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CIMA Beratung + Management GmbH

**How to organize a Town Centre Marketing**  
steps towards a professional TCM unit



Stadtentwicklung  
Marketing  
Regionalwirtschaft  
Einzelhandel  
Wirtschaftsförderung  
Citymanagement  
Immobilien  
Organisationsberatung  
Kultur  
Tourismus

**City Impulses** **SI-EU-CAT**

presentation by Mag. Roland Murauer, CIMA Austria at the final conference of the ETC project „CITY IMPULSES“ Jesenice, 11th of December 2014

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presentation content



- I short introduction - CIMA
- II definition, frames and success factors for professional TCM
- III organizational models
- IV The „best way“ to set up a TCM unit
- V current TCM situation in Slovenia

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**general definition** **cima.**

### Town Centre Marketing

- ... more than the edition of a multicolored ad folder
- ... no short term actionism

... a long-term **planning instrument** for sustainable urban development



### Town Centre Management

- ... organisational and legal frame for the implementation of Town Centre Marketing strategies
- ... fixed partnership between the important „stakeholders“ of city (municipality, private sector)
- ... at least - one employed person as TCM manager

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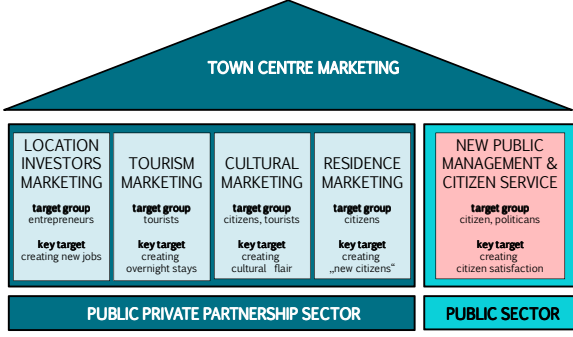
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**general definition** **cima.**



<b>TOWN CENTRE MARKETING</b>				<b>NEW PUBLIC MANAGEMENT &amp; CITIZEN SERVICE</b> target group: citizen, politicians key target: creating citizen satisfaction
<b>LOCATION INVESTORS MARKETING</b> target group: entrepreneurs key target: creating new jobs	<b>TOURISM MARKETING</b> target group: tourists key target: creating overnight stays	<b>CULTURAL MARKETING</b> target group: citizens, tourists key target: creating cultural flair	<b>RESIDENCE MARKETING</b> target group: citizens key target: creating „new citizens“	
<b>PUBLIC PRIVATE PARTNERSHIP SECTOR</b>				<b>PUBLIC SECTOR</b>

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**The „history“ of TCM in Europe** **cima.**

midst of the 1970's	→ start with the first TCM concepts in England
End of the 1980's	→ start with the first TCM concepts in Germany
early 1990's	→ start with the first TCM concepts in Austria and set up of professional TCM units in Austria & Germany foundation of the 1 <sup>st</sup> national TCM network (England)
the whole 1990's	→ "booming" years of TCM concepts and units in Western and Northern Europe
beginning 2000	→ set up of national TCM networks and the European Federation of Town Centre Marketing
2005 - 2007	→ 1 <sup>st</sup> European wide TCM project "TOCEMA" (INTERREG IIIc) with 10 partners
currently	→ high dynamic of TCM in many European countries and development of a good transnational network and partnership

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### TCM in Europe Cima.

- up to now – about **3.000** professionell units in Europe
- high developed and innovative TCMs in Austria, Great Britain, Germany, The Netherlands, Sweden
- most important trends
  - TCM acting on a clear „urban branding“
  - TCM as „one stop shop“ unit
  - TCM as „service unit“ for property dynamisation for City Centre house owners
  - City quarter management
  - take over of municipality services
  - financial support through core companies

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### success factors Cima.

**national wide factors**

- recognition of the necessity of TCM by the national government
- support programmes and platforms
- clear legal rules, especially in financing of TCMs

**local factors**

- cooperation of all important local institutions
- avoidance of political discussions or party politics
- comprehensive view on urban planning
- absolute top-priority case for the mayor
- honest will to structural changes and innovative measures
- sufficient basis budget
- courage for budget concentration and budget regroupement

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### activity fields Cima.

1 Citymarketing	2 Tourism Marketing	3 Investors Marketing	4 public affairs
5 urban planning and infrastructural affairs	12 main TCM activity fields		7 Qualification and knowledge transfer
6 Cultural Marketing			8 networking
9 Event Marketing	10 special interest management	11 Regional marketing	12 internal administrative work

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**financial blueprint of TCM** **cima.**



**Basic budget**  
= staff costs, office costs, budget for main projects

- annual financial support through the municipality
- annual financial support through the private sector
- financial support through core companies of the city

**total budget**  
= basic budget and additional project budgets

- income through events, merchandising, consulting, ....
- additional project supports through the municipality or private sector
- financial support through EC and/or national programmes

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**main sticking points of TCM** **cima.**



- no clear objectives are pointed out
- too high or unrealistic expectations
- too small starting resources
- doing actions for the sake of actions
- „narrow minded“ TCM work (focus of inly one activity field)
- lack of „public relationship“ management („do good things and speak about them“)
- financing based on external support programmes
- no sustainable engagement and support by the local politicians
- jealousies from municipality departments
- „lone wolf“ – no network basis

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Organizational models

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**general guidelines** **cima.**



- **no unique** TCM model for all City types/situations are existing
- TCM is **not only** a „job“ for the municipality
- „conditional foundation“ (primarily for the next 3 or 5 years)
- trustful partnership between the main shareholders of a TCM unit
- fixed organizational model and basic budget
- clear activity fields and definition of surfaces to other relevant organizations (e.g.: municipality departments, tourism board, ...)
- at least - one fixed employed person

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**main professional TCM models** **cima.**

1 "staff position" inside a municipality department	2 "staff position" inside a local tourism marketing unit	3 department or "profit" center inside a municipality enterprise
4 TCM entrepreneurs association	8 main TCM models	5 TCM umbrella association (members: municipality, entrepreneurs association, cultural associations)
6 TCM limited liability company		7 TCM and tourism limited liability company

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The „best way“ to set up a TCM unit

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**step 1 - necessary frames** **cima.**



duration:  
1 - 2 months

- set up of a project group (10 - 20 persons)
- 1st internal workshop to define important frames of the project
- organization of one or two study tours to existing and successful TCM units
- send out of a questionnaire to the city entrepreneurs about future expectations and wishes for the city development

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**step 2 - objectives and measures** **cima.**



duration:  
4 - 5 months

- short and focussed SWOT analysis of the current local situation
- 2-3 workshops to define the most important strategies and possible measures for the future development of the City (City Centre)
- work out of a strategy handbook
- prioritization of the strategies and measures by the project group and the city council
- identification of strategies and measures that will be in the duty of a future TCM unit

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**step 3 - organizational model** **cima.**



duration:  
3 - 6 months

- work out of an organizational TCM model
  - activity fields
  - definition of surfaces to other local organizations
  - legal structure
  - staff resources
  - basic budget
  - financial blueprint
- broad discussion with the public and private sector
- fixing of the financial support
- implementation of the TCM unit

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**step 4 - staff recruiting and coaching** **cima.**



- definition of the „quality frames“ of the TCM manager
- start of the recruitment process
- final hearing with the best 5 - 7 candidates
- coaching programme
- workshop with the TCM stakeholders to fix the 1st operational activity plan for the TCM unit

duration:  
2 - 3 months

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The current TCM situation in Slovenia

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- very good marketable Cities and City centres
- local and regional touristic experts start to recognize the importance of revitalized and attractive City Centres
- no clear idea of the possibilities of TCM by local politicians
- sometimes - lack of self-confidence
- weak entrepreneurs structure in many City Centres
- first Slovenian TCM units with a quite good performance

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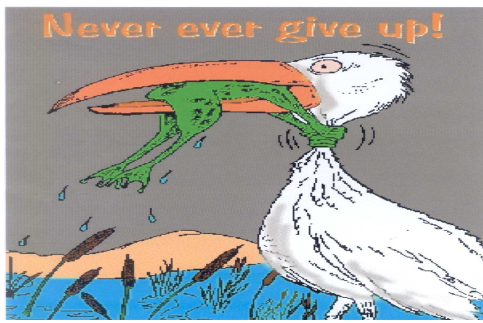
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last advice for TCM manager

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