



ILLUSTRATIVE CLIENT DELIVERABLE

MARKET PRIORITIZATION

Northstar Home & Lifestyle

A disciplined expansion sequence built from customer fit, demand, whitespace and economics

15 candidate U.S. markets | Demonstration analysis

All inputs and findings are synthetic and for demonstration only.

ADVANCE FOUR PRIORITY MARKETS

Raleigh–Durham leads a balanced first wave; Nashville, Charlotte and Salt Lake City complete the priority tier.

#1 Raleigh–Durham, NC

71.6 SCORE

#2 Nashville, TN

65.7 SCORE

#3 Charlotte, NC

65.0 SCORE

#4 Salt Lake City, UT

63.7 SCORE

WHY THESE MARKETS RISE

- **Raleigh–Durham:** Best overall balance: strong households, growth, customer fit and manageable economics.
- **Nashville:** Highest growth among the priority tier with above-average category demand.
- **Charlotte:** Scale plus balanced occupancy costs supports an efficient expansion case.
- **Salt Lake City:** Exceptional income and category propensity offset a smaller household base.

THE DECISION

Move the Priority tier into site-level underwriting. Keep the next five markets in a Development pipeline. Do not spend real-estate resources on the Monitor tier until a market trigger changes.

Tiering turns a ranking into an action plan.

Source: Retail Gravity illustrative market-prioritization model; synthetic inputs

ONE SCORE CREATES A CLEAR EXPANSION SEQUENCE

Scores compare opportunity within this candidate set; tier thresholds translate the model into action.

Rank	Market	Score	Tier	Primary reason
1	Raleigh–Durham, NC	71.6	PRIORITY	Balance
2	Nashville, TN	65.7	PRIORITY	Growth
3	Charlotte, NC	65.0	PRIORITY	Scale
4	Salt Lake City, UT	63.7	PRIORITY	Customer fit
5	Atlanta, GA	61.0	DEVELOP	Scale
6	Phoenix, AZ	60.2	DEVELOP	Scale
7	Denver, CO	58.5	DEVELOP	Affluence
8	Tampa–St. Petersburg, FL	56.7	DEVELOP	Scale
9	Orlando, FL	43.1	DEVELOP	Developing fit
10	Jacksonville, FL	38.9	MONITOR	Developing fit
11	Dallas–Fort Worth, TX	37.9	MONITOR	Developing fit
12	Austin, TX	36.1	MONITOR	Affluence
13	Richmond, VA	35.1	MONITOR	Whitespace
14	Columbus, OH	29.9	MONITOR	Economics
15	Greenville–Spartanburg, SC	26.5	MONITOR	Whitespace

Priority: advance now | Develop: maintain active pipeline | Monitor: revisit when economics, whitespace or growth changes

Source: Retail Gravity illustrative market-prioritization model; synthetic inputs

METHODOLOGY

SIX VARIABLES. TRANSPARENT WEIGHTS. LIVE FORMULAS.

Each input answers a distinct business question; z-score normalization puts unlike units onto one comparable scale.

25%

Target households

How much target-customer volume exists?

20%

5-year household growth

Is the opportunity expanding?

15%

Target HH income index

Can the market support the concept's price point?

15%

Category spend index

Does local category behavior support demand?

15%

Competitive whitespace index

Is there room to enter and differentiate?

10%

Occupancy cost / SF

Can opportunity translate to viable four-wall economics?

MODEL FORMULA

Directionally adjusted z-score × criterion weight → composite z → 0–100 index. Missing coverage is reweighted, never scored as zero.

Source: Retail Gravity illustrative workbook: Weights, Z-Scores and Scoring Model tabs; synthetic inputs

PRIORITY TIER

THE LEADERS WIN IN DIFFERENT WAYS

The score rewards balanced market quality; no single variable dictates the shortlist.

Market	Target households	5-year growth	Income index	Category spend index	Whitespace	Cost / SF	Score
Raleigh–Durham, NC	+0.3z	+1.1z	+0.5z	+0.5z	+0.8z	+0.6z	71.6
Nashville, TN	+0.0z	+1.6z	-0.2z	+0.2z	+0.6z	+0.3z	65.7
Charlotte, NC	+0.6z	+0.5z	+0.1z	-0.1z	+0.8z	+0.5z	65.0
Salt Lake City, UT	-1.0z	+0.9z	+1.1z	+0.9z	+0.8z	+0.4z	63.7

BALANCE WINS

Raleigh–Durham has no material weakness, which protects the recommendation from dependence on one assumption.

GROWTH CREATES OPTIONS

Nashville combines expansion runway with enough spending strength to remain resilient under alternative weights.

TRADE-OFFS STAY VISIBLE

Salt Lake City's smaller target-household base is offset by the strongest customer-fit profile in the priority tier.

Source: Retail Gravity illustrative model; z-scores relative to 15 synthetic market profiles

RALEIGH-DURHAM IS THE MOST BALANCED FIRST MOVE

A broad demand base, attractive growth and manageable occupancy costs create the strongest risk-adjusted profile.

OVERALL SCORE

71.6

#1 OF 15

Target households	462K
5-year growth	12.8%
Income index	112
Spend index	118
Whitespace index	82
Cost / SF	\$31

WHY IT LEADS

Raleigh–Durham ranks above average on every demand measure and avoids the high occupancy-cost penalty that weighs on several larger metros. Its recommendation is therefore resilient: the market does not depend on one exceptional variable to remain attractive.

PHASE 2 QUESTIONS

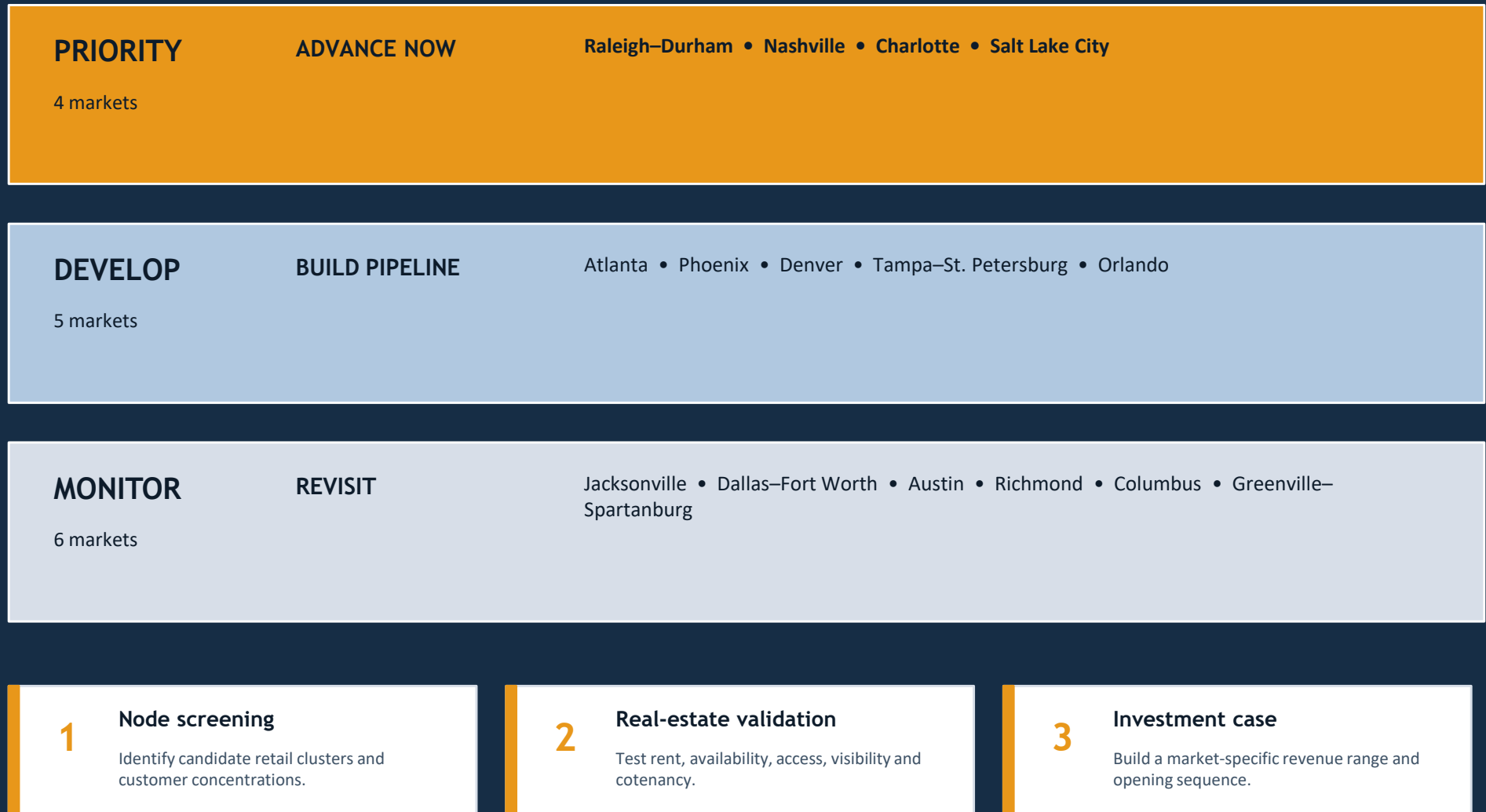
- 01 Which retail nodes best overlap the target-customer concentration?
- 02 Where does direct competition create a true gap versus healthy category validation?
- 03 Can priority corridors support target occupancy while preserving visibility and access?

Source: Retail Gravity illustrative model; synthetic inputs

ACTION PLAN

TURN THE RANKING INTO A STAGED EXPANSION PIPELINE

The deliverable directs research effort to the opportunities with the best risk-adjusted profile.



Source: Retail Gravity illustrative market-prioritization model; synthetic inputs



WHAT A CLIENT RECEIVES

A DECISION SYSTEM

- | | | |
|----|-----------------------------|---|
| 01 | A clear answer | Ranked markets, action tiers and an expansion sequence. |
| 02 | Transparent analytics | Live workbook with raw data, normalization, weights and formulas. |
| 03 | Decision-ready storytelling | Executive narrative, market profiles and implications. |
| 04 | A bridge to site selection | A focused Phase 2 funnel for node, real-estate and investment underwriting. |