>  |
| M |    |   |
| E |    |   |
| N | II | <ol style="list-style-type: none"> <li>1. Regather as total group and report briefly.</li> <li>2. Create a common timeline. Check the H.D.T.S. calendar (events already scheduled within the "community" which would block store hours of operation and the regular daily activities which create an advantage for the store.)</li> <li>3. Assign personnel to complete plans and initiate the store. A survey of community needs and wants may need to be designed by this group.</li> </ol> |
| T |    |   |

Conclusion: Reflect on the workshop process and learnings.

## VI. PRACTICAL WORKSHOP # 3

GLOBAL RESEARCH CENTRUM: CHICAGO

JANUARY, 1978

Rational Objective: To learn the process of tactical planning in designing a merchandising survey for a local retail store.

Existential Aim: To experience the catalytic role of auxiliary in implementing local community commercial development.

Introduction: Context group on workshop function and design, including time frame. Explain the survey of the community's merchandising needs is to determine the types, quantities, and prices of products people would purchase locally if available.

M

I

O

V

E

II

M

E

N

III

T

S

1. Brainstorm the information we would need in order to locally provide the community with necessary goods. (Look at ways to reveal local buying patterns through discovering needs, wants, capacity to buy, and attitudes.)
2. Gestalt brainstorm into arenas of concern.
3. Divide group into sub-groups, each working with a different arena of concern.

1. Within each group create 5 key questions aimed at discerning the "market" in 5th City for Superfoods.

Sample questions: Who buys for your family? how often? where?  
 What products do you make special trips to buy?  
 What products do you want to buy but can't?  
 What products do you buy from mobile vendors?

2. Make a wall chart of your group's questions.

1. Regather as total group. Put up charts. Read each group's questions.
2. Look for gaps. (What information would be left out if we used only these questions?) Add appropriate questions.
3. Discuss briefly how the survey would be set up. Who would do it? When would it be? (consider merchandising survey as part of a future workday in conjunction with 5th City's comprehensive census survey.)

Conclusion:

1. Decide next steps to be completed before doing survey. (e.g. chart for compiling data.)
2. Reflect on the workshop process and learnings.



## VII. ACTION

GLOBAL RESEARCH CENTRUM: CHICAGO

DECEMBER, 1978

Rational Objective: To do a market re-search survey in 5th City and initiate steps in a 6 month 5th City Superfoods marketing campaign.

Existential Aim: To experience the contradiction in the local market through direct contact with local people, and see the possibility of turning the market to the advantage of 5th City business.

INTRODUCTION: The 5th City shopping center suffers from a lack of local community support. This is a marketing issue of how to get large volumes of residents to develop a pattern of support for the stores. We will do a door-to-door survey today to discern the contradictions and ways to shift community patronage.

## PREPARATION

1. The story of the 5th City shopping plaza, including past promotional schemes, pricing history and present customer profile.
2. Workshop what a resident questionnaire would look like. What would it need to contain?
3. Create questionnaire form, arrange other practices for 40 block survey.

## FIELD EXERCISE

Do market survey in 5th City, then return to tabulate data into charts that can be used in the Reflection movement.

## REFLECTION

1. Gather as a whole group and reflect on the survey experience.
2. Discuss how a promotional campaign could be designed to meet customer needs and to solicit their patronage.
3. Outline the steps required for the campaign and recommendations to the Businessmen's Association on the elements and timeline for the campaign.

CONCLUSION: