



Institute of Place Management

# Conference Programme

*"Making Places Better, Local Solutions with Global Implications: A Critical Perspective"*

# 08



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Institute of Place Management



# Welcome

Welcome to the Institute of Place Management's inaugural conference, "Making Places Better. Local Solutions with Global Implications: A Critical Perspective." We are delighted to have accepted papers and abstracts from 39 global authors (Europe, USA, Australia, South Africa) as well as local ones here on our doorstep, all offering insights on the theme of making places better.

Our 'Call for Papers' invited contributions under a number of themes and we were very pleased with the resulting submissions. Between them they covered; the changing remit of place management, place competitiveness, place management's impact on people, best practice in place management, stakeholder involvement and international perspectives. We have used these themes to structure the proceedings, which you will find on the CD contained in your delegate pack.

Whilst some of the submissions offer a critical reflection upon the management and development of places, particularly when this is not undertaken in an inclusive and 'reasoned' manner, it is encouraging to note both the academic and practitioner support for the concept of place management (be that management, marketing, regeneration etc.), when it truly engages all stakeholders, fosters strong and sustainable partnerships, encompasses memories of the past (through heritage and architecture) and provokes strong and positive visions for the future. At the same time the submissions demonstrated that place management schemes need to be flexible enough to communicate with a multiplicity of users, all with their own emotionally, conceptual and physically constructed 'ties' to a place.

The papers that are being presented at today's conference show the potential for place management to make improvements, not just on a local scale but, through wider scale adoption of the philosophy, it can start to tackle many global inequalities and problems. Today's conference the culmination of many months of planning and discussion. I am indebted to the Conference Committee who has organised this conference, the IPM's Research Advisory Board, the Association of Town Centre Management, Emerald Publishing Ltd and University of the Arts London. Special thanks should go to Gareth Roberts, who has coordinated all the abstracts and paper submissions, designed the programme and edited the proceedings. Jess McKenna who has designed the artwork and published the conference materials. Helen Anderson who has event managed the conference (and herded many cats in the process). Rob Edwards who has given help on all sorts of things, from copyright to canapes and Dan McGrath who is just so calm and controlled (most of the time). Those who will also be thanked are Matt Davis, Simon Quin, Andres Coca, Danielle Guildford, Salim Jiwa, Polly Larnar as well as all our presenters and session chairs. I am very grateful to you all! Now let,s enjoy the day.

Professor Cathy Parker  
Conference Chair

# Conference Programme Details

9:30-9:55		Registration	
10:00-10:30		Plenary 1	The contestation for and management of public places in So Neil Fraser SFIPM.
10:35 - 11:00		Session 1	A great place to live, work and play: Conceptualising place satisfaction in the case of a city's residents Dr. Magdalena Florek & Andrea Insch.
11:00-11:20		Break	
11:25-11:55		Plenary 2	Local developments of global proportion: International persp Fayth Ruffin Esq. AIPM.
12:00-12:25		Session 2	The local icon: The role of significant buildings in place marketing Audrey Kirby & Anthony Kent.
12:25-13:40		Lunch	
13:45-14:15		Plenary 3	Place marketing: How did we get here and where are we goin Prof. Gregory Ashworth & Mihalis Kavaratzis.
14:20-14:45		Session 3	* Measuring the effectiveness of town centre management schemes Graeme Vout FIPM.
14:50-15:15		Session 4	* Building trust, manufacturing dissent Andy Abbott & James Hill.
15:15-15:35		Break	
15:40-16:05		Session 5	* Urban revitalisation of former 19th century mill towns - the cases of Lodz (Poland) and Manchester (England) Stanislaw Radominski & Andres Coca-Stefaniak AIPM.
16:10-16:35		Session 6	* Place branding in the spanish wine industry - a supplier based perspective Dr Esther Calderon-Monge & Andres Coca-Stefaniak AIPM
16:40-17:00		Plenary 4	Making places better: Setting the research agenda Professor Cathy Parker AIPM & Simon Quin MIPM

Plenary Sessions  
(attendance by all)

Parallel Sessions  
(choice of 3 sessions)

NB Sessions marked with\*  
are particularly suitable for  
practitioners

## South African cities

\* **The City and its canal: Producing a place marketing pilot plan for Chester**  
Dr. Alex Deffner & Theodore Metaxas.

**Stakeholder's choice evaluation in town centre management**  
Dr Alessandro De Nisco, Maria Rosaria Napolitano & Angelo Riviezzo.

## Objectives on business improvement district stakeholder engagement across networks

\* **Why do secondary retail and commercial areas suffer poor local environmental quality?**  
Brian Johnson.

\* **Project City Akademin, (The City Academy, Sweden)**  
Pia Sandin.

## g?

**Fissures in the place product: The challenges for marketing management**  
Prof. David Bennison SFIPM, Dr. Gary Warnaby & Dr. Dominic Medway.

**Neighbourhoods, Christmas lights & social cohesion**  
Dr. Steven Millington FIPM, & Tim Edensor.

**The case study methodology in place management research and practice**  
Greg Kerr, Dr. Gary Noble & John Glynn

**Iconic Buildings and Regeneration:**  
Dr Myfanwy Trueman, Dr Nelarine Cornelius & Charlie Foster

**Wine architecture and place management: creating value in "wine places" through experience**  
Dr. Elisabetta Virtuani & Clarissa Ricci.

\* **The first decade: Perspectives, trends, and new opportunities in place management in Italy**  
Giovanna Codato & Elena Franco.

**Strategic planning and place marketing: The Italian case**  
Dr Paolo Rizzi & Dr Ilaria Dioli.

\* **The orange principle! A community of communities**  
Tracey Anthony & John Farrow.

# Biographies

## **Andy Abbott**

Leeds College of Art and Design  
United Kingdom

Andy Abbott was born in the Highlands of Scotland in a small village where his father was a part-time game-keeper and was subsequently schooled in the administrative centre of Derbyshire, Matlock. At age 18 he moved to Leeds, a city renowned for the vibrancy of its DIY and punk scene, to pursue his interests in music. After a spell working in factories and call-centres Andy quickly withdrew back into education, studying Fine Art at Leeds College of Art and Design and then at the University of Leeds where he is currently working on his MA, focusing on socially engaged art practice.

Andy has exhibited nation-wide with the art collective Black Dogs of whom he is a founding member. In 2006 he completed a residency in 'art for responsible transformation of society' at Michelangelo Pistoletto's Cittadellarte Foundation in Biella, Italy and has presented work for the O2K project in Thessaloniki, Greece. He continues to play music as well as lecturing in Fine Art in Leeds.



## **Tracey Anthony CMIWM, AIPM**

Mystakeholders,  
United Kingdom

With a solid background in communications, business development & improvement, Tracey has headed up teams in both the private and public sector across many different disciplines including: regeneration, capacity building, education, logistics, customer service, sales & marketing. Previously an Associate Consultant for Champion Willcocks, she has a technical background in Wastes Management and is a Corporate Member of the Institute of Waste Management. Tracey has worked with the Cabinet Office, London Borough of Barnet, Barnet College, West Northamptonshire Development Corporation, Allied Worldwide and Atlantic Gas. She launched MyStakeholders in January 2008 in response to ongoing challenges experienced by organisations, (herself included!) in the provision of efficient high quality personalised stakeholder management, believing that stakeholder contacts and how you relate to them are an important organisational asset. Tracey previously co-authored a paper with Professor Cathy Parker 'Learning by stealth – introducing small retailers to the benefits of education and training in Barnet' which was published in 2003.



## **Professor Gregory Ashworth**

University of Groningen,  
The Netherlands.

Professor Gregory Ashworth was educated at St John's College, Cambridge (BA (Hons). 1962), University of Reading (M Phil, 1967), Birkbeck College and University of London (PhD.1974). He has taught at University of Wales, Cardiff. Dept. of Geography, Cyncoed. 1966-69; University of Portsmouth, Department. of Geography 1969-79 and since 1979 is at University of Groningen, Faculty of Spatial Sciences. Since 1994, He has been Professor of Heritage Management and Urban Tourism in the Department of Planning.



## **Steve Bainbridge AIPM**

Manchester Metropolitan Business School  
United Kingdom

Steve Bainbridge is a Principal Lecturer at Manchester Metropolitan University Business School and has been Project Manager for the AGORA project for the last 2 years. The project has centred on investigating community based solutions to the problems faced by town and district commercial centres and has supported 8 pilot towns in developing stakeholder based partnerships. He has also been involved in developing a qualifications framework for place management and led the development of the MSc in Place Management at MMUBS.



**Professor David Bennison SFIPM**

Manchester Metropolitan Business School  
United Kingdom

Professor David Bennison is the Research Coordinator for the Marketing and Retail Division at Manchester Metropolitan University Business School. His research interests focus on retail locational planning and management, retail change in southern Europe (especially Greece), and place marketing. He has published extensively on these subjects, and undertaken consultancy for a range of organisations including the National Retail Planning Forum, the Countryside Agency, Tesco, B & Q, and Accessible Retail. He is a Senior Fellow of the Institute of Place Management.



**Dr John Byrom FIPM**

University of Tasmania  
Australia

John Byrom lectures in marketing and management at the University of Tasmania and is Deputy Head of the School of Management. Immediately prior to taking up his current role at the University of Tasmania in 2005, he was Lecturer in Marketing at Manchester Business School, University of Manchester. His research centres on place management schemes and structures and he has undertaken investigations into this in both the United Kingdom and Australia. John's research also focuses on the retail sector. Within this his interests include the role of independent retailers, retail failure, locational planning, and retailing in remote and rural areas.



**Dr Esther Calderón Monge AIPM**

University of Burgos  
Spain

Esther is currently Programme Director of the Master Interuniversity of Research in Business Administration. She holds a PhD in Economics and Business Administration, which won Spain's best national PhD award in its field. Esther has supervised research projects at PhD and post-doctoral levels and has published widely. Her research interests include franchising as a distribution channel, the influence of franchise branding on franchise business start-up decisions, models of retail and tourism purchase channels (including on-line and physical methods), branding and the use of origin specification (denominación de origen) systems in the food and wine industry. Esther has also managed and taken part in various projects on branding, the wine industry, tourism and the internet.



**Andrés Coca-Stefaniak AIPM**

Manchester Metropolitan University Business School  
United Kingdom

Andrés is currently Programme Director for the MSc Place Management and Introductory Diploma in Place Management at MMU and the Institute of Place Management. He has also worked as transnational manager on a number of European Union-funded projects (EQUAL, INTERREG) with partners in Spain, Poland, Slovakia, Belgium, Italy, Sweden, Czech Republic, Austria, France and Ireland. This was preceded by different international operations management appointments in the mineral resources industry (Shell International Ltd and Anglo American plc).

Andrés has published internationally in the fields of place management and small retail in academic journals as well as practitioner magazines in Poland, Spain and the UK. His research interests include the effects of globalisation on the management of small retail businesses, and the development of viable town centre, place management and urban revitalisation models in the European Union and internationally.

# Biographies



**Giovanna Codato AIPM**

President AGECC  
Italy

Giovanna Codato is an architect with a degree from the Polytechnic of Turin, where she has been research assistant until 2007, Giovanna has worked in the field of strategic urban and land planning for the past 10 years.

She is co-founder and president of AGECC, Associazione Gestione Centro Città, the Italian Association of town centre management that operates nationwide with local administrations and organizations to support and promote town centre revitalisation initiatives. She is board member of Tocema Europe and ex-officio international board member of the International Downtown Association.

She conducts research in partnership with academic institutions, research institutes and other public and private bodies on town centre management and related issues at a national and international level.

Member of the scientific committee of the magazine "Centricommerciali&", and the IPM Advisory Board, she currently writes for the magazines *Trasporti & Cultura* and *Mark Up* and is Co-author of several publications, in Italy and abroad.

She is member of the American Planning Association and collaborates with Michigan State University on various projects.



**Matt Davis AIPM**

Institute of Place Management  
United Kingdom

Matt Davis is Development Co-ordinator at the Institute of Place Management with specific responsibility for membership and course administration. He graduated from Lancaster University Business School in 2007 with a Bachelor of Business Administration in Management.



**Alex M. Deffner**

Director of the Laboratory of Tourism Planning, Research and Policy  
Greece

Alex Deffner has a Dipl. (Architecture National Technical University Athens), MSc Urban and Regional Planning (London School of Economics and Political Science: LSE), and a Ph.D. Planning Studies (LSE). Since 2003 Alex has been Assistant Professor of Urban and Leisure Planning as well as Director of the Laboratory of Tourism Planning, Research and Policy at the Department of Planning and Regional Development, University of Thessaly (UTH), Volos, Greece. Formerly he was Scientific Collaborator at the National Centre for Social Research as a member of the Institute of Urban and Rural Sociology.



**Dr Alessandro De Nisco**

University of Sannio  
Italy

Alessandro's research interests focus mostly on retail management, place marketing and branding. His paper "Entertainment orientation of the Italian shopping centers: antecedents and performance" won the Managing Service Quality Best Paper Award at the 2005 Eirass Conference. He is also a visiting scholar at Sprott School of Business of Carleton University in Ottawa (Canada). He lectures at University of Sannio and he is a member of the Italian Marketing Association.



**Dr Ilaria Dioli**

Università Delgi Studi Di Pavia  
Italy

Ilaria was born in Piacenza, Italy 1977 and has a degree in Foreign Languages, a post-graduate qualification in Communication and External Relations and a Master in Local Tourism Development and Arts & Heritage Management.

She has worked extensively both in Italy and abroad. She has over 6 years' experience in cultural organisations (theatre, music and literature festivals, street theatre performance, visual arts) which has led her to value the importance of arts and communication to enhance the identity of a place. At the same time, she is acquiring a deep knowledge of place marketing strategies as a researcher at the Università Cattolica del Sacro Cuore, Piacenza for LEL (Laboratory of the Local Economy).

Ilaria is also the communication manager of the European project "Transversal Lands: Abbeys and large Rivers" which aims to enhance the landscape and local development. She has held seminars on local tourism development, culture and events management and performing arts.



**Dr Magdalena Florek AIPM**

The Poznan University of Economics  
Poland

Magdalena Florek is a Doctor of Science in Marketing. She is also an adjunct in the Marketing and Retail Department, Poznan University of Economics, Poland, scholarship participant of Fulbright Foundation at Northwestern University and Kellogg School of Management, USA and CICOPS at University of Pavia, Italy. In 2006/2007 she was senior lecturer in the Marketing Department, University of Otago, New Zealand. She is author of the "Basics of Place Marketing" textbook (in Polish) and numerous publications on the possibilities of implementation of marketing in places of different scale. Magdalena has gained experience in place branding and marketing for places as a member of research and project teams in the USA, Italy and New Zealand. Recently, she was the manager of a research team focusing on the influence of mega sport events on the image of the host nation based on the FIFA World Cup in Germany.



**Neil Fraser SFIPM**

Partner and Urban Inc Consultant  
South Africa

Neil Fraser was born and educated in South Africa, graduated from the University of Cape Town as a quantity surveyor (with distinction) and attended post graduate property and management courses at the University of Cape Town and the Massachusetts Institute of Technology's Sloan School of Management, Boston, USA. His earlier career was in the South African construction industry in senior management and executive director positions.

From 1992 to 2005 he was the Chief Executive of the Central Johannesburg Partnership (CJP) , a private non-profit company focused on the urban renewal of Johannesburg. He retired from the CJP at the beginning of 2005 and established an urban consultancy practice, Urban Inc.

In September 2007 he was awarded the International Downtown Association's most prestigious award, the Lifetime Achievement Award – only the fifth recipient in 53 years and the first non-American to be so honoured.

He is Chairman of the Johannesburg Heritage Trust and a non-Executive Director of the Johannesburg Development Agency. He is an ex-officio Board Member of the International Downtown Association, and a Senior Fellow of the Institute of Place Management.

# Biographies



## **James Hill AIPM**

Leeds City Council  
United Kingdom

James is Senior Arts Project Officer for the Arts and Regeneration Team, Leeds City Council. In this role he runs projects as diverse as music showcases for young bands, and the civic commemoration of Holocaust Memorial Day. He also runs many projects aimed at communities and groups in the danger of exclusion. He ran the region-wide illuminate festival, and the Celebrate Leeds 2007 festival, during which he conceived of and managed Light Night, an annual event based on the European Nuit Blanche model, an all night, city wide celebration of the cultural life of Leeds. Before moving into the arts, James worked in a bank for ten years in IT Project Management, after graduating with a degree in English Literature from the University of Leeds.

## **Salim Jiwa AIPM**

University of the Arts London  
United Kingdom

Salim Jiwa is Principal Lecturer in the School of Creative Enterprise at University of the Arts London and is currently seconded (part-time) to the role of Education Director for the Institute of Place Management. Salim's specialism is marketing & logistics management and he is a Fellow of the Higher Education Academy. Salim's research interests focus on the use of gaming and simulation as learning tools and he has produced computer-based learning technology for clients such as the UK government's Home Office.



## **Brian Johnson**

ENCAMS  
United Kingdom

Brian is Director of Strategic Projects at ENCAMS. He has headed ENCAMS local environmental management work since 1991, using experience gained in architecture, planning, urban and landscape design and community action.

A key role has been the development of comparable measures of local environmental quality that reflect perceptions of residents, workers and investors, whilst also providing useful information to service managers. This includes the Annual Local Environmental Quality Survey of England which supplied its first set of regional and national benchmarks in May 2002. It is now widely recognised as the leading, quantitative measure of visible environmental quality.

Brian has assisted government to develop local environmental policy and practice, including:

- Advising the Treasury-led Cross-Cutting Review on Public Space.
- Devising Best Value Performance Indicator 199 and more recently National Indicator 195 on litter, detritus, fly-posting and graffiti.
- Advising on the Gershon Review of Street Services.
- Research on collection methods and accuracy of small area data for the Office of National Statistics.



**Greg Kerr**  
University of Wollongong  
Australia

Greg Kerr is from the City of Wollongong, within the state of New South Wales on the east coast of Australia and has extensive senior management experience in local government and more recently in business development. He has been a director of a number of Tourist Associations and a Business Chamber. Having completed a Master of Business Administration at Wollongong University, he is now completing a Doctorate of Business Administration with the thesis being relative to the brand management of towns and cities in New South Wales. Greg is regularly invited to be a guest speaker to local governments, community groups and business associations. He has worked as the event coordinator for the City of Wollongong Australia Day celebrations – now the largest regional event in New South Wales. Greg is an advisor to local communities relative to location marketing, has been a consultant for a number of local government authorities as well as the Department of State and Regional Development, and a consultant judge for the Keep Australia Beautiful Council.

Greg is the Associate Head of the School of Management and Marketing at the University of Wollongong and is keen to build on the relationships that have already been established with other universities and organisations throughout Australia and overseas.



**Daniel McGrath AIPM**  
Institute of Place Management  
United Kingdom

Daniel graduated in 2004 with a BA (Hons) in Marketing Management. Since then, Daniel has been employed at the Institute of Place Management, based at the Manchester Metropolitan University Business School. Previously the co-ordinator of the AGORA project, a £2.7 million scheme aimed at increasing the vitality and viability of small towns through community led regeneration, Daniel's current role as Development Manager includes the operational management of the IPM and membership generation.

**Dr Gemma McGrath**  
University of the Arts London  
United Kingdom

Dr Gemma McGrath is Senior Lecturer and Course Director of the BA International Travel & Tourism Communication degree at the School of Creative Enterprise, University of the Arts London. She gained her PhD in tourism from the University of Surrey in 1995. She has worked on tourism and leisure consultancy projects in both the UK and Spain. She is on the Editorial Board of the *Pasos Journal of Heritage & Culture*. Gemma has published a number of papers relating to sustainable tourism and heritage and has presented at a number of international conferences.



**Dr Steve Millington FIPM**  
Manchester Metropolitan University Business School  
United Kingdom

Dr Steve Millington is Senior Lecturer in the Department of Environmental and Geographical Sciences at Manchester Metropolitan University and is a member of The Manchester Institute of Social & Spatial Transformations. A co-author of *Cosmopolitan Urbanism*, Steve is a specialist in urban regeneration, Christmas lights and the branding of football clubs.

# Biographies



## **Professor Cathy Parker AIPM**

Institute of Place Management  
United Kingdom

Cathy is Professor of Marketing and Retail Enterprise at Manchester Metropolitan University and Visiting Professor of Retailing and Place Management at University of the Arts London. She is currently seconded to the Institute of Place Management where, as Development Director, she is responsible for building and launching the IPM internationally. Cathy has led a number of other large-scale projects and developments, namely the Retail Enterprise Network, a £3m EQUAL project aimed at supporting the independent retail sector and was co-Director of the £2.7m AGORA project that increased community involvement in place management, especially through the creation of place partnership social enterprises.

Cathy is Editor-in-Chief of the *Journal of Place Management and Development* and on the Editorial Board of the *International Journal of Neighbourhood Renewal* as well as undertaking reviews for the *European Journal of Marketing*, *International Journal of Bank Marketing*, *Journal of Applied Management Studies*, *Academy of Marketing*, *American Marketing Association* and *Sage Publications Limited*.

Cathy's research interests include place management, independent retailing and consumer behaviour/branding. She, along with her co-author Dr Stuart Roper, was the winner of the 2006 Academy of Marketing's Best Paper Prize.



## **Simon Quin MIPM**

Association of Town Centre Management and Institute of Place Management  
United Kingdom

Simon Quin is currently Chief Executive of the Association of Town Centre Management. He is also a Director of the Institute of Place Management, and a board director of Action Against Business Crime (Home Office). Simon has previously been employed as a city centre manager, a town centre manager and Development Director. He has also been a lecturer and examiner at the College of Estate Management and a specialist Adviser to the House of Commons Committee on Local Government and the Regions.



## **Stanislaw Marian Radominski AIPM**

MSR Consulting  
Poland

Stan is founder and owner of MSR - an organisation that provides training and consultancy in the fields of soft-skills development and European structural funds, including the development of local models of Town Centre Management and place management in Poland and internationally. He is currently working on urban revitalisation in the city of Lodz (Poland) and cooperates with many local institutions and organizations for the development of the Lodz city centre. Previously, he has also worked with the TOCEMA project with partners in eight European Union countries. Stan is an Associate Member of the Institute of Place Management and holds a degree in engineering from the International Faculty of Engineering at the Technical University of Lodz. His most recent paper is "Town Centre Management (TCM) – new approach to central area management" published in Poland's *Urbanista* (urban planning monthly magazine) in December 2007.



**Clarissa Ricci**

SSAV-School for Advanced Studies in Venice Foundation  
Italy

Clarissa's birthplace is Rome yet she is of Australian extract. She graduated in Classics from the Università Sapienza in Rome majoring in history of contemporary art with a dissertation thesis on the Venice Biennial and Kassel's Documenta during the turn of the century. She has worked as curator at various exhibitions in Italy and abroad, directing a project for the 51st Venice Biennial. She is a PhD candidate with a research project in the Theories and History of Art (SSAV-School of Advanced Studies in Venice) focused on interweaving the disciplines of history of both architecture and urban development together with philosophy and history of art to aesthetic theory.



**Dr Paolo Rizzi AIPM**

Università Cattolica del Sacro Cuore di Piacenza  
Italy

Paolo Rizzi holds a doctoral degree in Economics and Institutions from, Università Cattolica di Milano and Università di Bologna.

His key positions are: Director of LEL Local Economy Laboratory-Università Cattolica di Piacenza; Assistant Professor in Political Economy; Professor of Applied Economics and Place Marketing; Faculty of Master in Tourism and Cultural Heritage

He is a member of the Rsa-Regional Studies Association, the Italian Regional Science Association, and the Editorial Board of Italian Journal of Regional Science

His topics of research include: local economic systems analysis and local development policies, territorial planning, place marketing, social capital theory.



**Gareth Roberts AIPM**

Institute of Place Management  
United Kingdom

Gareth graduated with a BA (Hons) in Retail Marketing in 2006. The course included a placement year during which Gareth was employed at a major town planning and development economists. Here Gareth was involved in a variety of project based work including preparation/editing of tenders, retail studies, planning reports and area masterplans. Since graduating Gareth has been employed by the Retail Enterprise Network and subsequently the Institute of Place Management (both at Manchester Metropolitan University). Here, Gareth has contributed to a number of domestic/trans-national reports and case studies promoting best practice in place management. In January 2007 Gareth was appointed editorial assistant of the *Journal of Place Management & Development*, a major new publication for those involved in the place management industry. In addition to his work at IPM, Gareth has also produced retail analysis reports on behalf of Butlins holiday camps on a freelance basis.



**Dr Stuart Roper AIPM**

Manchester Business School  
United Kingdom

Dr Stuart Roper is Lecturer in Marketing at Manchester Business School, UK. His main teaching interests focus on branding, marketing strategy and services marketing. His PhD involved research into corporate branding and reputation and he is a co-author of the book *Corporate Reputation and Competitiveness*. His main research area is in the field of branding and is currently working on 2 main themes – branding to low income groups and 'branded litter.' Branding to low income groups involves investigating the social impact of branding to vulnerable groups such as children and the commodification of self-esteem. Research into branded litter investigates the negative impact upon brand image resulting from being seen in a litter context. Stuart is chair of the Academy of Marketing's Brand, Identity and Corporate Reputation SIG. Prior to working in academia he gained considerable marketing management experience in business-to-business markets, notably in the telecommunications sector.

# Biographies

## **Fayth A. Ruffin, ESQ. ABD, AIPM**

Rutgers University  
USA

Fayth is currently a doctoral candidate at Rutgers University, Newark, USA. After studying law at the University of Cincinnati in Ohio, and Antioch school of law in Washington DC; Fayth went on to practice law at a number of companies before forming her own private practice. In addition to this, Fayth has undertaken various internships in disciplines including political journalism. More recently, Fayth has been studying/teaching at Rutgers University. Due to complete her doctorate in 2009, at the inaugural Institute of Place Management conference Fayth will be presenting her research concerning international perspectives on stakeholder engagement in business improvement districts.

## **Pia Sandin**

Malmö City Partnership  
Sweden

Pia Sandin is Managing Director at Malmö City Partnership, a town centre management organisation owned in three equal parts by the municipality City of Malmö, the commercial property owners and the retail association in the city centre. Malmö is, so far, the only city in Sweden which has twice won the award "Best City Centre of the Year", in year 2000 and again in 2005. Pia also has extensive senior marketing experience in housing, commercial development and architecture due to her previous appointments as Marketing Director at Turning Torso, one of Europe's tallest apartment buildings and winner of MIPIMs international award "Best Apartment Building", and Head of Marketing at UK developer Berkeley Homes. Her interests include developing partnerships, joint marketing ventures and new ideas on events and city attractions.



## **Elisabetta Virtuani AIPM**

Università degli Studi di Pavia  
Italy

Elisabetta was born in Pavia, Italy 1964. She graduated in Economics from the Università degli Studi di Pavia and did a Master degree in Local Tourism Development and Arts & Heritage Management at the Università Cattolica di Piacenza. She is a PhD candidate in Business Administration at the Università di Pavia with her thesis research in Wine and Place Marketing.

She works as a researcher at the Local Economy Laboratory (LEL) of the Università Cattolica di Piacenza on tourism local development and wine & tourism marketing projects. She also works as researcher at the CSVI (Centre of Studies in Wine Marketing)

She is a member of Aisre (The Italian Regional Science Association) and Agens (Association of Local Development Agents). She has held seminars and lectures on local tourism development, economics of arts and culture, wine clusters and local system, wine and tourism development and marketing.



**Graeme Anthony Vout BA LA, DIP LA, MPLAN, FIPM**

Stockport Metropolitan Borough Council  
United Kingdom

Graeme is a qualified Landscape Architect and Planner. During the 1980s and early 1990s he was involved in a number of award winning schemes working in both the private and public sectors. In 1997, as a manager within a new Regeneration team at Stockport, Graeme led on the development of the Council's successful District Centres Strategy and Local Centres Strategy which became known as 'The Stockport Model'; recognised nationally as an example of good practice. In 2005 he became the Team Manager for Stockport Town Centre Management.

Over the last two years Graeme has been working with PricewaterhouseCoopers LLP and several other UK Town Centre Management Schemes on the Government's 'Business and Town Centre Partnerships (BTCP) project' sponsored by the Department of Communities & Local Government (DCLG). Part of this has been to provide a complete update on the DCLG guidance document "How to Manage Town Centres".

Graeme is a Fellow of the Institute of Place Management and currently Chair of the North West Region Association of Town Centre Management.

# Abstracts

## **The contestation for and management of public places in South African cities**

Neil Fraser SFIPM  
Partner and Urban Consultant  
Urban Inc,  
South Africa  
neil@urbaninc.co.za

### **Abstract**

**Purpose:** To show the changes to date between the apartheid (ideological) and democratic use and management of public space. The abolition of apartheid laws in urban areas led to a great deal of contestation for space and also to new forms of management of public space.

**Approach:** This paper looks briefly at the background which led to public space being 'reserved' on a racial basis. It then examines examples of the contestation for space that developed with the relaxation and, finally, abolition of apartheid legislation. It finally provides and discusses some of the solutions that have developed in both the use and management of public space.

**Findings:** Little has been practically resolved in relation to contestation over various aspects of urban public space. Where public space interventions have been private sector led, such interventions are not without their own difficulties.

**Research limitations/implications:** Generally the paper confines itself to Johannesburg. The paper relies on the personal experience of the author and research of written material – time constraints have not permitted research through questionnaires.

**Practical implications:** The practical implications of the results to date are summarised and recommendations made for application to other South African towns and cities

**The originality/value of paper:** Relatively little is available on the practical applications of the subject matter in South Africa and could be of value to develop further debate both in South Africa and in world cities subject to mass immigration.

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## **A great place to live, work and play: conceptualising place satisfaction in the case of a city's residents**

Dr. Andrea Insch  
University of Otago  
New Zealand  
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Dr. Magdalena Florek  
The Poznan University of Economics  
Poland  
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### **Abstract**

A city's resident population is strategically the most valuable segment among those targeted by place marketing practitioners. Firstly, residents are the most loyal to a city since they have invested time and money to be there. Secondly, resident attitudes and attachment to the place where they live, work and play can colour the perceptions of more loosely connected segments – for example, tourists and visitors. Thirdly, their skills, talents and entrepreneurial drive contribute to the city and surrounding regions' economic growth and prosperity. Finally, the pride and sense of place held by a city's residents builds and enhances the quality of life and welfare of its community members; and in turn their presentation of the city to others. In these ways and others, residents contribute to building the brand equity of a place, in this case the city in which they live. For these reasons, residents' quality of life and their satisfaction with their city of residence should be the ultimate aim of place management.

The aim of this paper is therefore to develop a conceptualisation of place satisfaction for city residents. This is achieved by understanding the resident concept and their interactions in urban environments. Next, by reviewing prior definitions and conceptualisations of related concepts of quality of life and satisfaction, a model of city resident place satisfaction is presented. From this conceptual basis, a list of appropriate measures and indicators of place satisfaction are discussed. Finally, the tensions facing place managers in satisfying internal and external targets' interests are outlined, followed by a research agenda designed to support place managers' complex task of positively shaping the lifestyles of their city inhabitants, workers and pleasure seekers.

## The city and its canal: producing a place marketing pilot plan for Chester

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### Abstract

The main purpose is the presentation of a Place Marketing Pilot Plan (PMPP) for the city of Chester and its unique canal. This plan was produced in the context of the INTERREG IIIc CultMark (Cultural Heritage, Local Identity and Place Marketing for Sustainable Development). The PMPP is based on the Strategic Planning process always starting from the identification of the vision of the place and the primary place management and development objectives, also leading to the increase of competitiveness.

The paper uses a combination of methods: the ASEB model focusing on four areas of visitor appeal (Activities, Settings, Experiences and Benefits), the CPM (Critical Path Method), and the '8Ps' marketing model. The findings are mostly qualitative and refer mainly to the details in the temporal sequence of the promotion-related activities (including the creation of networks) in relation to the elaboration of the PMPP.

The paper provides a structural guide of the planning of a PMPP as a tool of the general management, development and competitiveness of the studied place. The paper develops a strategic model of a PMPP that can be used as a best practice for a variety of places, considering firstly the distinctive characteristics of each place leading to the construction of their identity. The paper contributes to the international experience, since it is mainly based on primary data, strategic analysis and specific models of place marketing.

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## Stakeholders choice and stakes evaluation in town centre management. guidelines for assessment

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### Abstract

The importance of retailing for the urban economy has been widely recognized and relevant studies conceptualise the application of marketing concepts and techniques to towns and cities (Asworth and Voogd, 1990; Kotler, 1993). However, the promotion of urban places as retail destinations has been somewhat neglected by both marketing practitioners and academic researchers (Stubbs et alii, 2002; Hogg et al, 2001). Over recent years, the marketing of these locations has largely focused on the attraction of inward investment and tourism revenues (Warnaby, Davis, 1996), while rather less effort has been put into "cultivating consumer services", especially retailing (Williams, 1996).

However, as suggested by Warnaby and Davies (1996, pag. 204) "it could be argued that the climate has never been more favourable to the promotion of urban centres as foci for retail activities". In the last fifteen years many EU countries have seen the shift of retail development away from the traditional shopping areas in town and city centres towards out-of-town retail locations. As a consequence, a growing number of urban centres, especially those with relatively weak retail provision, have experienced a negative impact on their retail sales, which has led to significant concerns about "vitality and viability" in these areas. More recent studies indicate the consistent difficulties imposed by the competitive effects of sustained retail decentralisation, particularly amongst the small and medium centres (Thomas and Bromley, 2002, pp. 794-795). Preliminary results from our exploratory research will show that an effective strategy for promoting towns and cities as shopping destinations requires consensus from a plurality of key stakeholders about what it should be doing and how these things should be done.

# Abstracts

## Local developments of global proportion: International perspectives on business improvement district stakeholder engagement across networks

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### Abstract

In this age of globalisation and neoliberalisation, local place management presents complex challenges and amazing opportunities. Plural neoliberalisms (including multi-level, multi-nodal actions of economic, political, and social agents) are reshaping and reconstructing the spaces and places of world politics in innovative ways requiring an increasing focus on new institutional strategies and institutional entrepreneurs as well as new policy strategies and policy entrepreneurs (Cerny, 2007). Just as the global political economy is evolving so is the urban political economy. Business improvement districts (BIDs) are an innovative institutional design deeply embedded in urban governance processes on the sub-municipal level (Stokes 2006, Mitchell, 2001). Specifically, BIDs are publicly sanctioned yet privately directed multi-sector polities that supplement public services to improve shared and geographically defined outdoor public spaces (Hoyt, 2005). Although a prime organisation of localised place management, BIDs are proliferating across multiple continents as policy entrepreneurs diffuse urban revitalization policy, making BIDs a global phenomenon (Hoyt, 2006, Ward, 2006, Lloyd, et al, 2003).

In BIDs we confront complex challenges of management, particularly in terms of engaging stakeholders from the public, private, non-governmental, and community based not-for-profit sectors for supplemental public service delivery while managing those divergent and at times opposing interests of stakeholders. Simultaneously, BIDs offer amazing opportunities to make places the best that they can be. We can facilitate cooperative commercial activities returning a profit to business stakeholders yet enhance the quality of life for those who reside, shop in or otherwise frequent the BID.

To help identify and resolve management challenges of BIDs, this paper examines the diffusion of urban revitalisation policy to discern international perspectives of local network governance that may be indicative of the business improvement district model. Network governance can be defined as a relatively stable horizontal articulation of interdependent yet autonomous actors who interact through negotiations occurring within a framework that is somewhat self-regulating and that contributes to the production of public purpose within or across policy areas (Sørensen and Torfing 2005). On a global level, a new paradigm of complex linkages across space and time is emerging, re-ordering governance of politics along multi-level and multi-nodal lines including (but not limited to) the notion of 'networks' (Cerny, 2007; Castells, 2004). Similarly, on the micro-processes level, BIDs are redefining multi-level borders between public and private; promising to rewrite the rules of politics (Briffault, 1999) in the urban terrain. A comparative case study of BIDs in the globalizing metropolises of Newark, NJ (USA) and Cape Town, WC (SA) as well as examples from emerging BIDs in the UK provide informative evidence of how BID managers (1) engage stakeholders and (2) manage stakeholder interests across networks.

Thus far, in-depth qualitative research findings suggest that on all three continents, the BID manager is a key player in the contested urban metropolis. However, performative network arrangements (Mandell 2001, Mandell and Keast 2006) in the urban political economy appear to be place based. Future research begs the question of not just why performative network arrangements appear to be place based but moreso what amazing opportunities lie in the identification and recognition of particular variables that signal the best place management in a given locale, for replication in similarly situated domains.

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## The local icon: the role of significant buildings in place marketing

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### Abstract

This paper assesses the role of listed or significant buildings in creating a sense of place, and specifically the opportunities for local places to market themselves through re-use and regeneration of existing buildings. It addresses the issues identified in the NEF Clone Town Britain Survey (2005) that "a home town is a place that retains its individual character and is instantly recognisable and distinctive to the people who live there, as well as to those who visit" by comparison with the bland and undistinctive clone town. As much of the distinctiveness, or lack of it, is caused by retail outlets, the focus of the paper is on retailing in local places.

The researchers draw on research into the visual role of buildings in creating a distinctive landscape but also one that serves practical purposes. Distinctive buildings should engage with the local community as well as attracting a wider population, and retail sites should combine communication and design as well as commercial functions. Moreover these buildings often have a size and scale to support distinctive opportunities for retailers to interact with consumers.

The re-use of buildings and the ways which they inspire new thinking finds support from many sources. From a practical perspective re-use concerns the recycling of building materials. Historically this process has led to the construction of new buildings, but where appropriate, the use of walls and parts of facades too. In the USA and later in the UK these trends became apparent in the shift from new build to rehabilitation of old buildings. In the USA the recycling of mills and warehouses has been well established. Boston's Quincy Market provided the key to Boston's downtown regeneration through its geographical location at the centre of activity in the city. London's Covent Garden is an early implementation of this movement in the UK.

Other forms of revival have become evident in specific retail sectors. In food retailing, the farmer's market extends the retail system into a distinctive form of distribution. The re-use of design ideas can also be considered in the context of regeneration. The architectural design of supermarket buildings generally termed the "Essex Barn" or "cottage style" was widely used by supermarket companies in the 1980s and has since become viewed as a "traditional" supermarket building. The paper concludes with an overview of the implications of distinctive commercial buildings for place management, and for local initiatives to make better places.

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## Why do secondary retail and commercial areas suffer poor local environmental quality?

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### Abstract

Since the 1980s ENCAMS has monitored the condition of local environments in England. A consistent finding over the past 20 years has been that local retail and commercial areas (SRCAs) typically have relatively poor local environmental quality (LEQ) compared to primary sites. These local areas form a vital part of the community, serving a local population and contributing to the local economy. Why, therefore, do they so frequently suffer from a poor physical environment, along with associated problems such as traffic and parking congestion, anti-social behaviour, run-down premises and lack of investment?

To answer this question, ENCAMS commissioned research based on three different case studies. ENCAMS designed the research so as to determine the underlying causes of poor local environmental quality in these areas, and potential measures to tackle those problems.

The case study areas (in Croydon, Maidenhead and Birmingham) were each nominated by the local authority and represent (a) an area in between primary areas that are generally 'doing better' (b) a once vibrant area that has been in long term decline, on the fringe of a town centre which now contains a concentration of night-time venues (c) an area located at a congested bottleneck between other more affluent SRCAs.

The research found that there is little point in superficial or cosmetic interventions aimed directly at improving LEQ if the fundamental causes are not also addressed. The study showed that whilst in some instances economic and market forces and/or planning decisions are to blame, there is a complex web of underlying factors including economic usage, geographic context and social/residential profile.

Though focussing on the physical street scene is important, improvements will be best achieved through a mix of education and awareness-raising, collaboration and co-operation between different agencies. It is critical that the local authority provides leadership and vision, as it is the only agency in a position to facilitate and co-ordinate the different stakeholders.

The study concludes with some practical solutions for improvement, area by area, based on the findings. Whilst local authorities are key to turning areas around, the study also addresses the part played by other stakeholders such as residents, traders, landlords, visitors and developers.

# Abstracts

## Place management's impact on people: case study of City Akademin (the CityAcademy)

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### Abstract

Purpose of this paper: The purpose of this project was to improve the image of working in a shop, by providing education to retailers in Malmö, thus making the shopping experience in Malmö even better.

Design/methodology/approach: Our town centre management organisation, Malmö Citysamverkan, is a non-profit organisation with three stakeholders: the municipality of Malmö, the commercial property owners in the city centre and the retailers in the city centre. With limited funds, but many projects, we have to utilise project finance to a great extent. In the case of City Akademin, we saw the possibility to apply for a grant from the European Social Fund. Following the routine for application requested by the Social Fund in Sweden, we were eventually granted SEK 9.2 million (approx. € 980, 000). The project began in February 2004 and lasted until June 2006. The project was aimed at the retail sector and only those who are members in our organisation, i.e. approximately 350 shops. One hundred shops signed up to the project. One person at each participating shop was responsible for project managing each individual's requirement for courses within their own organisation. The shop owners, managers and employees were offered 4 days education. Together with their project manager they could choose from relevant topics such as marketing, negotiation skills, sales skills, interior shop lay-out, computer skills, shop window dressing, customer care, the Danish customer, to mention a few. Parallel to offering separate courses, a number of larger seminars were also held to be able to draw from experience from well-known speakers on specialist subjects, such as new trends & shop development, consumers & buying patterns and customer psychology & communication. The expected result was that the increased knowledge on these topics would ensure that the employee could provide a better service to the customer and also feel a greater pride in their work.

Findings: The project resulted in 600 people being educated in their field, thus contributing to a better shopping experience in the city centre. Apart from the increased level of knowledge and elevating the role of working in a shop, the project also resulted in better communication between the shops and creating a new, informal business network within the city centre.

Research limitations/implications: All participants were requested to fill out an evaluation questionnaire at the end of each separate course. These showed a high level of satisfaction with both the topic and the relevance for the end-user. Many also wrote about the bonus of networking with others in a similar line of work.

Original/value of paper

This paper serves as a good example for town centre managers and retail association managers as to how they can improve the shopping experience at very little cost and yet to great effect both for the individual participating and to the city centre overall.

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## Place marketing: How did we get here and where are we going?

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### Abstract

The place marketing that is so widely practiced today all over the world did not just appear fully formed a few short years ago but has developed over time through discrete phases, which differ not only in their sophistication but also in their approaches and objectives. Place marketing has been shaped by developments within marketing science and cognate disciplines but also by the external historical contexts at various spatial scales that determined its assumptions, goals and priorities. A concordance of a number of approaches to the evolution of place marketing will be attempted and from this conclusions will be drawn about the current assumptions upon which place marketing is based.

Seven issues will then be identified as significant for the future of place marketing, These are: a) the need for a collective understanding and appreciation of place marketing before the marketing effort starts, b) the significance of a wide cooperation and clear role allocation as well as effective coordination of marketing activities, c) the importance of implementing marketing as a process and not undertaking sporadic or fragmented activities, d) the expansion of marketing understanding to fields other than tourism development, e) the need to involve to a much higher degree local communities in the marketing effort and integrate their needs in all phases of the marketing process, f) the widening of current understanding of inter-urban competition, which will open up possibilities to take better advantage of opportunities in the environment and finally, g) the better comprehension of monitoring and evaluating marketing activities as to their results.

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## **Measuring the effectiveness of town centre management schemes**

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**This paper is dedicated to my mum  
Alice Vout  
(May 1930 - December 2007)**

### **Abstract**

Town centre management schemes (TCM) now exist in all major UK cities and large town centres and increasingly in many smaller centres. Some of these schemes have been operating for many years, others are in their infancy. Whilst some schemes operate in up and coming centres many others labour under very difficult circumstances. What characterises them all however is the strong conviction that a well run TCM scheme can play a key role in ensuring whether a centre succeeds or fails. What isn't always clear though is how this is achieved. More difficult still is substantiating or quantifying the level and degree of the impact of this intervention.

As a result of the work of organisations such as the Association of Town Centre Management (ATCM) and more recently, the Institute of Place Management (IPM), town centre managers and others delivering TCM related activities today have a much better understanding of their roles and the context in which they operate. Many town centre managers also consider evaluating scheme performance an important part of their work. Unfortunately what continues to prevail is considerable concern over the manner in which scheme performance is often measured and wide discrepancies across the UK.

This paper follows a study into the factors that characterise and influence successful town centre management intervention. It seeks to overcome some of the barriers, prejudices and misunderstandings that currently exist surrounding TCM performance measurement and articulate a possible way forward that is acceptable to both town centre managers and the partners they work with.

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# Abstracts

## **Fissures in the place product: the challenges for marketing management**

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### **Abstract**

Place marketing activity has been undertaken for decades – indeed, arguably for centuries – although it is only in the last twenty years that it has been labelled as such, and concomitantly begun to receive substantive attention from researchers. A core theme of the existing literature has been the complexity of the place product and the management structures for its marketing, for which the application of approaches first developed in the context of the marketing of commercial goods and services has not proven wholly satisfactory. This paper will explore this issue through a critical review of the extant literature, and illustrate it with some preliminary findings from an on-going project on the marketing of Hadrian's Wall.

The complexity of the place product stems from three main features: first, a place is composed of many different individual components (or clusters thereof), each of which may be owned and managed as entities in their own right; second, the nested nature of places whereby a place at one scale consists of an agglomeration of places at smaller scales (i.e. the notion of the "place palimpsest"); and third, that places are fundamentally a socially constructed phenomenon, and the same locality may mean different things to different people at different times – in pragmatic terms, there are multiple audiences / consumers for the same place. Together, these mean that the place product – what it is and how it should be managed – is inherently contested between different stakeholders operating at different scales of analysis.

It is argued that this contestation, in a resource constrained environment, leads to three types of fissure in the place product and its management: spatial / jurisdictional, where an individual place comes under the management of different organisations; functional, where different uses of a place do not necessarily complement each other; and strategic goals, arising from differences in the backgrounds, agendas and perspectives of stakeholders. This last point may result in competing visions for a specific place product, or alternatively where a vision may be shared by various stakeholders, there may be alternative views as to how it should be operationalised.

Using Hadrian's Wall as an exemplar, the paper will discuss these issues and their implications for the conceptualising of the generic place product. Built around AD 122, the Wall crosses highly contrasting physical, urban and rural environments, and involves a very wide range of local, national and international stakeholders. Since 2006, a concerted attempt has been made to market the Wall as a single place product, and this has highlighted in sharp relief the difficulties of definition and analysis that are common to place marketing management.

The empirical findings reported in the paper are preliminary, and based primarily on a detailed examination of documentary sources, including material produced by the various stakeholder organisations involved in the marketing of the Wall. Nevertheless they raise a number of issues that are the subject of on-going investigation, including interviews with key stakeholders.

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## Neighbourhoods, Christmas lights, and social cohesion

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### Abstract

This paper explores the controversial practice of adorning the outside of suburban houses with large, animated and multi-coloured Christmas lights. In a context where home decoration, gardening and ideas about 'good taste' increasingly occupy a dominant area of the media in 'lifestyle' programmes which advise on esteemed aesthetics and 'good' design, neighbourhoods in which excessive Christmas light displays are prevalent have generated considerable negative criticism, dismissed as brazen and tacky, an affront to religious values, as a source of neighbourhood conflict, and even as 'minor ecological disasters'. In contrast, our empirical research based on interviews with householders in Manchester and Sheffield would suggest that Christmas light displays signify new forms of community association, solidarity and neighbourly interaction in contradistinction to negative mediated representations. Our research revealed that displaying Christmas lights uniquely possesses power to transform everyday space and the lives of ordinary people. Christmas lights do this in a very particular and spectacular way, demonstrating how domesticate creative practices can invest meanings into everyday space and engender a sense of belonging to unspectacular, ordinary, or mundane places. Further, the display of outdoor Christmas lights is a form of creativity that has emerged in communities that largely ignore orthodoxies about design and fashion to produce economies of generosity and conviviality. The production of such values directly challenges the moral and disciplining imperatives of expert driven models of place management and regeneration. The paper argues, therefore, that Christmas light displays are becoming important drivers of social cohesion within marginal communities and neighbourhoods. In terms of neighbourhood management, a better understanding of this cultural practice may assist practitioners in terms of developing inclusive and stakeholder driven strategies for suburban place making and development.

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## Building trust, manufacturing dissent: can the paternalistic role of local authorities and the transgressive agendas of artists combine in new partnerships, enabling citizens to reclaim their time and their civic space?

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### Abstract

**Purpose:** The purpose of this paper is to identify potential for constructive new partnerships in relationships which have traditionally been unconstructively tense. In a world where artists are increasingly being asked to evidence socially engaged practice in order to source funding, can they work with local authorities? If the residents and users of city centres are never allowed to break rules in their daily performance and play, can they feel socially engaged with the place in which they live? Can a local authority ever safely allow them to break these rules?

**Approach:** A study and critique of socially engaged, transgressive art of the last century, applied to the paternalistic, 'safe' disciplines of large scale event management in city centres, specifically UK Light Night events, and European Nuite Blanche events.

**Findings:** Gaps in city centre strategic plans and Unitary Development Plans. While strategic objectives include leisure, culture and tourism, nowhere is the importance of 'ownership' of time and civic space acknowledged. Rather, these plans strive to develop environments in which residents can be more effective producers / employees, and more satisfied consumers. While these roles are of unquestioned benefit, they do not cater to the sense of ownership that inhabitants need over the space in which they live. Residents have not previously been allowed to obtain this because they have not been allowed to transgress, or make their own rules.

**Practical implications:** Local authorities, urban planners and event managers can identify new potential from these findings. The paper establishes the reason for the gap in planning, and discusses the work of artists who have begun to bridge this gap with the support of established cultural institutions and local government.

**Originality/value of paper:** The idea of transgression and play has been explored in terms of the design of the built fabric of cities (skate parks, graffiti walls), but not in terms of individual creativity or artistic projects and events. Creativity, transgression and ownership of place go hand in hand, and we believe that this paper explores for the first time how the tension between this idea and the paternalism of place management may produce new partnerships rather than conflicts, to give citizens a greater sense of ownership of the cities in which they live.

# Abstracts

## **The case study methodology in place management research and practice**

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### **Abstract**

**Purpose:** The purpose of this paper is to assist those in the relatively new field of place management to undertake sound and appropriate research for which there is a current need.

**Approach:** This paper identifies and provides an interpretation of key terms associated with research in the social and behavioural sciences and then recommends the case study methodology as being appropriate for research in place management.

**Findings:** Based on a review of the literature this paper offers a viewpoint about the meaning and application of the terms 'methodology', 'methods', 'ways', 'strategies' and 'approaches' when they are applied to research.

**Research implications:** The work contributes to assisting new researchers generally and specifically those researchers and practitioners involved in place management.

**Practical implications:** The paper is of use to practitioners in that it identifies some areas of research and would be of assistance at the very least in the commissioning and interpreting of research reports.

**Originality/value of paper:** The paper is of value to new researchers seeking to comprehend the varying interpretations of research terminology and to assist with academic research and best practice in place management.

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## **Iconic buildings and regeneration: reconstructing industrial heritage, business growth and the social agenda**

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### **Abstract**

**Purpose:** If post industrial cities are to regenerate, it is often entrepreneurs and local small and medium enterprises (SMEs) that provide the lifeblood for business development and economic growth, but their prosperity requires a supportive, creative environment from city planners and large-scale investment from private companies. Much research has gone into the approach taken by local government, but less attention had been paid to the role of private investors and how iconic buildings can provide a sense of identity, new business confidence and an antidote to negative brand perceptions.

Approach: With reference to the literature this research identifies some of the key issues relating to urban regeneration in post industrial cities using criteria such as business and economic growth, social needs and environmental sustainability as well as the identity, image and a sense of place for multi-cultural societies. The work is grounded in the city of Bradford, UK, where the refurbishment of Lister Mills, a large, stone built textiles mill, is being undertaken by Urban Splash, a company that specialises in large-scale conversion of redundant buildings into business, residential and retail accommodation. The case of Lister Mills is analysed by using key issues from the literature to gain a clearer understanding of the opportunities and barriers in large-scale re-developments, as well as the implications for local residents, business communities, and perceptions of city brand reputation.

Findings: Negative perceptions about the city of Bradford have been partially offset by the completed first phase of this mill complex, particularly the enormous mill chimney that is symbolic of the industrial prowess of the past and present. But problems are presented for local communities with the transformation of low cost, unwanted land into high quality, high cost development which sells at over 40% profit margin. In turn this has caused local house prices and business rates to rise, creating a new dynamic that may lead to gentrification and the gradual dissolution of the ethnic society that exists within this district of the city.

Implications: This research may inform city planners in post industrial cities, to re-consider the impact of refurbished iconic buildings if they are to address the impact on local communities as well as business growth. These developments have implications for sustainable urban development and social cohesion as well as brand management.

Original value of paper: Previous research has emphasized the importance of city branding, but not how the refurbishments of iconic buildings can enhance place identity on the one hand but have a negative impact upon social cohesion and local business on the other. This means that local authorities should use a 'triple bottom line' that incorporates economic, social and environment agendas for long term sustainability.

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## Urban revitalisation of former 19th century mill towns: the cases of Lodz (Poland) and Manchester (UK)

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### Abstract

Urban revitalisation is currently one of the key driving models of socio-economic intervention in Polish town centres (Heczko-Hylowa, 2007), particularly as a result of recent capital injections from the European Union's structural funds (Wesolowski and Wojnarowska, 2007). This paper builds on the comparative human geography study of Manchester and Lodz compiled by Liszweski and Young (1997) and explores some of the parallels that have influenced the approach of these two cities to the revitalisation of their town centres, both of which were shaped architecturally by the advent of the textile industry in the nineteenth century. While Manchester's city centre management approach has evolved from economic intervention in 1994 to a higher focus on social infrastructure through the creation of the Manchester City Centre Management Company, Lodz has been host to one of the most ambitious historic revitalisation projects in Europe – the Manufaktura Shopping Centre. This initiative, based in and around one of Europe's largest textile mills from the Industrial Revolution, has played a key role in the economic revitalisation of the town centre. Following on from this project, other revitalisation initiatives have followed, thus opening a new chapter in the urban history of Lodz. In spite of this, social deprivation continues to be a challenge in both city centres and their nearby districts. Based on previous work by Radominski and Coca-Stefaniak (2007), this paper concludes that urban revitalisation can only succeed in Poland through an integrated coordinated approach that incorporates key stakeholders in the early stages of decision-making for place management interventions.

# Abstracts

## **Wine architecture and place management: creating value in “wine places” through experience**

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### **Abstract**

**Purpose:** Wine Architecture has become a remarkable phenomenon in Europe since 1995. It consists in hiring some of the leading international architects to design new wineries. The aim of the paper is to analyze and investigate best practices of wine architecture to understand how integration among landscape, place and winery could be reached to give the visitor/consumer a complete experience. The winery becomes the hub of a local system and introduces to the world of wine and the wine region, becoming the strategic point of promotion and creation of both a company and a regional brand. Globalization hurries territories and producers to face the new competitive challenge and to catch the new dimension of the demand, which is experience-oriented more than product-oriented.

**Design/methodology/approach:** A comparative study of four wineries located in four different wine regions and in two countries: Italy and Spain, analyzing the relationship among three main variables: landscape, winery, visitor/consumer. A range of recently published works and semi-structured interviews with the wineries' owners and with the local authorities, wineries, as well as site visits to the wine places. The theoretical scope of the paper is to identify how through wine architecture wineries can be the hub of attraction of a wine place to create more value.

**Findings:** These wine areas synthesize and represent a territorial context, a well-defined portion of a place from a geographical, economical and social point of view, where wine architecture is a real cultural mark. The wineries and the wine areas investigated have increased their potential of place attractiveness and are now better known. In some cases, the biggest difficulty has been to reach the integration between the winery experience as “city of wine” and the wine area.

**What is original/value of paper:** Wine architecture can be considered a new frontier for wine place management as it refers to the principle of wine region integrated offer. For this reason, the paper could be of interest for place management researchers, wineries, consortiums, wine routes associations and local policy makers.

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## **The first decade: Perspectives, trends and new opportunities in place management in Italy.**

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### **Abstract**

The purpose of this work is to illustrate the evolution of the place management concept, approach and implementation in its first ten years of experimentation in Italy and to identify the new challenges that lie ahead. In recent years, the distinctive image that has always characterized Italian town centres is gradually fading away, distorted by the erratic colonizing of new in-town and out-of-town commercial developments. What happened at a global level – spreading of suburban shopping centres, progressive diminution of traditional retail, downtown decline and the subsequent need to contrast it – is happening in Italy at a very fast pace. Such phenomena weren't all negative. They have, in fact, given new positive stimuli to downtowns so that they can reinvent themselves, generate inward investment and retain their identity.

In 1998 the national government passed a new law - the Decreto Bersani – from which the concept of “advanced” land and city management derived. Since then, the efforts to revitalise Italian town centres and urban business districts have been many and varied, and have obtained positive outcomes in most instances, promoting innovative bottom-up-approach strategic plans led by public-private partnerships instead; where aesthetics and history, though treasured, don't prevail to the extent which important elements such as local economy and sustainability prevail. However, after a strong initial thrust for new initiatives, many have come to a halt, generally due to two key factors: the weakness of partnerships, and lack of professionalisation of its management structure. The initial revitalisation programs were not able to establish unified cultural, planning and management methods and approaches.

As this first decade of experimentation on town centre management comes to a close, it becomes evident how a new legislation is needed to enhance historic and environmental preservation whilst activating sound economic revitalization initiatives that are not only retailer-led. Italian downtowns have incredible assets, represented by the historic and architectural quality of their buildings and monuments and are ideal contexts in which private stakeholders can lead the economic revitalisation processes. However, new challenges lie ahead to build on the momentum gained in this decade and capitalise on the efforts made so far to restore Italian town centres' identity and unique character.

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## Place branding in the Spanish wine industry: a supplier-based perspective

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### Abstract

The wine industry of Spain has undergone a complete metamorphosis over the last forty years from a handful of high quality producers (mainly located in the La Rioja region) to a diverse, competitive and innovative sector today. This resurgence in quality and diversity has revolved around the branding concept of Denominación de Origen (DO), which regulates the production of wine in areas like Rioja, Ribera del Duero or Ribeiro. There are over sixty eight different DOs (Ministerio de Agricultura, Pesca y Alimentación, 2008), which can range in geographical spread from a few hundreds of square kilometres (e.g. Valle de Güímar) to vast areas spreading across borders of autonomous regions (e.g. La Rioja). This geographical diversity has created opportunities for market differentiation related not only to the product itself but, crucially, to its place of origin. This has manifested itself in the recent growth of winery-related tourism. This paper builds on a survey by Ruiz-Vega et al (2004) of perceptions from producers, distributors, retailers and key informants from nine major Denominación de Origen regions. It argues that, although previous studies (Ruiz-Vega et al 2001) have shown that there exists a considerable element of emotional decision-making among Spanish consumers when purchasing wines from certain regions, possibly linked in some cases to trends in local purchasing behaviour (Coca-Stefaniak, 2007); as a reaction against globalisation, the effectiveness of the DO system as an effective place branding mechanism is questionable not only from the perspective of producers but also that of consumers nationally and internationally. Part of the reason for this may be found in the image branding gap that exists between the geographical area of origin of wines and the DO system (Yagüe and Jimenez, 2002). In essence, Spain and its wine industry have not capitalised yet on the full place branding potential of the Denominación de Origen concept in the way other countries like Italy, France or Australia have done.

# Abstracts

## **Strategic planning and place marketing: the italian case**

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### **Abstract**

**Purpose:** This paper intends to analyse the connections between strategic planning and place marketing on a theoretical level, by comparing them and taking into consideration Italian empirical cases.

**Approach:** Literature references are wide and include different schools of thought. In Italy, the first strategic planning attempts emerged at least two decades after the best foreign examples.

**Findings:** In a contradictory panorama of increasing competitiveness among territories; cities and local systems express innovative signs of vivid economic and social enhancement. Strategic plans are indeed new forms of territorial governance that engage and stimulate the active involvement of local stakeholders.

**Practical implications:** Along with strategic plans, many place marketing plans use typical product and business plan methods applied to geographical contexts, such as cities and territories.

**Originality/value:** On the one hand strategic planning should be a forum for local interests in order to achieve consent on some strategic goals and define a strategic view through problems and analysis processes, outcomes monitoring and collective learning. On the other place marketing aims at becoming a policy tool in order to match demand and deliver on urban and territorial issues. What are increasingly emphasised are the immaterial aspects of urban life, such as emotions, knowledge and creativity. Place marketing moves from economic factors to cultural design aspects where communication turns out to be one of the main means of allowing cities to express themselves through a wide range of signs, symbols and concepts.

## **The Orange Principle! A community of communities**

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John Farrow  
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### **Abstract**

Global connectivity is changing the way we communicate and who we connect with. Relationships, values and communities have become much more complex and change frequently. This new reality is a major challenge for organisations that must engage stakeholders and is a particular challenge for the public sector that must interact with a wide variety of interest groups who are constantly redefining themselves and their values. So why the Orange Principle? – What do you get when you peel an orange? Segments; some segments may have pips, others carry more pith, and some segments may even be juicier and more often than not the segments will not all be of identical size and shape. If you think about your stakeholders in this way it reminds you that each segment is different and that segmentation is essential.

John Farrow of LEA Group Holdings Inc. and Tracey Anthony of MyStakeholders both having backgrounds in communication and community consultation, put forward their thoughts supported by desk research and their shared experience of why many organisations still fail to treat their relationships with stakeholders as important assets and how to apply the basic Orange Principle.

# IPM Conference 2009: We'll meet again.....

This year we held our inaugural conference in partnership with the Association of Town Centre Management's Strategic Leadership Conference. Both conferences focused upon the theme of global change and local responses, which has allowed a body of knowledge and best practice to emerge and be shared across both the academic and practitioner communities.

This is an approach that IPM wants to continue, so next year (2009) IPM will be, once again, holding its annual conference in partnership with a leading international practitioner organisation - we just haven't decided who that is yet!

The location options open to us include USA; Australia and South Africa - so if you have any preferences on the location then please let us know.

As soon as a partner, theme, location and date has been chosen we will be in touch with all our 2008 London delegates - and **we look forward to seeing you on another continent next year.**

# CPD Accredited Points

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CPD Code	CPD Session
674461	Neighbourhoods, Christmas lights and social cohesion
375015	Building trust: Manufacturing Dissent
348647	The case study methodology in place management research and practice
533080	Iconic buildings and regeneration
227427	Urban revitalisation of former 19th century mill towns: Lodz and Manchester
709603	Wine architecture and place management
519897	Perspectives, trends and new opportunities in place management in Italy
632424	Place branding in the Spanish wine industry
871712	Strategic planning and place marketing: the Italian case
413714	The Orange Principle
704328	The contestation for and management of public places in South African cities
579333	A great place to live, work and play: Conceptualising Place Satisfaction
890617	The city and its canal: MPP for Chester
876115	Local developments of global proportion: BIDS
783898	The local icon: the role of significant buildings in place marketing
619776	Why do secondary retail and commercial areas suffer poor local environmental quality
677358	Place management's impact on people - City Akademin
637450	Place marketing : How did we get here and where are we going
754590	Measuring the effectiveness of town centre management
795926	Fissures in the place product:
712116	Stakeholders Choice and Stakes Evaluation in Town Centre Management.

