

Spring 2019

Expanding business to Harrisonburg

Graham Maguire

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Expanding Business to Harrisonburg

An Honors College Project Presented to
the Faculty of the Undergraduate
College of Business
James Madison University

by Graham Howard Maguire

Accepted by the faculty of the College of Business, James Madison University, in partial fulfillment of the requirements for the Honors College.

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PUBLIC PRESENTATION

This work is accepted for presentation, in part or in full, at the Honors Symposium on April 5, 2019.

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I. Acknowledgements

I would like to thank my capstone advisor, Dr. Angela Heavey, first and foremost. She has been a tremendous help to me throughout the past few semesters, putting in countless hours guiding me through my project. I would additionally like to thank my two readers, Mr. Ruari Walsh and Dr. David Cavazos, for giving me helpful input on my project this semester. Finally, I would like to thank the JMU Honors College for hosting the Honors Symposium and giving me the chance to present my research to the public.

II. Abstract

This study will attempt to determine whether Harrisonburg is a viable option for expanded retail options. Fifteen stores will be examined that have performed well throughout the United States over the past several years based on several different metrics. Data used to compare these stores will be collected via a survey distributed to James Madison University students and public census data. Additionally, several stores that are already in operation in Harrisonburg will be assessed to serve as a comparison group. By the end of this study, I will offer recommendations on which of the 15 stores in the study would likely perform well in Harrisonburg and which ones would perform poorly based on the average median household income of areas where stores are already present, the distance of current stores to Harrisonburg, and James Madison University students' preferences gathered from an online survey.

III. Background Information

When initially gathering research in attempts to answer the question whether or not Harrisonburg was fit for retail expansion, several topics of interest were: criteria in choosing where to open a new store, retail performance in college towns, and retail performance in small cities. While each store has different criteria for what it looks for in a specific location before opening a store there, one of the stores in this study, Trader Joes, has its criteria laid out for the public. According to David Livingston of DJL Research, Trader Joes is looking for “a higher income area, preferably with a six figure median household income.” Additionally, they prefer an educated customer base, so being located near a university is a plus too. Finally, they would like to be a part of an upscale shopping center that faces a high traffic road. On the other hand, stores that are not as fixated on the income of an area have a whole different set of criteria that they evaluate when determining whether or not to open a store. Walmart, a store with over 20 locations within 62 miles of Harrisonburg, emphasizes “economies of density” in order to reduce shipping costs. This allows trucks that are shipping products to Walmart to go to many stores within a relatively small area. This also helps Walmart by allowing experienced managers to transfer to new stores that open in the area to ensure they are being run by the best possible managers in the area. Since many of the stores being examined have a model closer to that of Trader Joes, median household income was chosen as a major indicator of whether a store would succeed or not in Harrisonburg.

Another important topic to look into for this study was the retail markets in other college towns. College towns are becoming more and more attractive for retailers around

the United States. In the past, retailers chose to focus more on suburb areas where families have more disposable income. However, many suburban towns are now oversaturated with retail options while many college towns are expanding their retail options. According to Butler Enterprises, Gainesville, FL, a small city where the University of Florida is located, calculates that the 50,000 undergraduate students spend around \$125 million on restaurants, \$92 million on groceries, and \$35 million on clothing annually. While JMU has about 30,000 less undergraduate students than the University of Florida does, the average family income for UF students is \$106,700 while the average family income for JMU students is \$147,000. While there is no data specifically outlining the spending of JMU students, this could suggest that the average JMU student spends even more per year on similar purchases.

Since Harrisonburg is not only a “college town,” but also a small city in rural Virginia, it is also essential to examine how the retail market in similar cities is performing in recent years. For the purposes of this study, the city that will be compared to Harrisonburg will be Charlottesville due to its similar population and location. Charlottesville and its surrounding counties have seen eight consecutive years of retail growth since the recessions of 2008 and 2010. The area saw a record of \$2.8 billion in sales in 2017, which beat the previous record of \$2.7 billion in sales set one year prior in 2016. However, despite the city and its surrounding counties seeing tremendous growth over the past decade, the actual city of Charlottesville saw a decrease in retail sales of 3.62% from 2016 to 2017. While experts are not completely sure on why this drop in sales occurred, this may be attributed to the white supremacist rallies that occurred in the city during the summer of 2017 that deterred many

shoppers or poor weather. Despite this down year, sales are not projected to decrease in the next year.

Additionally, an important factor to examine is the current retail market in Harrisonburg and how it is perceived by its residents. Based on the student survey, distributed to JMU students, a majority of students rated the current retail options on average a 4.94 out of 10, with no student rating them above an 8. From this, it be deduced that some expansion in the retail options in Harrisonburg would be welcomed, at least by the student population.

IV. Methodology

Fifteen different stores were chosen from Stores.org's list of Top 100 Retailers of 2018 that are currently not located in Harrisonburg to assess their fit with the Harrisonburg community. These retailers are: Nike, Forever 21, Vans, DSW, Gap, Banana Republic, Macy's, J Crew, Whole Foods, Trader Joes, Wegmans, Apple, Bass Pro Shops, Five Below, and Guitar Center. In addition, six other stores were chosen from the same list that are currently located in Harrisonburg to act as a control group. These stores are: Target, Walmart, Lowes, H&M, Hollister, and Dicks. All of the stores chosen for this study have performed very well in recent years, despite many shoppers choosing to do more and more of their shopping online as opposed to in brick and mortar stores. In order to assess whether a store could be successful in Harrisonburg or not, three measures were used: median household income, distance of existing stores from Harrisonburg, and student preferences from responses to an online survey. Point values were given to each store based on these 3 criteria, and the stores with the highest point values will, in theory, have the highest likelihood of succeeding in Harrisonburg. To obtain the median household income and the distance from Harrisonburg, the twenty closest stores were examined. For the purposes of this study, the median household income has been adjusted to take into account James Madison University students. Without JMU students, Harrisonburg has a population of 54,215 and a median household income of \$43,009. However, there are an additional 19,974 full time undergraduate JMU students living in Harrisonburg from the months of August to May and the average median household income of a JMU family is \$147,000. While this figure takes into account only the students' parents' income and not

the students', a significant majority of students do not change their spending habits while away at school. With this in mind, the adjusted median household income used for this study takes into account the total population of Harrisonburg by adding both the number of JMU students with the number of full time residents to get 74,189. This number is obtained by dividing the number of full time residents with the total Harrisonburg population and multiplying it by the median household income of Harrisonburg then adding it to the number of JMU undergraduates divided by the total population of Harrisonburg multiplied by the median household income of JMU families. This results in an adjusted median household income of \$71,007, an increase of around 65% from the median household income of full time residents. If the median income of the cities where the twenty closest stores are located exceeds the adjusted median household income for Harrisonburg by more than 20%, it will receive 1 point. If the median household income exceeds Harrisonburg's by between 15-20%, it will receive 2 points and if the median household income exceeds Harrisonburg's by less than 15% or is below it, it will receive 3 points.

When looking at the distance of existing stores from Harrisonburg, it is important to note that many retailers would likely not consider opening a store here if there is already one located in the area. For many stores within the study, there is already a location about an hour away in Charlottesville, VA. For the purposes of determining the fit of a retailer with Harrisonburg, 1 point will be given if there is a store located less than 50 miles away, 2 points will be given if the closest store is located between 50 and 80 miles away, and 3 points will be given if the closest store is located more than 80 miles away.

JMU students' retail preferences matter since they make up around 30% of the total Harrisonburg population and typically come from households that have a much higher income than Harrisonburg. In an online survey distributed to JMU student's one question asks students to rate 15 different retail stores on a scale of 1 to 5 with 1 being "very unlikely to shop there" and 5 being "very likely to shop there". For the purposes of determining the fit of a retailer with the Harrisonburg community, 1 point will be given to stores that average between 1-2.33 (either unlikely or very unlikely to shop at the particular store), 2 points will be given to stores that average above a 2.33 but below a 3.66 (neutral to shop at the particular store), and 3 points will be given to stores that average a 3.66 or higher (likely to very likely to shop at the particular store.)

The points from each of the three criteria will be added together to get a final score between 1 and 9 and ranked from most likely to least likely to succeed in Harrisonburg. In the event that multiple stores get the same total score, the store with a higher score on the student survey will be ranked higher.

V. Results

Control Group

The control group is made up of six different stores that already operate in Harrisonburg, VA. It consists of: Target, H&M, Walmart, Lowes, Dicks, and Hollister. These are all high traffic stores that appeal to both local residents and James Madison University students. Out of the six stores in the control group, the store with the lowest average household income was Walmart at \$50,233.85, 41% of the adjusted median income for Harrisonburg. Walmart was also the store with the most locations around the Harrisonburg area with 20 stores within a 62 mile radius of the city. Hollister was the store with the highest median income of shoppers at \$85,709.05, 17% above the adjusted median income for Harrisonburg. Hollister was also the store with the fewest locations around the Harrisonburg area with an average distance of 100.55 miles of the 20 closest stores from Harrisonburg.

The following sections reviews each store according to its distance from Harrisonburg, median household income, and student retail preferences.

Nike

The closest Nike store to Harrisonburg is located in Charlottesville, VA. Of the 20 closest stores to Harrisonburg, the city with the highest median household income is Clarksburg, MD with a median household income of \$135,274 and the city with the lowest is Washington, PA with a median household income of \$36,512. With such a wide range of incomes, it does not appear that median household income is a predictor of success for Nike stores. Despite this, the adjusted Harrisonburg median household income is very close to the average of the 20 closest Nike store locations at only 3% higher. Of the students surveyed, more than half said that they

would be likely or very likely to shop at a Nike store if one opened in Harrisonburg. On the one to five scale ranging from very unlikely to very likely, Nike scored a 3.36 which places it slightly above neutral, but below likely. Overall, Nike ranked 6th highest of the 15 stores on the survey in customer preference.

Forever 21

Of the 20 closest Forever 21 stores to Harrisonburg, the closest is located in Woodbridge, VA about 85 miles away. The average median household income is one of the highest of the 15 stores examined at \$98,472, 28% above the adjusted Harrisonburg median household income. However, the range in median household incomes is very wide with the highest being in McLean, VA at \$190,258 and the lowest in Morgantown, WV at \$35,502. Morgantown, WV is an outlier in terms of median household income, as it is 64% below the average median household income of the other 19 closest stores to Harrisonburg. Morgantown is also the home of a large state university (West Virginia University) like Harrisonburg is, which may indicate that Forever 21 can be successful in a college town. Of the students surveyed, more than 56% said that they would be likely or very likely to shop at a Forever 21 store if one opened in Harrisonburg. On the one to five scale ranging from very unlikely to very likely, Forever 21 scored a 3.43 which places it slightly above neutral, but below likely. Overall, Forever 21 ranked 5th highest of the 15 stores on the survey in customer preference.

Vans

Of the 20 closest Vans stores to Harrisonburg, the closest two are both 86 miles away and located in Leesburg, VA and Richmond, VA and the farthest is 180 miles away and located in Norfolk, VA. The average median household income of this group is 23% above the adjusted

Harrisonburg median household income at \$91,999.95. Of the 20 closest stores, Harrisonburg has a higher median household income than six of them when accounting for JMU students and a higher median household income than four of them when not accounting for JMU students. The average median household income is slightly skewed due to the very high median household incomes of McLean, VA and Bethesda, MD at \$190,258 and \$184,606 respectively. After disregarding those two cities, the average median household income of the other 18 closest stores drops to \$81,396, just 13% above the adjusted median household income for Harrisonburg. Of the students surveyed, more than half said that they would be unlikely or neutral to shop at a Vans store if one opened in Harrisonburg. On the one to five scale ranging from very unlikely to very likely, Vans scored a 3.15 which places it slightly above neutral, but below likely. Overall, Vans ranked 9th highest of the 15 stores on the survey in customer preference.

DSW

Of the 20 closest DSW stores, the closest is located just 34 miles away in Charlottesville, VA and the farthest is 104 miles away and located in Washington, DC. The average median household income of the customers that shop at these stores is \$90,522, 22% higher than the adjusted Harrisonburg median household income. The city with the highest median household income is Gainesville, VA at \$132,037 and the city with the lowest is Roanoke, VA at \$39,530. Of the cities that currently have a DSW, Harrisonburg would rank only above four of them in terms of median household income when adjusted for JMU students and only above two without adjusting for JMU students. Of the students surveyed, more than half said that they would be likely or very likely to shop at a DSW store if one opened in Harrisonburg. On the one to five

scale ranging from very unlikely to very likely, DSW scored a 3.33 which places it slightly above neutral, but below likely. Overall, DSW ranked 7th highest of the 15 stores on the survey in customer preference.

Gap

Of the 20 closest Gap stores to Harrisonburg, the closest is located 34 miles away in Charlottesville, VA and the farthest is located 130 miles away in Annapolis, MD. The average distance of these stores is 96.8 miles away with a majority of them being located in the Maryland and Virginia suburbs of Washington, DC. The average median household income of the shoppers at the 20 closest stores is very high at \$98,147, 28% higher than the adjusted Harrisonburg median household income. While this average is pulled up greatly by the very rich Washington, DC suburb of McLean, VA, Bethesda, MD, and Chevy Chase, MD, Gap also has locations in some lower income areas such as Hagerstown, MD, which has a median household income of just \$38,080. Of the students surveyed, nearly half said that they would be unlikely or very unlikely to shop at a Gap store if one opened in Harrisonburg. On the one to five scale ranging from very unlikely to very likely, Gap scored a 2.79 which places it slightly below neutral, and above unlikely. Overall, Gap ranked 13th highest of the 15 stores on the survey in customer preference.

Banana Republic

Of the 20 closest Banana Republic stores to Harrisonburg, the closest is located 34 miles away in Charlottesville, VA and the farthest is located 125 miles away in Hanover, MD. The average distance of these stores is 95.35 miles away with a majority being located in Northern Virginia and Washington, DC. The average median household income of shoppers at the 20

closest stores is \$99,992, 29% higher than the adjusted Harrisonburg median household income and the highest of all of the stores in the research study. Similar to Gap, Banana Republic also has a location in Hagerstown, MD where the median household income is 62% below the average. However, Hagerstown is an outlier compared to the other 19 closest stores to Harrisonburg, with half having median household incomes above \$100,000. Of the students surveyed, nearly half said that they would be unlikely or very unlikely to shop at a Banana Republic store if one opened in Harrisonburg. On the one to five scale ranging from very unlikely to very likely, Banana Republic scored a 2.80 which places it slightly below neutral, and above unlikely. Overall, Banana Republic ranked 12th highest of the 15 stores on the survey in customer preference.

Macys

Of the 20 closest Macy's to Harrisonburg, the closest is located in 74 miles away in Fredericksburg, VA and the farthest is located 116 miles away in Colonial Heights, VA. The average distance of these stores is 95.85 miles away from Harrisonburg, with a majority of them being located around the Washington, DC metropolitan area or the Richmond, VA metropolitan area. The average median household income for shoppers at Macy's is \$93,111, about 24% higher than the adjusted median household income of Harrisonburg. The city with the highest median income is McLean, VA at \$190,258 and the city with the lowest is Roanoke, VA at \$39,201. Despite the relatively large gap between Harrisonburg's median household income and that of Macy's shoppers, there are several Macy's located in areas with a lower median household income than Harrisonburg. Of the 20 closest locations to Harrisonburg, 6 different cities have a lower median household income than Harrisonburg. Of the students

surveyed, around 55% said that they would be likely or very likely to shop at a Macy's store if one opened in Harrisonburg. On the one to five scale ranging from very unlikely to very likely, Macy's scored a 3.47 which places it half way between neutral and likely. Overall, Macy's ranked 4th highest of the 15 stores on the survey in customer preference.

J Crew

Of the 20 closest J. Crew stores to Harrisonburg, the closest is located 34 miles away in Charlottesville, VA and the farthest is located 180 miles away in Norfolk, VA. The average distance of these stores is 100.7 miles away from Harrisonburg. Similar to many other stores on the list, a majority of stores are located in the Maryland and Virginia suburbs of Washington, DC. The average median household income of shoppers at J. Crew is \$94,740, about 25% above the adjusted median household income for Harrisonburg. The city with the highest median household income is again McLean, VA at \$190,258 and the city with the lowest is Hagerstown, MD at \$38,080. Outside of locations in Hagerstown, MD and Charlottesville, VA, all of the other stores near Harrisonburg are located in or around large cities. Of the students surveyed, over 55% said that they would be unlikely or neutral to shop at a J Crew store if one opened in Harrisonburg. On the one to five scale ranging from very unlikely to very likely, J Crew scored a 2.86 which places it slightly below neutral, and above unlikely. Overall, J Crew ranked 11th highest of the 15 stores on the survey in customer preference.

Whole Foods

Of the 20 closest Whole Foods to Harrisonburg, the closest is located 34 miles away in Charlottesville, VA and the farthest is located 106 miles away in Silver Spring, MD. The average distance of the 20 closest stores to Harrisonburg is 94.65 miles with a majority being located in

Washington, DC and its suburbs. The average median income of the cities where these stores are located is \$96,431, about 26% higher than the adjusted median income for Harrisonburg. The location with the highest median household income is Chevy Chase, MD at \$157,802 and the city with the lowest is Charlottesville, VA at \$66,853. There are no real outliers in terms of median household income and the only store not located in or near a major city (Richmond or Washington, DC) is located in Charlottesville. Of the students surveyed, over 68% said that they would be likely or very likely to shop at a Whole Foods if one opened in Harrisonburg. On the one to five scale ranging from very unlikely to very likely, Whole Foods scored a 3.80 which places it slightly below likely, and above neutral. Overall, Whole Foods ranked 3rd highest of the 15 stores on the survey in customer preference.

Trader Joes

Of the 20 closest Trader Joes to Harrisonburg, the closest is located just 34 miles away in Charlottesville, VA and the farthest is located 131 miles away in Annapolis, MD. The average distance of these stores from Harrisonburg is 97.1 miles away, with a majority of them being located in Washington, DC and its suburbs. The average median household income of the cities where these stores are located is \$92,269, about 23% higher than Harrisonburg's median household income. The city with the highest median household income is Bethesda, MD at \$146,664 and the city with the lowest is Bailey's Crossroads, VA at \$66,028. Of the 20 closest stores, all but 4 of them are located in Washington, DC or its Maryland/Virginia suburbs, so there is not much demand for Trader Joes outside of major metropolitan areas. Of the students surveyed, around 75% said that they would be likely or very likely to shop at a Trader Joes store if one opened in Harrisonburg. On the one to five scale ranging from very unlikely to very likely,

Trader Joes scored a 4.34 which places it slightly above likely, and below very likely. Overall, Trader Joes ranked highest of the 15 stores on the survey in customer preference.

Wegmans

Of the 20 closest Wegmans to Harrisonburg, the closest is located 37 miles away in Charlottesville, VA and the farthest is located 159 miles away in Harrisburg, PA. The average distance of these stores from Harrisonburg is 101.5 miles away. While about half of these stores are located in the Maryland and Virginia suburbs, there are several locations located outside of major metropolitan areas. The average median household income is \$90,277, about 21% higher than the median household income for Harrisonburg. The city with the highest median household income is Woodmore, MD at \$137,500 and the city with the lowest median household income is Harrisburg, PA at \$53,593. Of the students surveyed, around 70% said that they would be likely or very likely to shop at a Wegmans store if one opened in Harrisonburg. On the one to five scale ranging from very unlikely to very likely, Trader Joes scored a 3.82 which places it slightly below likely. Overall, Wegmans ranked 2nd highest of the 15 stores on the survey in customer preference.

Apple

Of the 20 closest Apple stores to Harrisonburg, the closest is located 86 miles away in Fairfax, VA and the farthest is located 192 miles away in Newark, DE. The average distance from Harrisonburg of these stores is 126.45 miles, with nearly all of them being located near a large city (Washington DC, Richmond, Virginia Beach, Baltimore, and Pittsburgh). The average median income of cities where these stores are located in is \$93,379, about 24% higher than the median income of Harrisonburg. The city with the largest median household income is McLean,

VA at \$190,258 and the city with the lowest is Norfolk, VA at \$45,268. If Harrisonburg were to open an Apple store, it would rank the 6th lowest in terms of median household income among the 20 other closest stores. Of the students surveyed, around 39% said that they would be likely or very likely to shop at an Apple store if one opened in Harrisonburg. On the one to five scale ranging from very unlikely to very likely, Apple scored a 3.05 which places it slightly above neutral. Overall, Apple ranked 10th highest of the 15 stores on the survey in customer preference.

Bass Pro Shops

Of the 20 closest Bass Pro Shops to Harrisonburg, the closest is located 93 miles away in Ashland, VA and the farthest is located 661 miles away in Memphis, TN. The average distance of these store from Harrisonburg is 343.65 miles, with only 5 of them being located within 200 miles. The average median household income for cities that currently have a Bass Pro Shops located there is \$47,029.55, which is 51% lower than the median household income for Harrisonburg. The city with the lowest median household income is Atlantic City, NJ at \$26,566 and the city with the highest is Hanover, MD at \$96,483. Since Bass Pro Shops would likely appeal more to full time residents of Harrisonburg as opposed to JMU undergraduate students, it may be more appropriate to compare the average median household income to Harrisonburg's unadjusted median income of \$43,009. Using this median income, that puts Harrisonburg just 9% below the average median income. If a store were to open in Harrisonburg, it would rank exactly in the middle of the 20 closest stores in terms of median household income when unadjusted for JMU students. Of the students surveyed, around 65% said that they would be unlikely or very unlikely to shop at a Bass Pro Shops store if one opened

in Harrisonburg. On the one to five scale ranging from very unlikely to very likely, Bass Pro Shops scored a 2.25 which places it slightly above unlikely. Overall, Bass Pro Shops ranked 2nd lowest of the 15 stores on the survey in customer preference.

Five Below

Of the 20 closest Five Below stores to Harrisonburg, the closest is located 31 miles away in Charlottesville, VA and the farthest is located 98 miles away in Alexandria, VA. The average distance of Five Below stores from Harrisonburg is 82.05 miles with nearly all of them located in the Virginia suburbs of Washington DC or the Richmond metropolitan area. The average median household income for the 20 closest cities that have a Five Below is \$79,149, about 10% above the Harrisonburg median household income. The city with the highest median household income is Gainesville, VA at \$130,944 and the city with the lowest is Martinsburg, WV at \$36,976. If there were to be a store located in Harrisonburg, it would rank 9th lowest in terms of median household income compared to the 20 other cities. Of the students surveyed, around 47% said that they would be likely or very likely to shop at a Five Below store if one opened in Harrisonburg. On the one to five scale ranging from very unlikely to very likely, Five Below scored a 3.28 which places it slightly above neutral. Overall, Five Below ranked 8th highest of the 15 stores on the survey in customer preference.

Guitar Center

Of the 20 closest Guitar Centers to Harrisonburg, the closest is located 77 miles away in Fredericksburg, VA and the farthest is located 236 miles away in Whitehall, PA. The average distance of these stores from Harrisonburg is 144 miles away. The average median household income of the cities where these stores are located is \$74,375, about 5% higher than the

median household income for Harrisonburg. The city with the highest median household income is Falls Church, VA at \$115,244 and the city with the lowest is Harrisburg, PA at \$32,476. Of the students surveyed, around 73% said that they would be unlikely or very unlikely to shop at a Guitar Center store if one opened in Harrisonburg. On the one to five scale ranging from very unlikely to very likely, Bass Pro Shops scored a 1.89 which places it between unlikely and very unlikely. Overall, Guitar Center ranked lowest of the 15 stores on the survey in customer preference.

V. Limitations of the Study

There are many factors to be consider when attempting to determine whether or not a store will be successful in a certain location. In this study, factors that were considered were the median income of Harrisonburg compared to the average median income of the cities where the 20 closest stores are located, the distance from Harrisonburg to the closest location of each store, and the retail preferences of James Madison University students. Some other factors to consider when attempting to determine how successful a store will be in a certain location are: the gender make up of a city, the average age of residents within the city, and the retail preferences of full time residents. It is also important to consider these same factors when applied to residents who live outside of Harrisonburg, but still come here to shop.

Regarding the survey, 113 responses were received from students. While this falls between the 50-300 responses that were originally sought for this survey, only .5% of students who received the survey email completed it. While this was anticipated, more responses would have given more accurate data. Additionally, of the students surveyed, over 70% stated that they would probably not or definitely not remain in Harrisonburg after graduation. This is also expected for a college town like Harrisonburg, however, the opinions of those who chose to stay in Harrisonburg after graduation are likely more important to potential retailers since they will likely spend more money there over their lifespan. Additionally, 70% of the survey respondents identified as female, while only 60% of the overall student body is female. While this is not wholly representative of the JMU student population, it is very close.

In the future, a similar survey could be distributed to students of other universities in the Harrisonburg area such as Eastern Mennonite University, Bridgewater College, and Blue Ridge

Community College. This would allow me to gather a larger sample and provide recommendations that better reflect the preferences of the Harrisonburg community as a whole, and not just the JMU community.

VI. Conclusion

Based on the three selected criteria for grading how successful a store would be if they were to open a location in Harrisonburg, the store that would be most successful is Bass Pro Shops. While this store was actually one of the worst performing stores on the student survey (it scored 2nd to last), it was by far the best performing on the other two metrics and was the highest scoring on overall performance at a 7 out of 9. There is only one other store located within 100 miles that is located in the Richmond suburb of Ashland, VA and only one other location in the entire state. Bass Pro Shops was also the only store studied that had a median income similar to Harrisonburg's without adjusting for James Madison University students.

Other stores that may also perform well in Harrisonburg include: Forever 21, Nike, Five Below, Vans, Apple, and Guitar Center. Forever 21 scored high on both the student survey and distance metrics as it was the 5th highest ranking store and the next closest location is 85 miles away. However, a Forever 21 pop up store was open in the Harrisonburg Valley Mall in June of 2016 to test the market, and a full store was never opened. Due to the favorable response from JMU students, this pop up store would have likely seen more success if it were launched during the JMU academic year when students were in town. Guitar Center also scored very high on both the income and distance metrics, but scored the lowest on the student survey with over 10% of participants not even knowing what the store is.

All of the three highest scoring stores on the student survey were grocery stores. Trader Joes, Whole Foods, and Wegmans were far and away the best performers on the survey

averaging a score of 3.99 between the three of them, with Trader Joes being the clear number one choice of JMU students scoring a 4.34. Despite their great performance on the survey, all three of these grocers scored 1s in both the distance and median household income metrics. This was mainly due to the fact that there are locations of all of these stores in Harrisonburg's neighbor city Charlottesville, VA and a majority of other locations are in the DC suburbs of Virginia and Maryland where incomes are much higher. Despite this, these stores may still be successful here based on the preferences of the JMU students.

While no stores in this study scored the lowest possible score of a 3 out of 9, there were several stores that scored a 4. These were: DSW, J Crew, Banana Republic, and Gap. While students did not rank these stores particularly low of the survey, all of these stores generally scored around a 3, meaning students were neutral towards them. On top of this, all of these stores scored 1s on the distance and median household income metrics as well. Considering all of this, these stores would likely not thrive in Harrisonburg.

VII. Appendix

A. Target Store Data

Target		
Location	Median Income	Distance From Harrisonburg (miles)
Harrisonburg, VA	\$ 71,006.63	0
Waynesboro, VA	\$ 42,112.00	26
Charlottesville, VA	\$ 66,853.00	34
Culpeper, VA	\$ 56,277.00	47
Front Royal, VA	\$ 49,631.00	51
Winchester, VA	\$ 49,330.00	64
Winchester North, VA	\$ 49,330.00	67
Gainesville, VA	\$ 135,132.00	73
Fredericksburg, VA	\$ 57,258.00	77
Stafford South, VA	\$ 103,005.00	78
Manassas West, VA	\$ 77,551.00	79
Fredericksburg South, VA	\$ 56,258.00	79
Lynchburg, VA	\$ 41,971.00	72
Stafford, VA	\$ 103,005.00	80
Chantilly, VA	\$ 119,615.00	85
Martinsburg, WV	\$ 40,450.00	86
Dumfries, VA	\$ 62,303.00	84
Fair Lakes, VA	\$ 108,654.00	86
Leesburg, VA	\$ 105,844.00	85
Dulles, VA	\$ 92,062.00	89
Average Distance	67.1	
Average Median Income	\$ 74,382.38	
Closest	0	Harrisonburg, Va
Farthest Away	89	Dulles, VA
Highest Median Income	\$ 135,132.00	Gainesville, Va
Lowest Median Income	\$ 40,450.00	Martinsburg, WV
Difference Btwn. H'Burg and avg income	5%	

B. H&M Store Data

H&M		
Location	Median Income	Distance from Harrisonburg
Harrisonburg, VA	\$ 71,007.00	0
Richmond, VA	\$ 67,633.00	99
Richmond, VA	\$ 67,633.00	103
Richmond, VA	\$ 67,633.00	107
Newport News, VA	\$ 50,089.00	167
Hampton, VA	\$ 49,890.00	170
Fredericksburg, VA	\$ 57,258.00	77
Roanoke, VA	\$ 39,201.00	99
Woodbridge, VA	\$ 109,196.00	90
Waldorf, MD	\$ 87,533.00	108
Springfield, VA	\$ 92,055.00	95
Manassas, VA	\$ 77,551.00	79
Fairfax, VA	\$ 115,717.00	90
McLean, VA	\$ 190,258.00	98
Dulles, VA	\$ 92,062.00	89
Alexandria, VA	\$ 89,200.00	102
Oxon Hill, MD	\$ 72,029.00	106
Washington, DC	\$ 75,506.00	105
Washington, DC	\$ 75,506.00	108
Washington, DC	\$ 75,506.00	109
Average Distance	100.05	
Average Median Income	\$ 81,123.15	
Closest	0	Harrisonburg, Va
Farthest Away	170	Hampton, Va
Highest Median Income	\$ 190,258.00	McLean, Va
Lowest Median Income	\$ 39,201.00	Roanoke, Va
Difference Btwn. H'Burg and avg income	12%	

C. Walmart Store Data

Walmart		
Location	Median Income	Distance From Harrisonburg
Harrisonburg, VA	\$ 71,007.00	0
Harrisonburg, VA	\$ 71,007.00	0
Harrisonburg, VA	\$ 71,007.00	0
Timberville, VA	\$ 39,639.00	15
Staunton, VA	\$ 42,948.00	21
Waynesboro, VA	\$ 42,112.00	23
Waynesboro, VA	\$ 42,112.00	23
Luray, VA	\$ 43,359.00	27
Ruckersville, VA	\$ 40,729.00	29
Charlottesville, VA	\$ 66,853.00	31
Woodstock, VA	\$ 33,095.00	37
Gordonsville, VA	\$ 39,946.00	47
Moorefield, WV	\$ 30,033.00	47
Culpeper, VA	\$ 54,507.00	49
Lexington, VA	\$ 34,464.00	51
Front Royal, VA	\$ 49,631.00	53
Locust Grove, VA	\$ 76,025.00	60
Winchester, VA	\$ 49,330.00	61
Warrenton, VA	\$ 67,553.00	62
Elkins, WV	\$ 39,320.00	62
Average Distance	34.9	
Average Median Income	\$ 50,233.85	
Closest	0 Harrisonburg, Va	
Farthest Away	62 Warrenton, Va/Elkins, WV	
Highest Median Income	\$ 76,025.00 Locust Grove, Va	
Lowest Median Income	\$ 30,033.00 Moorefield, WV	
Difference Btwn. H'Burg and avg income	-41%	

D. Lowes Store Data

Lowes		
Location	Median Family Income	Distance from Harrisonburg
Harrisonburg, VA	\$ 71,007.00	0
Staunton, VA	\$ 42,948.00	22
Woodstock, VA	\$ 33,095.00	37
Waynesboro, VA	\$ 42,112.00	25
Ruckersville, VA	\$ 40,729.00	31
Charlottesville, VA	\$ 66,853.00	34
Lexington, VA	\$ 34,464.00	55
Front Royal, VA	\$ 49,631.00	51
Culpeper, VA	\$ 54,507.00	47
Gordonsville, VA	\$ 39,946.00	43
Madison Heights, VA	\$ 38,312.00	70
Midlothian, VA	\$ 108,176.00	93
Lynchburg, VA	\$ 41,971.00	72
Chesterfield, VA	\$ 76,059.00	105
Glen Allen, VA	\$ 73,726.00	93
Winchester, VA	\$ 49,330.00	64
Winchester, VA	\$ 49,330.00	68
Martinsburg, WV	\$ 40,450.00	86
Leesburg, VA	\$ 105,844.00	85
Hagerstown, MD	\$ 38,080.00	104
Average Distance	59.25	
Average Median Income	\$ 54,828.50	
Closest	0 Harrisonburg, Va	
Farthest Away	105 Chesterfield, Va	
Highest Median Income	\$ 108,176.00 Midlothian, Va	
Lowest Median Income	\$ 33,095.00 Woodstock, Va	
Difference Btwn. H'Burg and avg income	-30%	

E. Dicks Store Data

Dicks		
Location	Median Family Income	Distance From Harrisonburg
Harrisonburg, VA	\$ 71,007.00	0
Charlottesville, VA	\$ 66,853.00	34
Culpeper, VA	\$ 54,507.00	49
Winchester, VA	\$ 49,330.00	62
Gainesville, VA	\$ 135,132.00	70
Fredericksburg, VA	\$ 57,258.00	74
Manassas, VA	\$ 77,551.00	77
Lynchburg, VA	\$ 41,971.00	78
Sterling, VA	\$ 83,870.00	80
Martinsburg, WV	\$ 40,450.00	83
Richmond, VA	\$ 67,633.00	101
Chesterfield, VA	\$ 76,059.00	105
Glen Allen, VA	\$ 73,726.00	92
Midlothian, VA	\$ 108,176.00	93
Richmond, VA	\$ 67,633.00	100
Leesburg, VA	\$ 105,844.00	85
Hagerstown, MD	\$ 38,080.00	105
Dulles, VA	\$ 92,062.00	89
Frederick, MD	\$ 95,036.00	104
Fairfax, VA	\$ 115,717.00	89
Average Distance	78.5	
Average Median Income	\$ 75,894.75	
Closest	0	Harrisonburg, va
Farthest Away	105	Chesterfield, Va/Hagerstown, Md
Highest Median Income	\$ 135,132.00	Gainesville, Va
Lowest Median Income	\$ 38,080.00	Hagerstown, Md
Difference Btwn. H'Burg and avg income	6%	

F. Hollister Store Data

Hollister		
Location	Median Household Income	Distance From Harrisonburg
Harrisonburg, VA	\$ 71,007.00	0
Arlington, Va	\$ 101,000.00	100
Dulles, Va	\$ 92,062.00	88
Fairfax, VA	\$ 115,717.00	88
Fredericksburg, Va	\$ 57,258.00	76
McLean, Va	\$ 190,258.00	97
Chesterfield, Va	\$ 76,059.00	104
Short Pump, Va	\$ 111,296.00	86
Roanoke, Va	\$ 39,201.00	100
Springfield, Va	\$ 92,055.00	94
Winchester, Va	\$ 49,330.00	64
Woodbridge, Va	\$ 109,196.00	86
Annapolis, MD	\$ 74,187.00	133
Baltimore, Md	\$ 97,982.00	135
Columbia, Md	\$ 100,252.00	120
Frederick, MD	\$ 95,036.00	103
Gaithersburg, Md	\$ 52,955.00	102
Salisbury, Md	\$ 37,131.00	177
Wheaton, Md	\$ 74,739.00	107
Pittsburgh, Pa	\$ 77,460.00	151
Average Distance	100.55	
Average Median Income	\$ 85,709.05	
Closest	0	Harrisonburg, VA
Farthest Away	177	Salisbury, MD
Highest Median Income	\$ 190,258.00	McLean, VA
Lowest Median Income	\$ 37,131.00	Salisbury, MD
Difference Btwn. H'Burg and avg income	17%	

G. Nike Store Data

Nike		
Location	Median Family Income	Distance From Harrisonburg
Charlottesville, VA	\$ 66,853.00	34
Leesburg, VA	\$ 105,844.00	83
Woodbridge, VA	\$ 109,196.00	85
Clarksburg, MD	\$ 135,274.00	99
Hagerstown, MD	\$ 38,080.00	100
Washington, DC	\$ 75,506.00	101
National Harbor, MD	\$ 70,595.00	103
Washington, DC	\$ 75,506.00	106
Hanover, MD	\$ 95,722.00	124
Washington, PA	\$ 36,512.00	139
Williamsburg, VA	\$ 50,091.00	142
Queenstown, MD	\$ 83,611.00	150
Norfolk, VA	\$ 45,268.00	180
Ocean City, MD	\$ 53,288.00	206
Rehoboth, DE	\$ 82,941.00	207
Pottstown, PA	\$ 45,051.00	213
Lancaster, PA	\$ 57,120.00	176
Grove City, PA	\$ 44,310.00	198
Pittsburgh, PA	\$ 58,521.00	151
Mebane, NC	\$ 56,037.00	163
Average Distance	138	
Average Median Income	\$ 69,266.30	
Closest	34	Charlottesville, Va
Farthest Away	213	Pottstown, Pa
Highest Median Income	\$ 135,274.00	Clarksburg, Md
Lowest Median Income	\$ 36,512.00	Washington, PA
Difference Btwn. H'Burg and avg income	-3%	

H. Forever 21 Store Data

Forever 21		
Location	Median Household Income	Distance from Harrisonburg
Woodbridge, VA	\$ 109,196.00	85
Fairfax, VA	\$ 115,717.00	89
Dulles, VA	\$ 92,062.00	88
Richmond, VA	\$ 67,633.00	100
Springfield, VA	\$ 92,055.00	95
McLean, Va	\$ 190,258.00	98
Bethesda, MD	\$ 184,606.00	104
Morgantown, WV	\$ 35,502.00	101
Gaithersburg, MD	\$ 115,826.00	103
Arlington, VA	\$ 101,000.00	100
Washington DC	\$ 75,506.00	104
Washington DC	\$ 75,506.00	106
Silver Spring, MD	\$ 72,790.00	107
Columbia, MD	\$ 100,252.00	121
Hanover, MD	\$ 95,722.00	124
Annapolis, MD	\$ 74,187.00	133
Baltimore, MD	\$ 97,982.00	135
Baltimore, MD	\$ 97,982.00	139
Towson, MD	\$ 77,680.00	140
Baltimore, MD	\$ 97,982.00	143
Average Distance	110.75	
Average Median Income	\$ 98,472.20	
Closest	85	Woodbridge, Va
Farthest Away	143	Baltimore, Md
Highest Median Income	\$ 190,258.00	McLean, Va
Lowest Median Income	\$ 35,502.00	Morgantown, WV
Difference Btwn. H'Burg and avg income	28%	

I. Vans Store Data

Vans		
Location	Median Household Income	Distance From Harrisonburg
Leesburg, Va	\$ 105,844.00	86
Richmond, VA	\$ 67,633.00	86
Woodbridge, VA	\$ 109,196.00	87
Fairfax, VA	\$ 115,717.00	88
Dulles, VA	\$ 92,062.00	89
Roanoke, VA	\$ 39,201.00	94
Springfield, VA	\$ 92,055.00	95
McLean, VA	\$ 190,258.00	95
Bethesda, MD	\$ 184,606.00	103
Wheaton, MD	\$ 74,739.00	106
Washington, DC	\$ 75,506.00	104
Arlington, VA	\$ 101,000.00	100
Columbia, MD	\$ 100,252.00	120
Hanover, MD	\$ 95,722.00	126
Towson, MD	\$ 77,680.00	138
Annapolis, MD	\$ 74,187.00	133
Baltimore, MD	\$ 97,982.00	135
Williamsburg, Va	\$ 50,091.00	144
Newport News, VA	\$ 51,000.00	161
Norfolk, VA	\$ 45,268.00	180
Average Distance	113.5	
Average Median Income	\$ 91,999.95	
Closest	86	Leesburg, Va/Richmond, Va
Farthest Away	180	Norfolk, Va
Highest Median Income	\$ 190,258.00	McLean, Va
Lowest Median Income	\$ 39,201.00	Roanoke, Va
Difference Btwn. H'Burg and avg income	23%	

J. DSW Store Data

DSW		
Location	Median Household Income	Distance From Harrisonburg
Alexandria, VA	\$ 89,200.00	99
Charlottesville, VA	\$ 66,853.00	34
Dulles, VA	\$ 87,847.00	86
Dulles, VA	\$ 87,847.00	80
Falls Church, VA	\$ 115,244.00	98
Gainesville, VA	\$ 132,037.00	72
Leesburg, VA	\$ 101,719.00	85
Roanoke, VA	\$ 39,530.00	99
Arlington, VA	\$ 101,000.00	102
Fairfax, VA	\$ 112,021.00	84
Fairfax, VA	\$ 112,021.00	90
Fredericksburg, VA	\$ 57,258.00	75
Glen Allen, VA	\$ 73,726.00	90
Midlothian, VA	\$ 108,176.00	91
Richmond, VA	\$ 67,633.00	96
Springfield, VA	\$ 84,309.00	94
Vienna, VA	\$ 113,817.00	94
Woodbridge, VA	\$ 109,196.00	86
Washington, DC	\$ 75,506.00	104
Washington, DC	\$ 75,506.00	102
Average Distance	88.05	
Average Median Income	\$ 90,522.30	
Closest	34	Charlottesville, VA
Farthest Away	104	Washington, DC
Highest Median Income	\$ 132,037.00	Gainesville, VA
Lowest Median Income	\$ 39,530.00	Roanoke, VA
Difference Btwn. H'Burg and avg income	22%	

K. Gap Store Data

Gap		
Location	Median Household Income	Distance From Harrisonburg
Alexandria, VA	\$ 89,200.00	101
Arlington, VA	\$ 101,000.00	102
Charlottesville, VA	\$ 66,853.00	34
Dulles, VA	\$ 87,847.00	88
Fairfax, VA	\$ 112,021.00	86
Leesburg, VA	\$ 101,719.00	85
McLean, VA	\$ 190,258.00	95
National Harbor, MD	\$ 70,595.00	104
Prince William, VA	\$ 98,514.00	86
Richmond, VA	\$ 67,633.00	88
Annapolis, MD	\$ 74,187.00	130
Washington, DC	\$ 75,506.00	104
Washington, DC	\$ 75,506.00	102
Washington, DC	\$ 75,506.00	104
Bethesda, MD	\$ 146,664.00	101
Chevy Chase, MD	\$ 157,802.00	102
Columbia, MD	\$ 100,252.00	120
Hagerstown, MD	\$ 38,080.00	100
Clarksburg, MD	\$ 135,274.00	101
Rockville, MD	\$ 98,530.00	103
Average Distance	96.8	
Average Median Income	\$ 98,147.35	
Closest	34	Charlottesville, Va
Farthest Away	130	Annapolis, Md
Highest Median Income	\$ 190,258.00	McLean, Va
Lowest Median Income	\$ 38,080.00	Hagerstown, Md
Difference Btwn. H'Burg and avg income	28%	

L. Banana Republic Store Data

Banana Republic		
Location	Median Household Income	Distance From Harrisonburg
Washington, DC	\$ 75,506.00	102
Washington, DC	\$ 75,506.00	104
Alexandria, VA	\$ 89,200.00	101
Arlington, VA	\$ 101,000.00	102
Charlottesville, VA	\$ 66,853.00	34
Dulles, VA	\$ 87,847.00	88
Fairfax, VA	\$ 112,021.00	86
Leesburg, VA	\$ 101,719.00	85
McLean, VA	\$ 190,258.00	95
Reston, VA	\$ 110,321.00	89
Richmond, VA	\$ 67,633.00	94
Richmond, VA	\$ 67,633.00	88
Woodbridge, VA	\$ 109,196.00	86
Bethesda, MD	\$ 146,664.00	101
Chevy Chase, MD	\$ 157,802.00	102
Hagerstown, MD	\$ 38,080.00	100
Columbia, MD	\$ 100,252.00	120
Hanover, MD	\$ 96,483.00	125
National Harbor, MD	\$ 70,595.00	104
Clarksburg, MD	\$ 135,274.00	101
Average Distance	95.35	
Average Median Income	\$ 99,992.15	
Closest	34	Charlottesville, Va
Farthest Away	125	Hanover, Md
Highest Median Income	\$ 190,258.00	McLean, Va
Lowest Median Income	\$ 38,080.00	Hagerstown, Md
Difference Btwn. H'Burg and avg income	29%	

M. Macy's Store Data

Macys		
Locations	Median Household Income	Distance From Harrisonburg
Arlington, VA	\$ 101,000.00	102
Arlington, VA	\$ 101,000.00	99
Colonial Heights, VA	\$ 49,639.00	116
Dulles, VA	\$ 87,847.00	88
Fairfax, Va	\$ 112,021.00	86
Fairfax, Va	\$ 112,021.00	86
Fredericksburg, VA	\$ 57,258.00	74
Manassas, VA	\$ 74,371.00	77
McLean, VA	\$ 190,258.00	95
McLean, VA	\$ 190,258.00	95
Richmond, VA	\$ 67,633.00	95
Richmond, VA	\$ 67,633.00	87
Roanoke, VA	\$ 39,201.00	99
Springfield, VA	\$ 84,309.00	94
Washington, DC	\$ 75,506.00	104
Bethesda, MD	\$ 146,664.00	101
Hyattsville, MD	\$ 65,452.00	109
Frederick, MD	\$ 81,686.00	102
Gaithersburg, MD	\$ 83,724.00	102
Wheaton, MD	\$ 74,739.00	106
Average Distance	95.85	
Average Median Income	\$ 93,111.00	
Closest	74	Fredericksburg, Va
Farthest Away	116	Colonial Heights, Va
Highest Median Income	\$ 190,258.00	McLean, Va
Lowest Median Income	\$ 39,201.00	Roanoke, Va
Difference Btwn. H'Burg and avg income	24%	

N. J Crew Store Data

J Crew		
Locations	Median Household Income	Distance From Harrisonburg
Norfolk, VA	\$ 45,268.00	180
Fairfax, VA	\$ 112,021.00	86
McLean, VA	\$ 190,258.00	95
Reston, VA	\$ 110,321.00	89
Arlington, Va	\$ 101,000.00	102
Richmond, VA	\$ 67,633.00	88
Washington, DC	\$ 75,506.00	102
Leesburg, VA	\$ 101,719.00	85
Woodbridge, VA	\$ 109,196.00	86
Gainesville, VA	\$ 132,037.00	72
Columbia, MD	\$ 100,252.00	120
Bethesda, MD	\$ 146,664.00	101
Washington, DC	\$ 75,506.00	102
National Harbor, MD	\$ 70,595.00	104
Hagerstown, MD	\$ 38,080.00	100
Baltimore, MD	\$ 97,982.00	135
Washington, DC	\$ 75,506.00	104
Washington, DC	\$ 75,506.00	104
Charlottesville, VA	\$ 66,853.00	34
Hanover, MD	\$ 102,899.00	125
Average Distance	100.7	
Average Median Income	\$ 94,740.10	
Closest	34	Charlottesville, Va
Farthest Away	180	Norfolk, Va
Highest Median Income	\$ 190,258.00	McLean, Va
Lowest Median Income	\$ 38,080.00	Hagerstown, Md
Difference Btwn. H'Burg and avg income	25%	

O. Whole Foods Store Data

Whole Foods		
Location	Median Household Income	Distance From Harrisonburg
Arlington, Va	\$ 101,000.00	101
Charlottesville, Va	\$ 66,853.00	34
Fairfax, VA	\$ 112,021.00	85
Alexandria, Va	\$ 89,200.00	102
Reston, Va	\$ 110,321.00	89
Glen Allen, Va	\$ 73,726.00	87
Springfield, Va	\$ 84,309.00	91
Falls Church, Va	\$ 115,244.00	95
Vienna, Va	\$ 113,817.00	92
Ashburn, Va	\$ 123,119.00	86
Arlington, Va	\$ 101,000.00	102
Washington, DC	\$ 75,506.00	105
Washington, DC	\$ 75,506.00	106
Washington, DC	\$ 75,506.00	102
Washington, DC	\$ 75,506.00	103
Washington, DC	\$ 75,506.00	103
Bethesda, MD	\$ 146,664.00	103
Silver Spring, Md	\$ 72,289.00	106
Chevy Chase, Md	\$ 157,802.00	102
Gaithersburg, MD	\$ 83,724.00	99
Average Distance	94.65	
Average Median Income	\$ 96,430.95	
Closest	34	Charlottesville, Va
Farthest Away	106	Washington DC/Silver Spring, MD
Highest Median Income	\$ 157,802.00	Chevy Chase, Md
Lowest Median Income	\$ 66,853.00	Charlottesville, Va
Difference Btwn. H'Burg and avg income	26%	

P. Trader Joes Store Data

Trader Joes		
Location	Median Household Income	Distance From Harrisonburg
Alexandria, Va	\$ 89,200.00	102
Arlington, VA	\$ 101,000.00	100
Ashburn, Va	\$ 120,862.00	87
Bailey's Crossroads, Va	\$ 66,028.00	98
Centreville, Va	\$ 106,205.00	82
Charlottesville, Va	\$ 66,853.00	34
Fairfax, Va	\$ 112,021.00	90
Falls Church, Va	\$ 115,244.00	95
Glen Allen, Va	\$ 73,726.00	88
Reston, Va	\$ 110,321.00	89
Springfield, Va	\$ 92,055.00	94
Washington, DC	\$ 75,506.00	103
Washington, DC	\$ 75,506.00	104
Washington, DC	\$ 75,506.00	106
Washington, DC	\$ 75,506.00	105
Bethesda, MD	\$ 146,664.00	103
Silver Spring, MD	\$ 72,790.00	108
Elkridge, MD	\$ 97,665.00	123
Rockville, MD	\$ 98,530.00	100
Annapolis, MD	\$ 74,187.00	131
Average Distance	97.1	
Average Median Income	\$ 92,268.75	
Closest	34	Charlottesville, VA
Farthest Away	131	Annapolis, Md
Highest Median Income	\$ 146,664.00	Bethesda, MD
Lowest Median Income	\$ 66,028.00	Bailey's Crossroads, VA
Difference Btwn. H'Burg and avg income	23%	

Q. Wegmans Store Data

Wegmans		
Locations	Median Household Income	Distance From Harrisonburg
Alexandria, VA	\$ 89,200.00	94
Chantilly, VA	\$ 117,553.00	82
Charlottesville, VA	\$ 66,853.00	37
Dulles, VA	\$ 87,847.00	86
Fairfax, VA	\$ 112,021.00	87
Fredericksburg, VA	\$ 53,980.00	74
Lake Manassas, VA	\$ 74,371.00	70
Leesburg, Va	\$ 101,719.00	85
Midlothian, Va	\$ 108,176.00	94
Woodbridge, VA	\$ 109,196.00	86
Short Pump, VA	\$ 109,770.00	87
Harrisburg, PA	\$ 53,593.00	159
Bel Air, MD	\$ 69,733.00	154
Columbia, MD	\$ 100,252.00	121
Crofton, MD	\$ 115,593.00	124
Frederick, MD	\$ 81,686.00	105
Germantown, MD	\$ 85,225.00	101
Hunt Valley, MD	\$ 61,149.00	139
Owings Mills, MD	\$ 70,130.00	131
Woodmore, MD	\$ 137,500.00	114
Average Distance	101.5	
Average Median Income	\$ 90,277.35	
Closest	37	Charlottesville, VA
Farthest Away	159	Harrisburg, PA
Highest Median Income	\$ 137,500.00	Woodmore, MD
Lowest Median Income	\$ 53,593.00	Harrisburg, PA
Difference Btwn. H'Burg and avg income	21%	

R. Apple Store Data

Apple		
Location	Median Household Income	Distance From Harrisonburg
Arlington, Va	\$ 101,000.00	101
Arlington, Va	\$ 101,000.00	102
Fairfax, Va	\$ 112,021.00	86
McLean, Va	\$ 190,258.00	94
Norfolk, Va	\$ 45,268.00	180
Reston, Va	\$ 110,321.00	89
Richmond, Va	\$ 67,633.00	88
Virginia Beach, Va	\$ 67,313.00	190
Woodbridge, Va	\$ 109,196.00	86
Washington, DC	\$ 75,506.00	102
Annapolis, MD	\$ 74,187.00	131
Bethesda, MD	\$ 146,664.00	101
Bethesda, MD	\$ 146,664.00	102
Columbia, MD	\$ 100,252.00	120
Towson, MD	\$ 77,680.00	139
Newark, DE	\$ 53,125.00	192
Pittsburg, PA	\$ 77,460.00	145
Pittsburg, PA	\$ 77,460.00	149
Pittsburg, PA	\$ 77,460.00	157
Lancaster, PA	\$ 57,120.00	175
Average Distance	126.45	
Average Median Income	\$ 93,379.40	
Closest	86	Fairfax, VA
Farthest Away	192	Newark, DE
Highest Median Income	\$ 190,258.00	McLean, VA
Lowest Median Income	\$ 45,268.00	Norfolk, VA
Difference Btwn. H'Burg and avg income	24%	

S. Bass Pro Shops Store Data

Bass Pro Shops		
Location	Median Household Income	Distance from Harrisonburg
Ashland, VA	\$ 43,071.00	93
Hampton, VA	\$ 49,890.00	167
Harrisburg, PA	\$ 32,476.00	165
Hanover, MD	\$ 96,483.00	125
Cary, NC	\$ 94,617.00	181
Concord, NC	\$ 52,901.00	236
Bristol, TN	\$ 38,985.00	225
Chattanooga, TN	\$ 39,683.00	426
Kodak, TN	\$ 37,784.00	313
Memphis, TN	\$ 38,826.00	658
Memphis, TN	\$ 38,826.00	661
Nashville, TN	\$ 63,939.00	461
Atlantic City, NJ	\$ 26,566.00	247
Clarksville, IN	\$ 41,788.00	373
Lawrenceville, GA	\$ 41,578.00	421
Macon, GA	\$ 41,303.00	471
Savannah, GA	\$ 36,628.00	456
Portage, IN	\$ 54,069.00	490
Auburn, NY	\$ 40,005.00	331
Utica, NY	\$ 31,173.00	373
Average Distance	343.65	
Average Median Income	\$ 47,029.55	
Closest	93	Ashland, VA
Farthest Away	661	Memphis, TN
Highest Median Income	\$ 96,483.00	Hanover, MD
Lowest Median Income	\$ 26,566.00	Atlantic City, NJ
Difference Btwn. H'Burg and avg income	-51%	

T. Five Below Store Data

Five Below		
Location	Median Household Income	Distance From Harrisonburg
Charlottesville, VA	\$ 66,853.00	31
Winchester, VA	\$ 44,731.00	64
Gainesville, VA	\$ 130,944.00	74
Fredericksburg, VA	\$ 57,258.00	74
Fredericksburg, VA	\$ 57,258.00	75
Lynchburg, VA	\$ 39,391.00	75
Stafford, VA	\$ 98,721.00	79
Dulles, VA	\$ 87,847.00	82
Martinsburg, WV	\$ 36,976.00	86
Chantilly, VA	\$ 117,553.00	86
Glen Allen, VA	\$ 73,726.00	86
Woodbridge, VA	\$ 109,196.00	87
Leesburg, VA	\$ 101,719.00	87
Sterling, VA	\$ 86,968.00	90
Fairfax, VA	\$ 112,021.00	91
Glen Allen, VA	\$ 73,726.00	92
Richmond, VA	\$ 67,633.00	93
Springfield, VA	\$ 92,055.00	95
Roanoke, VA	\$ 39,201.00	96
Alexandria, VA	\$ 89,200.00	98
Average Distance	82.05	
Average Median Income	\$ 79,148.85	
Closest	31	Charlottesville, Va
Farthest Away	98	Alexandria, VA
Highest Median Income	\$ 130,944.00	Gainesville, Va
Lowest Median Income	\$ 36,976.00	Martinsburg, WV
Difference Btwn. H'Burg and avg income	10%	

U. Guitar Center Data

Guitar Center		
Location	Median Household Income	Distance From Harrisonburg
Alexandria, VA	\$ 89,200.00	102
Virginia Beach, VA	\$ 67,313.00	193
Richmond, VA	\$ 67,633.00	100
Fairfax, VA	\$ 112,021.00	90
Falls Church, VA	\$ 115,244.00	97
Fredericksburg, VA	\$ 57,258.00	77
Midlothian, VA	\$ 108,176.00	93
Glen Burnie, MD	\$ 62,447.00	131
Laurel, MD	\$ 68,230.00	119
Rockville, MD	\$ 98,530.00	103
Silver Spring, MD	\$ 72,790.00	107
Towson, MD	\$ 77,680.00	139
Wilmington, DE	\$ 38,979.00	200
Pittsburgh, PA	\$ 77,460.00	151
Harrisburg, PA	\$ 32,476.00	165
Lancaster, PA	\$ 57,120.00	177
Monroeville, PA	\$ 58,538.00	146
Whitehall, PA	\$ 59,853.00	236
Cherry Hill, NJ	\$ 87,230.00	230
Plymouth Meeting, PA	\$ 79,338.00	224
Average Distance	144	
Average Median Income	\$ 74,375.80	
Closest	77	Fredericksburg, VA
Farthest Away	236	Whitehall, PA
Highest Median Income	\$ 115,244.00	Falls Church, VA
Lowest Median Income	\$ 32,476.00	Harrisburg, PA
Difference Btwn. H'Burg and avg income	5%	

V. Overall Store Rankings

Rank	Store Name	Score	Survey Score
1	Bass Pro Shops	7	2.25
2	Forever 21	6	3.43
3	Nike	6	3.36
4	Five Below	6	3.28
5	Vans	6	3.16
6	Apple	6	3.05
7	Guitar Center	6	1.89
8	Trader Joes	5	4.34
9	Wegmans	5	3.82
10	Whole Foods	5	3.8
11	Macys	5	3.47
12	DSW	4	3.33
13	J Crew	4	2.85
14	Banana Republic	4	2.8
15	Gap	4	2.79

W. How likely would you be to shop at the following stores?

#	Field	Very Unlikely	Unlikely	Neutral	Likely	Very Likely	I do not know this store	Total
1	Nike	12.93% 15	16.38% 19	18.10% 21	24.14% 28	28.45% 33	0.00% 0	116
2	Forever 21	14.78% 17	13.91% 16	12.17% 14	23.48% 27	34.78% 40	0.87% 1	115
3	Vans	9.48% 11	24.14% 28	27.59% 32	13.79% 16	24.14% 28	0.86% 1	116
4	DSW	6.90% 8	13.79% 16	24.14% 28	24.14% 28	25.00% 29	6.03% 7	116
5	Gap	18.10% 21	30.17% 35	19.83% 23	18.10% 21	13.79% 16	0.00% 0	116
6	Banana Republic	18.10% 21	25.00% 29	21.55% 25	18.97% 22	14.66% 17	1.72% 2	116
7	Macy's	6.90% 8	16.38% 19	21.55% 25	33.62% 39	21.55% 25	0.00% 0	116
8	J. Crew	16.38% 19	26.72% 31	27.59% 32	12.93% 15	16.38% 19	0.00% 0	116
9	Whole Foods	11.21% 13	11.21% 13	9.48% 11	22.41% 26	45.69% 53	0.00% 0	116
10	Trader Joes	2.59% 3	6.90% 8	5.17% 6	19.83% 23	64.66% 75	0.86% 1	116
11	Wegmans	6.90% 8	7.76% 9	8.62% 10	21.55% 25	50.00% 58	5.17% 6	116
12	Apple	16.38% 19	23.28% 27	19.83% 23	17.24% 20	23.28% 27	0.00% 0	116
13	Bass Pro Shops	34.78% 40	29.57% 34	11.30% 13	13.04% 15	9.57% 11	1.74% 2	115
14	Five Below	15.52% 18	14.66% 17	14.66% 17	19.83% 23	27.59% 32	7.76% 9	116
15	Guitar Center	50.86% 59	22.41% 26	7.76% 9	7.76% 9	1.72% 2	9.48% 11	116

X. Students' opinions on current Harrisonburg retail market

Q2 - On a scale of 1-10, how would you rate the retail options available in Harrisonburg?

Page Options ▾



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