



POP-UP RETAIL AS AN ENHANCER OF THE CITY BRAND – A MARKETING PLAN FOR PORTO

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To everyone with good ideas to challenge the *status quo*

Learning never exhausts the mind

Leonardo da Vinci

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ABSTRACT

This research is about how pop-up retail can be the driver of a city brand on the road to international competitiveness for the attraction of people, businesses and investment. There is a study about the brand of Porto and what are the issues conditioning it and preventing the city from achieving its maximum potential. Though this analysis focuses on city marketing, most of the literature concerning pop-up retail is confined to pure business marketing. This is one of the few bridges between pop-up retail and the urban environment, showing how one can benefit from the other.

In this document it is proposed an action plan aiming to capitalize the endogenous resources of Porto, of its welcoming and authentic people and its rich cultural offer. It also fights the threats of the modern city such as ageing population and lack of business opportunities for young entrepreneurs due to absence of critical mass and investment. Pop-up retail is presented here as a win-win solution for decaying buildings to be recovered, local entrepreneurs to test their ideas, international companies to show up in the “place to be” and local residents to live in a city gaining prestige and with one of the most dynamic downtowns in Europe.

RESUMO

Esta investigação aborda o papel doo pop-up retail como o impulsionador da marca de uma cidade na corrida pela competitividade na atracção de pessoas, negócios e investimento. Aqui está presente um estudo sobre a marca da cidade do Porto e os problemas que a condicionam e impedem de atingir o seu potencial máximo. Apesar de esta análise se focar no marketing da cidade, a maioria da literatura referente ao pop-up retail está confinada ao marketing puro ligado aos negócios. Esta é uma das poucas ligações alguma vez feitas entre o pop-up retail e o ambiente urbano, mostrando que podem beneficiar um com o outro.

Neste documento é proposto um plano de acção com o objectivo de capitalizar os recursos endógenos do Porto, da sua gente autêntica e acolhedora e da sua rica oferta cultural. Visa também combater as ameaças da cidad tais como o envelhecimento da população e a falta de oportunidades de negócio para jovens empreendedores devido à ausência de massa crítica e investimento. O pop-up retail é apresentado como uma solução “win-win” para a recuperação de edificios em decadência, empreendedores locais testarem as suas ideias, para as empresas internacionais aparecerem no “place to be” e para os residentes locais viverem numa cidade que está a ganhar prestígio e como uma das baixas mais dinâmicas da europa.

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1

INTRODUCTION

1.1. GENERAL CONSIDERATIONS

Life circling around consumption might seem futile at first sight. Although looking deeply into it, one discovers more than it meets the eye. Brands seduce customers and persuade them to pay more for a product than they would if thinking rationally. However thinking irrationally is not necessarily counterproductive, we can actually obtain more value from an emotional perception than from a rational benefit. The joy of a child opening a Christmas gift is much stronger than the fun she has while playing with it a week later. Therefore it is that moment of discovery and excitement that makes consumption worth it. Consumers are constantly harassed by strong stimulus from all directions all the time, thus being constantly ecstatic and seeking out for new opportunities of discovery in order to feel excitement and joy.

It would be naïve to think that this mindset is restricted only to consumption and doesn't reflect on the way that people experience the city and set expectations. Cities are much more than their infrastructure or their geographical characteristic, despite its undeniable importance. We never come back to the same city we saw when we were there for the first time. Discoveries and emotional connections shape our perception of the city way beyond its physical offering and other features perceived rationally. As our mindset, or the environment conditions, change, the city we perceive will change too.

That is why, in my opinion, cities need to target the emotional side of the people in order to attract them and become top of the mind destination. Therefore, pop-up retail presents itself as a very effective solution within this current of thought because of its inherent ephemeral and intense features that contribute for economic and social competitiveness and evolution.

1.2. STRUCTURE OF THE DISSERTATION

This dissertation gathers knowledge on subjects not usually seen together: pop-up retail, location factors and city branding. Combining these three areas, a plan was developed to enhance the brand of Porto and contribute to its transformation and competitiveness.

There is a display of the different perspectives on pop-up retail. For one side landlords, who at the first sight wouldn't think they would benefit from such deal, on another side there are businesses that see this as an opportunity for development, while citizens who enjoy novelty have their wishes satisfied. A series of examples of successful cases show how any of the stakeholders are able to obtain value from this business model.

Retail location factors are key to its profitability and the shape of the commercial environment available in a city. Understanding all the nuances at stake and the dynamics of different decisions regarding retail location strategy, enable the informed individual to make educated decisions thus being more likely to provide an effective solution to the problem under discussion.

City brand enhancement is the goal of this study, though the novelty is the use of pop-up retail as a tool. Frameworks for brand analysis and construction are presented and a case study of Melbourne serves as inspiration for the brand envisioned for Porto.

Lastly it is analyzed the current status of the brand of Porto and identified opportunities for development. Solutions are designed through the fomentation of pop-up retail and a stronger interaction at a global level.

2

POP-UP RETAIL

2.1. POP-UP RETAIL ORIGINS

Pop-up retail is one of the many forms a store may assume. The main particularity is its ephemeral character, settling in a place for a small amount of time, ranging from one week to 2 months. It is said that pop-up retail exists since the appearance of the first travel-sellers. However its main purpose was to collect more income by targeting a new group once the first was exhausted. This modern concept justifies the existence of such concept due to the need to impress the most unimpressive customer of all time, who probably doesn't have the patience to read this entire paragraph.

2.2. BENEFITS TO LANDLORDS

While pop-up retail may be useful as a business strategy for brands, there are operational issues such as dealing with the owner of the property to be occupied. A business partnership is viable only when there are benefits for both parts. Since the benefits for business will be discussed after, this chapter will address the point of view of the counterpart.

Usually property owners renting retail spaces are looking for long-term, low-risk and steady revenue stream leases with successful tenants. It is common sense that this kind of deal enables landlords to hold a high degree of power and security. Studies show that REIT's, one of the most relevant vehicles of property ownership, experience a domino effect of tenants departure and volatility of the stock price after a key tenant departure (Liu & Liu, 2013). Therefore pop-up retail presents itself as an unusual and somewhat risky way of leasing properties due to its short term nature and landlord disempowerment.

On the other hand, pop-up retail can bring direct tangible advantages to property owners. Under the same principle applied to business, pop-up stores can play a positive role on the image of a property and attract new business. Following the success stories in Europe and in the United States of America, this leasing model has conquered some of the big New York landlords, such as the Carlyle Group (Mulvihill, K, 2010). The main feature valued by them is the possibility to show off the property and be object of a long-term lease by visitors whose attention was drawn by the pop-up store.

One of the reasons why landlords avoid short term leases is the fear of vacancy periods. The higher the turnover of tenants more vacancy periods there are. Vacancy means no rental income, exposure to gradual degradation, vandalism/squatting and perception of a drop in the desirability of the building. Instead of being a promoter of vacancy due to short term deals, pop-ups can be seen as

way to mitigate the consequences of vacancy. By having a short term tenant in a period of vacancy, the landlord will benefit from the occupation of his building in a moment it would be otherwise vacant. There will be a rent that would never have existed without the pop-up store and the building will gain life once again, preventing degradation and vandalism. Still on the side of the prevention of vacancy, pop-ups relieve the fixed bills burden on the landlord side. Costs like utility bills, insurance and taxes are shared with a tenant who wouldn't exist if it wasn't for the short term agreement.

In a nutshell, pop-up stores are good tenants for landlords in between long term agreements because they provide rent and physical activity to a place that was supposed to be vacant. At the same time, by attracting people and drawing attention it increases the chance of signing a better long term deal with a new tenant or even with the pop-up store itself. (TheStorefront.com, 2014).

There are no studies about temporary rental an exclusive sustainable business model on the landlord side; however the critical mass on the tenant side is growing. For it to be possible there must be some value added both to the property and the business. Urban planning is a tool said to impact on the retail landscape (Cheshire, 2011) and it is the way followed by this research in order to make this equilibrium possible.

2.3. POP-UP AS A BUSINESS STRATEGY

This chapter intends to expose the pop-up concept from the perspective of the business strategy and point out its main advantages. New trends on society have consequences in the way retail connects to its customers, in a way that may lead to some disruptions. Models that have proven their success in the past no longer hold such strong arguments. An example of the new approach conquering the customers is Experiential Marketing, which is focused in providing memorable experiences to the customer in order to enhance its relationship with the brand. That kind of marketing has potential to be highly implemented with the pop-up store concept. However, bonding with customers is not the only benefit of pop-up stores, businesses can use this strategy to achieve a wealth of features with growing desirability.

2.3.1. CHANGE IN SOCIETY, CONSUMER AND RETAIL

Retailers are suited to thrive in an environment where life is organized around consumption; an environment where customers purchase goods not only because they need, but also because they want them. Whether they buy to obtain pleasure or to express their social status, contemporary customer's lifestyle is guided by seduction, ever rising desires and volatile wishes (Baumen, 2000). They are always on the move, engaged in an ever-lasting running after pleasurable and temporary sensations/experiences (Pomodoro, 2013). They appear to be very open to unplanned purchases of novel goods and services (Collins,2004), which is an opportunity for retailers to exploit. Zara and H&M, two of the most successful fashion brands, are already adopting this kind of business strategy. They renew their merchandise at an impressive turnover reviving the desire for fashion and pushing unplanned sales due to the ephemerality of their collections.

Pop-up retail is a solution capable to satisfy the consumer's need to be constantly surprised with unique and temporary experiences and entertained with interactive performances (Pomodoro, 2013). They can be a reflection of the growing trend of 'massclusivity'. It consists in granting the

feeling of exclusivity to the masses. With pop-up retail everyone has the chance to acquire an exclusive product at an exclusive price while living an exclusive experience, if they are shopping in the right place at the right time. Communication is key to create the feeling of 'massclusivity' and the point of sale is an important medium to achieve it. Being in a pop-up store is a way of brand expression and definition that converges with the current mindset of 'hyperactive' customers.

Pop-ups are considered the latest expression of innovative solutions in marketing channel (Musso 2010). They are an expression of the 'impermanent' society and the customer constant search for novelty (Pomodoro, 2013). Their biggest strength doesn't lie on the utilitarian side, instead, customers feel an hedonic appeal of novelty, distinctiveness and uniqueness (Picot-Coupey, 2011).

At the same time, the economic recession has impacted positively the spread of this practice, since retailers had to find ways to entice shoppers and garner exposure without investing in long-term leases (Gregory, 2009). Whether it is for pure marketing or financial reasons, pop-up stores are already considered a valid option for retailers.

2.3.2. EXPERIENTIAL MARKETING

Experiential marketing consists in a set of practices that aim to amplify the brand's essence through tangible, physical and interactive experiences between the customers and the brand (McKnickel, 2004). In order to develop the brand's essence, it is indispensable to address customers on both utilitarian and emotional dimensions (McCole, 2004). Experiential marketing builds the bridge between the brand and the customer's emotional dimension through the immersion in the brand experience.

Focusing in the retail dimension, it is expressed through experience enhanced retail. It helps building product knowledge, general brand awareness and connects with the customer emotionally while giving him the sense of empowerment (Niehm, 2006). That connection is strategically important to ensure long term success derived from brand loyalty, which is triggered from repeated use of or experience with a brand. Such factors are proven to be critical since experience with a certain retailer decreases the impact of competitor brand strength (Woodside and Walser's, 2007). Therefore, business that can deliver on experiences will increasingly be winners in the marketplace (Niehm, 2006).

The balance is found when traditional retail is complemented with 'guerilla' approaches in response to changing consumer preferences (Collins, 2004). These are non-traditional ways to provide lifestyle-oriented brand experiences with limited resources. Such experiences enhance shopping destinations and related services that extend the whole customer's brand experience.

However, the effect of experiential marketing may differ both in sectors and consumer segments. In the case of pop-up stores as experience enhanced retail, studies show that it is more appealing to customers who exhibit higher tendencies in innovativeness and shopping (Kim et al 2009). Therefore younger and fashion-conscious segments are the main targets of this kind of experience enhanced retail.

2.3.3. CHARACTERISTICS OF POP-UP RETAIL

In order to understand how pop-up retail may be a useful strategy, it is necessary to understand its characteristics and potential. As per definition, Pop-up retail is a temporary retail space intentionally opened for a short period of time (Niehm & al., 2006). Its unique feature is that it is temporary: pop-ups spring up and disappear quickly.

A shopping district only composed by pop-up shops wouldn't be recognizable from one month to another; a shop may be here today and gone tomorrow. Complementing this spirit of surprise, fascination and trendiness, the store is usually designed to generate a holistic and memorable experience (Schmitt, 1999; Pine and Gilmore, 1999), often obtained through a memorable visual spectacle. A pop-up shop may even be event-driven or mobile (Shanahan 2005), the rigid frameworks applied to regular stores are not applied in this case, which enables creativity and innovation to thrive.

Good examples of the event format of pop-ups can be found in these two cases in the Netherlands and Belgium. In the Netherlands, Dommelsch Beer organized a tour of events for six months. It consisted in free concerts with well-known artists at various cafés. The brand engaged the customers by only disclosing the location and date of the concerts to those who submitted, on their website, the barcode of their products. In Belgium the brand was the well-known Martini. They opened roaming bars for two weeks each selling Martini brand-based cocktails, while the venue of these events was spread by word of mouth. These initiatives adopted the pop-up approach to surprise and seduce the customers making them feel part of the exclusive club of people in touch with the brand in such a sexy way.

Whether it is an event like those mentioned or a regular pop-up retail venue, usually the employees have a lot of knowledge about the brand, showing the most appealing and complete face of it. In many cases it is a great opportunity to get to know directly the entrepreneurs behind the brands. The word 'opportunity' introduces another feature of pop-ups. This retail format allows low cost and low risk experiments, which enable the attraction of brands which wouldn't be there if it wasn't for that type of short term leasing agreement. So it generates the opportunity for the local customers to try an exotic product that doesn't exist in that region because the brand could afford the risk to be there. At the same time it keeps attracting businesses that aren't usually viable due to the onus of long-term commitment and allow them to show their products. Pop-ups bring customers, landlords, entrepreneurs and regular people, products, money and ideas that normally were not supposed to be in that place. Boosting the effect of novelty and uniqueness, there is the urgent side of the purchase or experience because the pop-up will disappear soon. Once people hear about a pop-up they feel the urgency to 'get it while it lasts'. Attracting attention is one of the key features of this type of shop and adds value to both customer and brand (Gordon, 2004).

From the consumer point of view, the perceived benefits are the availability of new products, the uniqueness of the experience, the facilitation of the purchase decision and the possibility to test the products (Niehm, 2006). These traits of pop-up seem to fill in some of the gaps in online retailing, thus being a good complement.

Even though 'guerrilla' marketing techniques, such as word of mouth, are effective granting the sense of exclusivity and surprise, social media is essential to ensure the pop-up store receives the desired attention, while at the same time, location plays a very important role. Some strategies consist in borrowing the status of the location to the status of the brand perceived by the customers. In fact, many retailers opt for a pop-up store in order to be able to take advantage of a premium location that

they wouldn't be able to afford in the long term (Picot-Coupey, 2011). Therefore it is safe to say that pop-up retail requires a modest investment (Surchi, 2011) and it is cheap for retailers to set up, as they do not have to commit to long-term leases (McDermott, 2013).

The type of brands using this strategy, in fact, is diversified. Target, JCPenney, Apple, and Isaac Mizrahi are examples of completely different retailers recurring to pop-ups, which reveals versatility across store and product type (Howard, 2004). Some companies are attracted by the possibility of achieving the international status of a brand with stores located in the international 'places to be' (Picot-Coupey, 2011) The opportunity for that comes from the fact that it is easy to withdraw from a foreign market given how few were the resources invested.

Regarding to the small investment there are still a few challenges that require local market conditions or ingenious solutions. An example of that might be the furniture, décor and equipment of the store. A good industry of support for that kind of services with rapid delivery and low cost is an important factor of desirability. However, smart solutions like a simple design, material choice or introduction of digital signage can lower both the cost and operational burden while boosting the 'cool' effect.

2.3.4. THE USES OF POP-UP AS A BUSINESS STRATEGY

E-commerce is gaining more relevance each day while offline sales of top global retailers face negative growth in the last years. Internet and social media are changing the retail landscape and the companies are in need of smart solutions to adapt to such dynamic environment. Pop-up appears as the easiest offline method for quickly socializing retail (Storefront.com, 2013).

This strategy has now fully entered into the strategic mix of brands and most of the evidences come from the world of fashion (Pomodoro, 2013). Blue-chip retailers already integrate it as a widespread element of the marketing mix. Besides marketing, those retailers also see it from the perspective of sales. Examples of those are Toys "R" Us, American Eagle, Jack-in-the-Box's Munchie Mobile, Walmart, Macy's, Gucci, Ann Taylor, Lexus, and Proctor & Gamble to name a few. The majority of studies done in this field refer to fashion as the most suitable industry, however the main factor of suitability for this strategy is the association of the business with the importance of the creation of the retail environment (Pop-up retail, 2005). Other than fashion, restaurants value the creation of a retail environment and the pop-up concept, thus, is growing in popularity.

Still, it is in fashion that the majority of the experimentation has taken place, both by global and emerging brands. For the first ones there are four main uses to which pop-up retail provide an advantage. Opening pop-up stores in privileged places and providing memorable experiences are means to increase the brand image. Also the aspect of time-limited and broad exposure creates the conditions to enhance the promotion of new lines and collections. When combined with the factor of exclusiveness it is also a good tool to offer limited collections. Given the flexibility and easiness of doing business, global brands are using it to test new international and strategic markets. On the other hand, emerging brands who are building their audience find the opportunity to get maximum visibility, create excitement around the brand and test products, strategies and markets with small and achievable investments. (Pomodoro 2013).

The format based on surprise, exclusivity and discovery is used as a response to current customer expectations and fits in the new patterns of the post-modern economy described by Firat and Venkatesh (1993). Therefore it is valid to affirm that companies have found an easier way to follow the rapid pace of changes in demand (Decorp, 2008). The focus in demand is a growing trend once the power is shifting from the supplier to the consumer due to the increasing sprawl of information. To survive in such an environment, supply chain, marketing and business models are changing from a strategy of ‘pushing’ their products into the consumer to one in which the consumer ‘pulls’ the offer. It becomes crucial to understand the customer better and offer tailored solutions. Implying lower overhaul costs, pop-up stands as a great solution to develop niche targeting techniques.

However the ‘push’ strategy is still valid in the sense of offering the brand experience and connection to the customer. With that in mind, it is essential to create buzz and get attention. It has been proven that experiential marketing increases the connection with the customer and raise the probability of word of mouth propaganda. Given the high ratio Buzz/Investment, a pop-up store is certainly a good decision on the Return on Investment side. To make the investment even more profitable, retailers ally the act of building interest in a new brand/product with market tests and experiences (Gregory, 2009 and Kingston, 2006). It is a ‘full scale market study at low cost’ (Picot-Coupey, 2011).

It is especially useful in companies in the process of international expansion. Due to the potential to create buzz, it is used as a method of brand dissemination across international markets (Surchi, 2011). Communication plays a relevant role in the stimulation and development of long-term relationships with the customers beyond direct profit generation (Doyle & Moore, 2004, Marcinick & Budnarowska, 2009). At the same time it provides valuable insights about market potential and foreign culture. That is why it has become a common internationalization mode for retail companies. International retail managers point out 6 main characteristics of pop-up stores: location, design and architecture, scenography, mobility, offer and events associated to it. It is a successful tool because it addresses positively 3 important criteria in retail foreign operation mode and decision (Treadgold and Davies, 1988). The first is the degree of control over the operation. Since they are not attached to long-term contracts, they gain power over the landlord and are not subject to costly long-term restrictions. The augmented control comes, as well, from the flexibility allowed by this system. That flexibility is only provided given the low amount of resources dedicated to the operation. In sum it is an easy way to test markets, get to know customers, try different venues in order to find the best mix of conditions and decide if a permanent store is convenient and how to do it.

In the perspective of increasing revenue, it is sometimes used to aggressively market and sell merchandise on a seasonal basis. Traditional and online retailers often open pop-up stores in strategic places answering to the peak of demand on Christmas and other special events. For smaller scale retailers, instead of being an extra outflow with the objective of increasing revenue in the long term, it is an economic alternative to the traditional store. In fact, in places with a vibrating pop-up scene it is possible to observe a dynamism provoked by the use of pop-up stores by entrepreneurs to trial physical stores and making experiments trimming their startup ideas – it’s called PopUp Hopping (Pop-up Britain, 2012).

Since the fashion industry is the most serious propulsion device to this trend, it is relevant to expose the 3 types of pop-up stores proposed by Pomodoro.

2.3.4.1. Concept Brand Store

In this type of store the experience is intense, fragmented, occasional and episodic. The purpose of it is to create a long-term relationship with the brand. It is useful when trying to launch a new collection or a limited edition, reinforce a specific market or segment generally improving the image

and awareness. It is common for the spaces to be highly spectacular, themed and multisensory so that customer lives an exciting and memorable experience.

An example of this category was the Louis Vuitton temporary store opened in Corso Venezia, in Milan, to launch the summer 2011 collection of jewelry and accessories. The shop was transformed into an event called 'Senses in Blossom'. To enhance the multisensory experience, the store was divided in 5 different areas to engage each sense. The areas were organized in open space facilitating the flow of customers, who could take souvenirs from each sensorial experience. "The five senses are fully involved and promise something unforgettable and glamorous" – said in their press release. To connect the experience with the concept of the brand, everything, since the sensorial experiences to the shape of the jewelry was thought around the flower theme. Given the success of this experiment, the event was replicated in other 4 Italian cities.

2.3.4.2. Community Store

This store is conceived to support the existing affective and emotional relationship between consumer and brand (Thomson et al. 2005). It achieves its goal by creating the sense of belonging to a brand community (Cova, 2003). Customers engaged in a brand community feel part of a bigger group validating their beliefs and lifestyle, thus adding value to them. The key strategy to create this sense of community is through social events: themed nights and other happenings. These events usually have a glamorous and cool atmosphere and are designed to increase opportunities for exchange among fashion addicted, young consumers and enhance their brand experience (Brakus et al, 2009).

To present a spring/summer 2011 limited preppy collection, Tommy Hilfiger launched a mobile pop-up store in the Duomo square in Milan. The pop-up was in form of a 'preppy house', resembling a beach house cottage. The store provided many social areas such as living rooms, lounge bars and an outdoor garden equipped with sofas and tables. It hosted special events like cocktail parties, jazz concerts and art exhibitions encouraging people to hang out there. At the same time there was a digital platform where people could discover where the house was and share their own opinion about the 'preppy' style and their local interpretation of that urban tribe. The strategy was to celebrate the Preppy culture and lifestyle, historically preconized by the brand. The customers were attracted to situation where they would interact with other customers with a similar style, have fun and experience something in common. The social and relaxing activity was privileged over the shopping, while these people see consumption as a leisure activity. Consequently, the use of the space was prevailing hedonistic. Besides Milan, this cottage went to cities like Madrid, Hamburg, Tokyo, Los Angeles, New York, Paris, Stockholm and London.

2.3.4.3. Test store

The last concept is the Test Store. As the name suggests, it is mainly used to pre-test a new brand concept, product line or new market. It is especially useful when launching and emerging brand with low budget. However prestigious brands can benefit from it as well. It can be used to measure the affluence, volume of sales while observing the customer behaviors, attitudes and shopping motives. When equipped with appropriate tools to gather customer feedback it can fulfill a company's research needs.

Still in Milan, Ondademar opened a pop-up store in Corso Garibaldi. This is a Colombian luxury brand of swimwear. The purpose was to test the Italian market in order to, later, establish a flagship store. The furniture was light-colored and minimal, conceived to drive the attention to the colorful and painted merchandise, beachware, cover ups, scarves and dresses. The result was an exotic environment of many colors calling into memory distant places and travels. Despite the creative and

seductive display of products, there was no intention of major interaction with the customer: the focus should be only the product. There was an effort to ensure that the shopping process of exploring, comparing and evaluating the price of the pieces was pleasant.

Another example, this time from Paris, comes from Sisley Cosmetiques. They opened a pop-up at the Mazzolari Temporary Shop to test the new Phyto Aromatique beauty product. Unlike the previous example, the brand opted to interact with the customer while still focusing on the product. In this store, customers were offered a free beauty personal treatment from the Sisley staff.

3

LOCATION FACTORS

3.1. CITY, RETAIL, LOCATION

In order to understand the impact of retail in the city, one has to grasp the inherent dynamics of the business, the consumer and the environment associated. It is widely considered that the three most important factors for success in retail are location, location and location (Levy, 2012). That is why the companies invest so much time developing a location strategy for their point of sales.

The most immediate and general variables to be considered in the strategy of location are the shopping behavior of consumers, the size of the target market and the uniqueness of retail offering. The shopping behavior is a model to predict the needs and actions of the final customer. The likelihood of success of a location is measured according to its suitability regarding to the targeted public's nuances. The size of the target market depends of the characteristics of the products and the socio-cultural environment of a neighborhood or district. It is defined by the characteristics of the individuals in the proximity of the store that represent the audience to be satisfied by the brand. The uniqueness of retail offering is an obvious measure of likelihood of success. If there are two different stores with the same products their profits will be half of those that would be if the entire target market was channelized to only one store.

On a more detailed level it is useful to note which are the different patterns driving the consumers needs. They are born from infrastructural, economical and emotional conditions of the individuals living in the city. At the same time it can affect the mechanism of the city, since the traffic patterns until the preponderance of a centralized commercial center shaping the urban fabric. It is possible to find three types of shopping behavior:

- Convenience Shopping: Favours fewer deviations from the day-to-day life and as little effort as possible. Easiness of parking, near home/work and everything in one place are characteristics desired by this kind of consumer. These are not too much sensible to prices.

- Comparison Shopping: Process where the consumer gets as much information as possible to decide for the best alternative price/quality. Spaces with great extension, diversity and quality of stores are preferable. This is the most sensible to prices. The consumer doesn't have preference for a specific brand or store.

- Specialty Shopping: high-end consumers, looking for the best product available to fulfill their needs regardless of the price. People would travel many kilometers to find the best store providing a specific product. They are very loyal to the brands and accept no substitute. It is promoted by flagship stores, bringing prestige to the city.

While stores develop their own offer regarding to the type of customer they chose to serve, the location is a decision dependant of the size of target market. It depends on population factors, such as the cultural characteristics that influence the way people perceive products, brands and necessities.

The vocation of a population is an important factor, as well. If one opens a store of agriculture tools in the middle of a city where most people work on financial services, it wouldn't be adequate at all. At the same time, age, income and mobility define the suitability of a population regarding any business. However the most important characteristic of a target market is the number of under-served consumers that could be satisfied by the store choosing the location.

Land management, which is under the control of the planning authorities, is a very useful tool to enhance civilization development. It comprehends since zoning measures, until policies that influence land cost and culminates with decisions impacting traffic patterns. These factors are taken into account when choosing a business location. But if, instead of being a business, the entity giving attention to this aspect is a public agent, some actions can be taken the other way around to provide better conditions for commercial development and population satisfaction.

3.2. TYPES OF LOCATIONS

There are many forms a store may take when coming from project to reality. Despite the goal being always to provide the right products in the right conditions to the right customer, the physical configuration differs upon the variable of the environment, already mentioned. Thus, opening up innumerable possibilities of different store formats.

There are two main different types of retail locations that can be set at different scales with different resources, therefore generating even more alternatives. These are freestanding sites versus city locations. The first ones generally are big box retailers such as Walmart and Ikea. City locations might be central business districts, main commercial streets or even inner city locations.

3.2.1. FREESTANDING SITES:

This type of physical representation of retail is usually appreciated due to its convenience to customers. Usually they are set up at strategic locations, with high traffic volume and visibility, where people have to pass by driving home. They occupy a big area and provide good parking space. Since they are usually situated in a peripheral location, occupancy costs are reduced as well as the competition. On the other hand, because they are far away from other retailers, they tend to grasp a limited trade area. Another disadvantage of being far away from the center is the scarcity of pedestrian traffic, which is a source of spontaneous sales.

3.2.2. CITY LOCATIONS:

Opposing to freestanding sites, city locations are situated in more dense places in a close connections with its surroundings. The main advantage lies on the high pedestrian traffic, bringing customers very often inside the store, even when they don't plan on it. It is also good from the exposure point of view, people who don't know the store stumble upon it and it works better as a marketing channel. At the same time the stores provide a sense of surprise and excitement to the city. The negative side is the problem with traffic and parking in the city, reducing the convenience of these places.

3.2.2.1. Central Business Districts:

This is a specific type of city location. It is a good place to have a business targeted for customers in need during business hours. It relies on pedestrian traffic and public transportation. When these systems are well organized it can provide a great advantage for this type of business. Despite serving mostly during business hours, it may include some residential area as well, diversifying the audience. However, given the huge turnover of customers, security issues arise and shoplifting becomes a common practice. Another fault of these areas is the difficulty of parking, reducing the convenience sometimes. During weekends, due to the absence of workers it may become slower.

3.2.2.2. Main streets:

Central Business Districts are not the only advantageous location in the city; the main commercial streets represent a great opportunity for business. Occupancy costs are lower than CBD's and can be configured more into a leisure area inviting all kinds of people at all the time. Most likely it won't have as much critical mass as a CBD, thus justifying fewer stores resulting in a smaller selection. Given the smaller scale, stores are less powerful and may succumb to some city planning operation restrictions in detriment of more powerful stakeholders. It is necessary to protect these locations, since the trend is to concentrate evermore the commercial activity in shopping centers.

3.2.2.3. Inner City:

These are high density urban areas with higher unemployment and lower median incomes than surrounding areas. These zones often are endangered by redevelopments increasing traffic and parking difficulties.

3.2.3. SHOPPING CENTERS

Given economies of scale and scope, shopping centers present themselves as high potential retail venues both for tenants and landlords. In opposition of department stores, which display as well plenty of choice because of the variety of brands and products on sale, Shopping Centers gather many different stores managed on their own paying royalty fees to the landlord. There are some variants of shopping center with different scales and features that serve more a certain type of population or location thus influencing and being influenced by the urban environment.

3.2.3.1. Neighborhood and Community Centers:

These are shopping centers of small scale targeting a specific neighborhood or community. It displays very specific features providing tailored solutions to the surrounding population. They are usually located in a convenient location, where one can easily park, and promote an environment as much free of hassles as possible. Given the modest status of these centers, occupancy costs tend to be low compared to other shopping centers. However, the architectural configuration often doesn't contemplate protection against the weather as the centers are open aired and not enclosed. Tailored solutions may be good for niches; however they limit the reach of the supply. Some consequences of that reside in the reduction of the trade are, not providing enough critical mass to absorb the costs of entertainment facilities or other equipments that improve the citizen's experience.

3.2.3.2. Shopping Malls:

Shopping malls are the most common form taken by shopping centers. They include a variety of stores within a very wide range of scopes. It is possible to find groceries, travel agencies, home products, fashion and others. Mall managers try to make them more of an enjoyable experience in an

effort to keep people shopping as long as possible. Common areas, Family lounges, Great food, Playgrounds, Entertainment are usually found in every shopping mall.

These shopping centers usually are located in the periphery of cities. The consequence of its proliferation is the drainage of profitability of street commerce of the center of the city. Despite being great for businesses, these equipments have a negative effect in cities that want a vibrant and attractive center.

Despite the potential to attract many customers in a mood for shopping, it isn't perfect for business. Occupancy costs are high and royalty fees and landlord control tend to be disadvantageous.

However for the shopping activity shopping malls present great advantages. Combining a wide variety of choice with entertainment in a pleasurable environment, shopping malls become a place of social gathering.

3.2.4. LIFESTYLE CENTERS:

Lifestyle Centers are shopping centers with an open-air configuration composed mainly by specialty stores, entertainment and restaurants with design ambience and amenities. For business it is also advantageous because of the high rate of pedestrian traffic and lower occupancy costs and operating restrictions by the landlord.

On the other hand, they provide less retail space and affect smaller trade areas. Lifestyle centers don't benefit as much from economies of scale and scope as shopping malls.

However, like Passeio dos Clérigos in Porto (see Fig. 1), they can be a great asset for a city center. Specialty stores and a sophisticated ambience can bring prestige to an area, attract people and impose a more dynamic mood to the city.



Fig. 1 - Passeio dos Clérigos (Porto)

3.2.5. FASHION/SPECIALTY CENTERS:

These are composed mainly of upscale apparel shops, boutiques, and gift shops carrying selected fashions or unique merchandise of high quality and price. An example of that is Phipps Plaza in

Atalante, USA, Rinascente, a department store in the heart of Milan right next to Galleria Vittorio Emanuele II which is a global landmark of fashion retail. They are appreciated due to the presence of luxury brands such as Tiffany, Gucci, Max Mara, Giorgio Armani, Louis Vuitton, Prada and others.

3.2.6. OUTLET CENTERS:

Outlet Centers are shopping centers that contain mostly manufacturers' outlets, where it is possible to find quality products at discount prices. They are more popular in Europe and often are enhancers of tourism. To tackle that segment of public, these outlet centers are frequently equipped with entertainment facilities. The location is a determinant factor creating the need for supporting activities such as restaurants. Since they are normally located outside city centers, families have to move and seize the opportunity for discount shopping as long as they can, thus providing conditions for a longer stay is a strategy offered by outlet owners. On the other hand, being even more far away than shopping malls, outlets demand significantly long commutes ending up being disadvantageous for transportation efficiency.

3.2.7. THEME CENTERS:

Shopping center that typically employs a unifying theme reflected in the individual shops, design and merchandise. A well-know example of such shopping center is Eurodisney in France.

They are generally targeted at tourists, also serving the local population. Located in places, sometimes, of historic interest, the impact of such venues on tourism can be very significant on an economical level as well as at the place marketing and value. Spaces are often anchored by restaurants and entertainment facilities, which are not overshadowed by retail. In sum it is an enhanced shopping experience involving consumers on an emotional level.

3.2.8. OTHER LOCATION OPPORTUNITIES

Besides these traditional types of shop location, other opportunities arise for the commercial activity aided by functional activities already present in parallel sectors. Whether people are rushing through an airport, relaxing in a resort or shopping in a big store, there is always the opportunity to show off accessory products and create a retail venue.

3.2.8.1. Airports:

Airports enjoy a great intensity of pedestrian traffic naturally. Some people are in a rush, but many have to wait even hours before catching a flight or in between flights. People often need to buy items they forgot or weren't allowed to enter in the airport with or want to buy some kind of souvenir returning from an exotic destination. Another advantage for the consumer is the low prices due to being in off duty zones. Therefore sales per square meter are higher than in regular mall stores and they are open almost 24 hours a day. The only challenges reside in the high rents and wages due to the premium location for business and inconvenient location for workers.

3.2.8.2. Resorts

People in resorts are on vacations, in a relaxed mood with time to spend shopping. At the same time they usually stay inside the resort most of the time, to it is a captive audience composed by wealthy customers.

3.2.8.3. Store within a store

Stores within other stores are a great way to fill holes in product offerings and benefiting from a symbiotic relationship. For the hosting store, it can represent an interesting event to keep customers excited about the place or satisfy customer's needs in an area they can't provide. For tenant stores it can be an opportunity to gain visibility or to associate with a more valuable brand and absorb the perceptions people have about it.

3.3. LOCATION FACTORS

3.3.1. SELECTING THE OPTIMAL RETAIL LOCATION – ANALYTIC HIERARCHY PROCESS

To select the optimal retail location is a difficult decision with high impact both on sales volume as well as on marketing strategy. Therefore it has been subject to research through many alternative perspectives. In this research it will be presented the Analytic Hierarchy Process (AHP).

The analytic hierarchy process (see fig 2.), developed at the Wharton School of Business by Thomas Saaty, allows decision makers to model a complex problem in a hierarchical structure showing the relationships of the goal, objectives (criteria), sub-objectives, and alternatives. (Saaty, 1980)

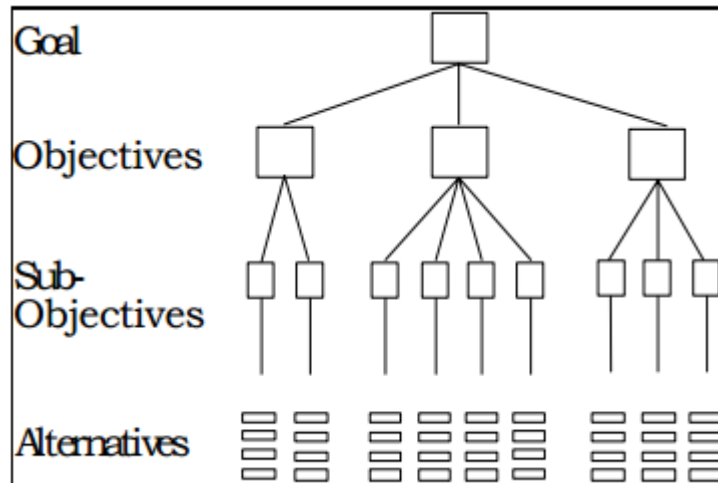


Fig. 2 - Analytic Hierarchy Process

Many authors have studied this subject applying this approach, each with their own criteria. However, many points of parity can be found between them (See Tab 1, 2 and 3)

Tab. 1 - Location Factors

Researcher and Year of Research	Main Criteria	Sub-criteria
Askin ÖZDAGOGLU (2008)	Distance	Distance to Buffets Distance to Restaurants Distance to Military Units Distance to Other Stores
	Traffic Jam	Parking Place Facilities Vehicles Traffic Density Existence of Alternative Roads
	Plant Features	Square Area (m2) Formation Distance to Main Road
	Demand Potential	Price Demand Potential High Level Demand Medium Level Demand Low Level Demand
	Close Environment	Existence of Competitors Ease of Maintenance and Repair Energy Provisions

Tab. 2- Location Factors

Yang c.L., Chuang S.P., Huang R.H. And Tai C.C. (2008)	Market Attraction	Market Size Passenger Traffic Mass Transport Competition
	Customer Features	Safety Customer Features Numbers of Customers Density of Customers Income Level Purchasing Power
	Features for the Location	Brand Loyalty Features for the Location Rentals Elasticity of Rental Contract Period Store Size Personnel Recruitment Expected Income Visibility of Store Accessibility of of Store Synergy among branches

Tab. 3 - Location Factors

Tzeng, Teng, Chen and Opricovic (2002)	Economic Factors	Rentals Transport Cost
	Transportation/ Accessibility	Mass transport accessibility Parking Facilities Passenger Traffic
	Competition	Nos. of Competitors Stiffness in Competition
	Trade Area	Size of Trade Area Other Organizations Plant Density
Tuncay Murat SERDAR (2008)	Expected Trade Value Customer Purchasing Habits Customer Traffic Settlement with Comparison to Competitors Accessibility Capital Investment Income Negative Area Factors for Retail Store Site Locations Accessibility of Location Costing	

Ebriyik et al (2012) have studied previous uses of this method and applied it to choose the best location for a food production company to sell their products. Three alternative locations were chosen and the method was applied in order to make an informed decision.

Tab. 4 - Ebriyik Location Factors

Retail Site Location	Costs	Rental Value Furnishing Cost Contracting time and conditions
	Competition	Competition Power No of Competitors Distance to Competitors
	Traffic	Vehicle Traffic Passenger Traffic
	Physical Features	Store Size Parking Facilities Visibility
	Site	Main Street Shopping Center Business Center Settlement and Social Residence

It was built a comparison matrix confronting each of the criteria in proportion between themselves (see Tab 5).

Tab. 5 - Comparison Matrix

Main Criteria	Costs	Competition	Traffic	Physical Features	Site	Degree of Importance
Costs	1	1/3	1/4	3	2	0,107
Competition		1	1	5	3	0,326
Traffic			1	4	5	0,382
Physical Features				1	1/2	0,061
Site					1	0,123

Comparing criteria in proportion of each other based on concrete data is the foundation of this method. For each of the criteria, it was made a matrix like this comparing the proportion between each sub-criteria. Applying this analysis to each criteria, Ebriyik was able to identify the most relevant sub-criteria and understand clearly the weight of each factor.

The last step is to compare the alternative locations regarding each sub-criteria and apply the different weights proportionally to the degree of importance. In the end it is possible to come up with a

value for each alternative. In this case, Bosna Hersek Settlement was the highest scoring with a ratio of 56%, followed by Türmak Lisesi with 25% and Toki mass housing with 19%.

3.3.2. PLANNING AUTHORITIES

Despite not being pioneer in retail location research, Roy (1984) is still cited today because of his entropy maximization models involving the four influential agents on retail location. This model is referenced in this research to understand how the agents interact and what can be the role of each one in the development of places (see Fig 3)

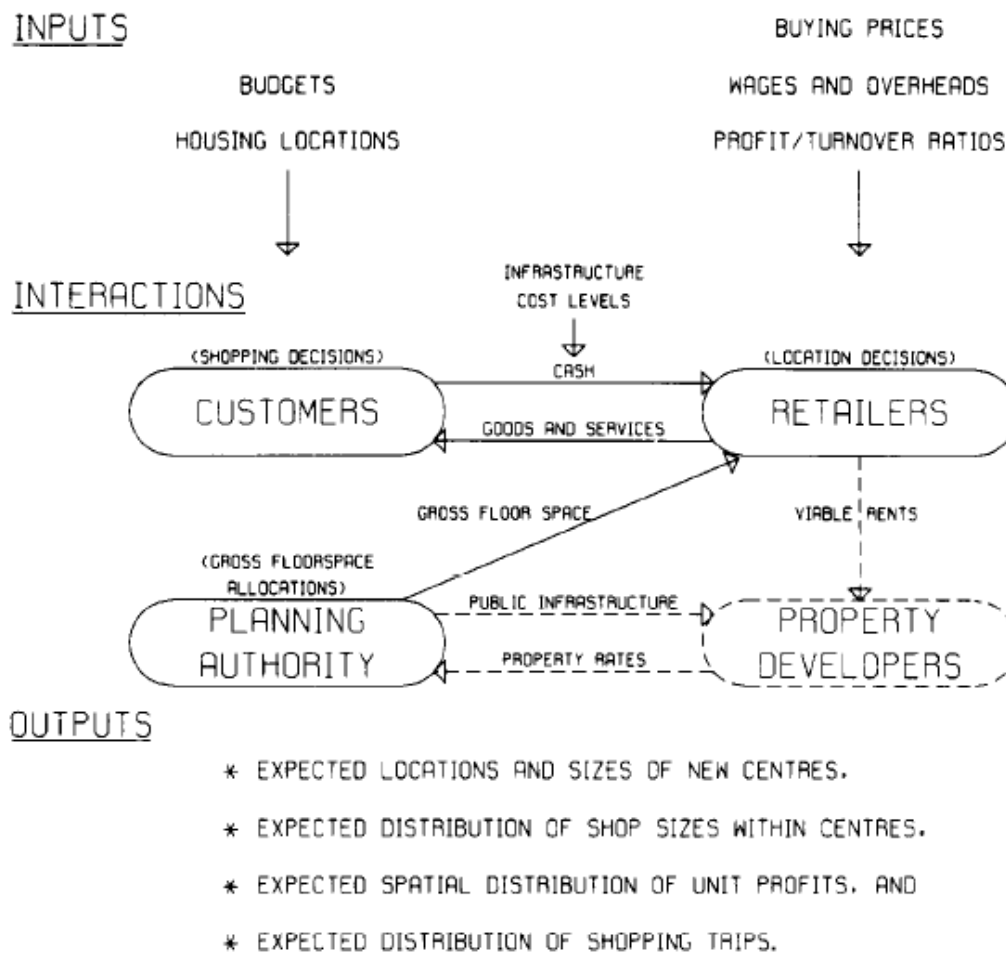


Fig. 3 - Multi Stakeholder Interdependence

Planning authorities don't have the means to directly enforce micro location and travel decisions of urban activities. People make their own choice about where they go, what they do and how they live. However, the development of the city should not be arbitrary; otherwise it may become disorganized and loose competitiveness. To ensure an optimization of the activities and promote the desired configuration of the urban development, planning authorities resort on indirect measures. It may be by enhancing or penalizing certain behaviors and decisions thus promoting the course of actions envisioned previously. Changing the structure of taxes, zoning law or transportation

infrastructure, can have a significant impact on the profitability of specific actions, that way planning authorities can entail the citizens to mimic their will.

On the other hand, individual decisions may, or may not, follow the rational path conceived by planning authorities. Sometimes individuals, while working together with the same goals and enthusiasm, can obtain unusual sources of power and become a significant force of change. Given the great number of variables to be aligned, planning can't ignore the role of the influential agents while drafting their strategies. Therefore this model gains relevance due to the interdependence considered among the agents.

Ultimately, customers are the ones taking the decisions that influence the life of the city. At the same time, retailers have the ability to quickly adapt to customers' needs and their actions can influence both customers and the city. This last agent is the connection point of the customers with both planning authorities and property developers. So the input imposed to the system come from customers and inherently from retailers. From the first it comes under the form of budget available to shopping and house location. It will determine where and how much do they shop, conditioning the format of the adequate commercial offer in the trade area. From the retailers, the inputs reside on the prices they practice, the salaries they pay and their financial performance.

These two agents interact while retailers provide a product or a service in exchange of the consumer's money. The consumer shopping decisions are proportional to the infrastructural conditions that provide convenience and value to the transaction. The location decision of the retailer depends on the customer base of the trade area and issues regarding the property itself, such as zoning policies and value of rents. These last two factors depend on the other agents: the property developer and the planning authorities. Retailers are only able to function due to the allowance to do business inside a property. This way, property developers have a great deal of power over the retail scene of a city. Developing more or developing less commercial properties in a zone, obviously, affects proportionally the local commercial activity. However too much development can lead to rent value problems, competition, undesirability of residence, etc... This way it is necessary to impose limitations and guidance to this agent. That is the role of planning authorities. With the help of policies affecting public and private infrastructure, they are able to influence property rates, making them more adequate to the consumer or repel/attract the business according to the area's needs.

The outputs of this system can be as relevant as the location of new centers, may them be physically relevant such as high density zones or intellectually attractive such as a district of innovation where people go to find interesting products. More tangible outputs are those such as the distribution and size of the stores, this is the result of the action of all the agents creating the conditions for the retailers to adapt to. The spatial distribution of profit and shopping trips are most important data for analysis in order to identify problems and opportunities or measure success of the commercial configuration of the city.

Based on this model it is easier to understand the forces at stake when it comes to economic and social develop within a city in the scope of commercial activity.

3.3.3. POP-UP LOCATION

Pop-up is a form of retail with very specific objectives, already mentioned in this research. This tool may take many forms and adapt to many different locations. Each solution is a tailored solution, thus existing the necessity to analyze every case on its own supported on the knowledge of previous examples.

Nevertheless each brand or business has its own Marketing strategy and plan. Those marketing plans often have very concrete metrics, enabling the deciding agent to make an educated guess on

which are the favorable conditions in which they want to do business. Those metrics are, most of the times, fulfilled by demographic aspects, such as the segment targeted by the brand and the existence of that kind of people in the trade area.

The conditions to access the location are important as well. Pop-ups are flash events with the aim to enhance customer experience and increase the visibility of the brand. Being located in a place with high foot traffic is essential to make people stumble upon the pop-up. If people do not pass by or are unable to reach it, the pop-up goes unnoticed. According to an expert of the business, a pop-up store is like a pop-up advertising on the internet. It is as much valuable as many people see the pop-up (see parallel with people clicking in pop-up ads on the internet). The adjacency influences the way people perceive brands, if they are in a trendy neighborhood, the brand will be associated to other trendy brands. On the other hand if there are bad neighbors, the bad reputation contaminates them. The presence of competition or the absence of substitute products to fulfill existing needs also have a role determining the impact a pop-up has. At last, the specific building attributes determine the physical experience for the customer. Not only in terms of comfort or beauty, the conditions applied to the short term leasing contract might make or break the pop-up investment.

In sum, these were considered the key location factors for pop-ups:

- 1- Program metrics. According to marketing plan
- 2- Demographics
- 3- Traffic & Access
- 4- Adjacency
- 5- Competition
- 6- Building Attributes

4

PLACE MARKETING AND CITY BRANDING

4.1. THE CITY

“There are more than 300 cities in the world with over a million inhabitants, and all those cities want to be the most attractive. In Europe there are more than 500 regions and 100,000 different kinds of communities competing individually for the same jobs, investments and talented experts.” (Moilanen & Rainisto, 2009)

A city brand is “a network of associations in the consumer’s mind based on the visual, verbal, and behavioural expression of a place, which is embodied through the aims, communication, values, and the general culture of the place’s stakeholders and the overall place design.” (Zenker & Braun, 2010)

The purpose of this research is to integrate pop-up retail in the urban environment and understand how it can benefit the competitiveness of a city and the life of its citizens. The perspective assumed here is one of pop-up retail as an enhancement factor of the city brand. According to Anholt (2007), the practice of city branding is the “management of the place image through strategic innovation and coordinated economic, commercial, social, cultural and government policy.”

In order to address the potential of pop-up retail and city branding to provide competitiveness to a city, one must take into account the dynamics of creation and competition of cities.

About the reasons why people started gathering and form cities, there are no strong evidences. However, dated since the invention of the written word, evidence of the first cities came from Mesopotamia around 4000 B.C. The reason pointed out was the lack of rainfall requiring people to organize themselves and build canals for irrigation purposes or from protection needs in plain areas (The Oriental Institute, 2012). Throughout time people started building their cities around communities with cultural identity and shared values instead of pure survival.

In the middle of the XX century, for urban planning purposes, Gordon Childe (1950) defined ten criteria to be complied by cities in order to be recognized as such. Those characteristics, which had to achieve a certain standard, concerned: size and density of population, differentiation of the residents’ functions, payment of taxes, existence of monumental public buildings displayed as distinction symbols, existence of a ruling class, the writing knowledge, the elaboration of exact and predictive sciences and finally the concept of art. Nowadays we still observe similar guidelines and development orientations in our cities, though in a more complex dimension. Indeed the size of the city still matters and can be a source of competitive advantage, as size of the city implies more infrastructure, services and, most important, critical mass. City dwellers also have different jobs and functions in accordance with the functioning of the city and pay taxes. Monuments are still symbols for the cities. The ruling class exists under the different forms of modern governance. In the same way we could assume that writing now is embodied by the intellectual capital developed in universities and research institutions.

Finally art and culture are still part of the city life, since it has a strong role in the definition of the community identity.

What can be retrieved from this comparison is that cities have always had almost the same growth motivations and functioning model. The difference is that now there is much more competition to attract people and investment.

It is in this context of competition between territories in order to attract people and investment that it was born the need to implement marketing and branding strategies in order to stay on top. City managers and planners started using this kind of strategies to attend their citizen's needs and wants. The city image treatment became much more relevant since people were enabled to compare and access many cities around the world. People's perception of the city is the brand with value in consumer's mind.

4.2. CITY MARKETING

The need to develop the city's brand led to the adoption of marketing strategies, usually applied to businesses. Marketing can be faced as the tool to meet the consumer's needs in a profitable way, creating value for all the stakeholders. This is well defined by Kotler and Keller (2009) as "an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders". The Marketing Mix comprehends the 4 pillars of the marketing approach to deliver a value proposal. These are known as the 4 P's: Product, Price, Promotion and Place. It consists in developing a coherent strategy towards these aspects in alignment with the brand in construction. The guiding factor is the customer that is why it is so important to do a correct segmentation and clearly define the target group to be satisfied by the brand. After having a deep knowledge about the customer it is possible to conceive the optimal marketing mix.

Product: It is the benefit offered. It may be a product susceptible of consumption or it may be a service or a concept. The product development phase is responsible for the core value, everything else only adds up to that substance. To create a successful product, the needs of that specific group of consumers targeted must be satisfied in a tailored and efficient manner. It is usually said that one must not try to sell a comb to a bald man or a raincoat in the desert.

Price: Besides the basic concepts, from economy, of offer and demand, marketing provides a way to maximize benefits by influencing the price. The strategies, adoptable regarding the price, always follow the principle of meeting customer's needs. There are many pricing approaches, fixed mark-up to provide marginal profits to the retailers, demand-based relying on the customer's perception of value often enhanced by brand value and it is also possible to set the prices in accordance to competition. To choose the size of the value harvest is a critical strategic factor to profitability and fairness of any project.

Promotion: The engagement of all the stakeholders is critical to the success of any product or project. Commonly it is achieved through advertising; however it can be embodied by any kind of action that provides brand awareness and contributes to the commitment of consumers, citizens or managers.

Place: A brand is a message and that message can only be perceived if it is coherent between all the points of contact between the brand and the final consumer. Therefore, the place where the product is delivered has a great influence on how it is perceived.

Researchers found opportunities to implement this framework to many situations, even outside business. An example of that is this current of thought is the appearance of city branding, a useful inheritance from business (Kotler and Levy 1969).

Organizations need to maximize their benefits towards their costs, they need to communicate, advertise themselves, define target groups and they need a broader definition of what they offer. Cosmetics can be seen as beauty, soap as cleaning, thus the city can be seen as work opportunities, street safety, entertainment or many other things depending on what the citizen is looking for. Also those organizations are sensitive to change and consequently have to re-determine their objectives and resources throughout time. It is possible to observe a switch from a traditional view of marketing as a business activity to a larger vision including areas previously seen as public relations.

City Marketing is a powerful tool for planners to “maximize the efficient social and economic functioning of the area concerned, in accordance with whatever wider goals have been established” (Ashworth and Voogd, 1990). Through the city’s brand it embraces and promotes its values and image so that potential users are fully aware of its distinctive advantages (Kotler et al, 1993). Given the public orientation and multi agent environment, the target group of a city’s brand cannot be a niche. Instead it involves plenty of niches, to be satisfied by personalized solutions or by general solutions that satisfy all the stakeholders(see Fig 4). However it is possible to identify the main drivers of change and perception adapting and measuring actions towards them.

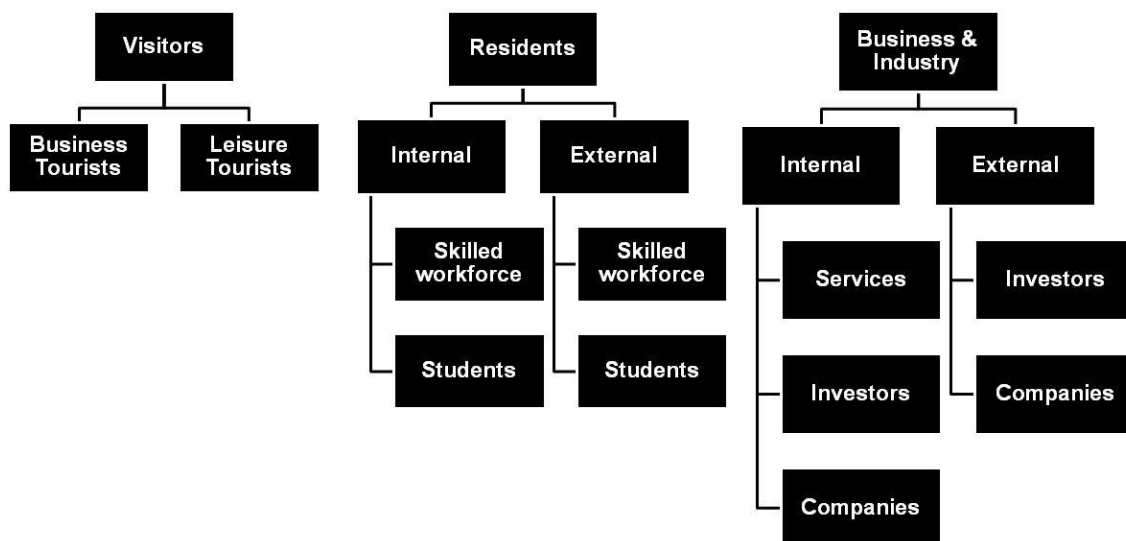


Fig. 4 - Target groups (Van den Berg, 1999; Braun, 2008; Florida, 2004; Kotler et al., 1993; Zenker, 2009)

Many authors propose frameworks for this specific city target groups. However it is possible to find key points of concordance.

The first is the inclusion of actual and potential residents. The first are the ones living in the city, thus representing its identity. They are part of the place brand (Kavaratzis, Braun & Zenker, 2010), just like buildings and landmarks. Ultimately they act as ambassadors of the city, therefore it is one of the most critical groups to address. Another type of residents are the potential residents, they are customers who can come to a specific city to settle for a long period of time to work, study or anything else. The good thing with such people is that they can remain many years in the city, for various reasons and then form families, acquire housing, etc. If some come for academic studies or internships, their ability to keep on living in this city after the term of this period depends on the ability of the city to offer them what they need next, jobs for instance. So, universities and companies must be united for a common goal.

Another category of customers are local companies, which have the same role as local residents plus the possibility of existence of a cluster, constituting a brand itself. Another customer are potential companies that locate their factory, plant distribution or establishment in the city. The labor supply is one of the most critical factors for customers residing in the city. As mentioned, the labor supply may determine if a person can live in the city for a long period of time or. Therefore, promoting the establishment of companies in a city also means trying to increase the number of inhabitants in the future. Other than providing jobs, potential companies bring products, services and lifestyles capable of attracting more people and enhance the brand of the city.

Inside the Business & Industry category there are the investors. These are individuals with power to shape industries, economies and therefore city brands.

The potential visitors of the city constitute the last category. Under this umbrella, we can insert the people who come for business or leisure. Some may have expectations and other may be surprised, they may come back as tourists or they can become potential residents or companies. They represent an extra source of income for the city, as well.

4.3. DIFFERENCE BETWEEN BUSINESS AND CITY MARKETING

A business and a city can never fall in the same category. Cities are places where people live, which, per se, implicates a certain social responsibility. Apart from the social responsibility aspect, given the multi-stakeholder approach and complexity of operations and change dynamics, it is highly important to approach a city as such, instead of having a pure business approach.

The immediate difference observed is the target group with all its segmentations very specific of urban environments. The division of visitors, residents and business is hardly replicable by any kind of business. Another human aspect of this is the phenomenon of the in-group and out-group, internal vs. external agents (Braun, 2008; Kotler et al, 1993; Zenker, 2009). Having the ability to coordinate these factions is a challenge of city marketing. While incoming people represent a target to address, creating a sense of internal community is a very powerful achievement in terms of city brand.

Another feature of a city incommensurable to those of business concerns to the offer available to the customer. While a business has a limited amount of different products available, the scale and complexity of a city presents almost limitless products to the customers. It is possible to identify major offer elements by the city, such as transportation infrastructure, availability of jobs, medium income, local festivities, etc... However, if looked in detail, each corner of the city can provide many benefits to the consumer. Since the environment of a certain square, the presence of beautiful people, a certain shop in a recondite street selling a rare product, until the intellectual community and agents of innovation present. There are both hard and soft location factors, which are tangible and intangible, respectively, elements of the products the city offers. (Anholt, 2010; Braun, 2008)

The ultimate goal of a company is to generate profit to its shareholders. If replicated to cities, the goal would be for the local governance institution to collect as many tax revenue as possible, since it is the entity that represents all the citizens which are the ultimate shareholders of a city. However that approach is not effective neither in terms of competitiveness or social cohesion. Instead, the aim of a city is to enhance local economy in all the agents, since government to private business and people in general. At the same time there shall be concerns with the social functioning of an area (Ashworth & Voogd, 1990; Zenker & Martin, 2011). The social cohesion can play a significant role in the brand of a city, since it measures the quality of life a citizen can obtain. Therefore the main difference is that the city has a non-profit aim.

Operations in business are relatively easy to manage, only subject to the company policy, industry regulations and stakeholder engagement. However in cities, given the inherent social responsibility, there is a much bigger scrutiny and inertia. The legal framework applied to city governance is much more rigid and implies the alignment of many stakeholders. Many times they have different and contradictory interests. Since the democratic process often dictates a change in the decision makers regularly, it is difficult to achieve coherence between the actions throughout time. Yet, there are always problems of legitimization of action, since certain changes must be promoted by specific people with different perception and abilities regarding to city branding.

In fact, the perception of a city is one of the most complex things to achieve. Cities have a long history with many traditions and vices hard to change or control. Brand associations and perceptions vary widely according to influencers, therefore the management of it becomes sometimes wild. (Kavaratzis, 2008).

Business and cities require differently adapted approaches in terms of branding, given the inseparable identity features exhibited. However, the need for marketing and branding is present in both of them.

4.4. BUILDING THE CITY BRAND

Consumers prefer brands for a number of reasons that differentiate their products from those of the competitors, even if they need to pay a premium price for it. Firstly, brands are source of product. When consumers need a product, often there is a brand offering it nearby. They face a lower risk while purchasing a product from a brand. There is a great effort building trust between the brand and the consumer, making the latter feeling more secure while buying a product from that organization. At the same time, brand awareness facilitates the consumer decision and spares him from the hassle of choice. That choice is supported by the perceived quality provided by the brand, only achievable if attention and care are paid to all stages of the product lifecycle in a consistent manner. The most irrational factor is related to the emotions that the brand produces in the consumer; it has a very small level of tangibility but it infers a great value to the product. When someone is buying a pair of Ray Ban sunglasses they are paying much more than would pay for any other sunglasses with the same performance. People buy the lifestyle promised by Ray Ban, reflected through all the contacts with the customer.

The same happens with cities, an example of that is Los Angeles. The city hosts Hollywood, the world's biggest cluster of the cinema industry, where fantasies are created and dreams are built.

Because of that, not only people are much more aware of that city brand, but they crave it more than any other city with the same features.

In fact there is a differential between the real product and the brand essence. The essence is a reduced, yet easily perceived and processed, concept made to seduce the consumer. Often it is converted into a motto, associating the brand to a certain city feature, such as “the city that never sleeps” (New York City) or “What happens here, stays here” (Las Vegas). Sometimes cities gain nicknames, example of New York also known as the Big Apple, Las Vegas also known as Sin City or Chicago, the Wind City. Often cities try to associate themselves with values they want to promote and communicate like a “green city”, “culture city”, “vibrant”, “cosmopolitan”, “urban”, etc... Despite simplifying the real city, turning it into mottos, concepts and ideas, the ultimate goal is to create an augmented perception of a city. A perception where people imagine the city based on their own beliefs and emotions towards the associations of the city brand and it seems much better, in comparison to competitors, than it really is.

While the image of a product, object or city depends on the viewer ability to grasp it, there are ways to stimulate his imagination through sensorial and extra-sensorial experiences (see Fig 5).

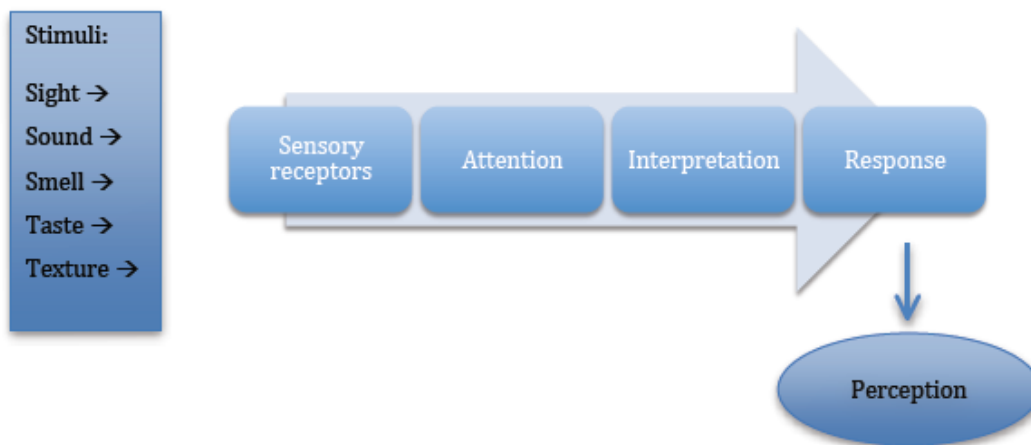


Fig. 5 - Stimuli for sensorial perception

We can assume that the better the stimulus is, the better will be the perception of the City as far as the interpretation of the consumer corresponds to the vision of the initiators of the image. In this way, the city can act on its residents' perception by improving its physical image. It can also use any type of media to spread and promote its image among non-residents of the city, sparking off awareness and thus perception.

Lynch (1960, cited in Hospers, 2010) introduced the terminologies “city of the mind” and “imageability of the city” defined by “that quality in a physical object which gives it a high probability of evoking a strong image in any given observer”. He proposed 5 elements that constitute the “mental map”:

- Paths:** streets, main thoroughfare where people move;
- Edges:** transition zones between water for instance;
- Districts:** divisions of the city;
- Nodes:** strategic gathering points;
- Landmarks:** public singular points.

We can perceive here the importance of landmarks or scenic places as monuments, which stay in people’s minds when remembering the city. Indeed people often remember public monuments and associate them with the city’s name in their minds (the Eiffel Tower in Paris for instance).

The image of the city can then be used in many ways to increase the city’s popularity. Also this “imageability” of the city can be used to raise affective links among people. In fact, an affective dimension can be added to the previous cognitive mapping of a city (Bomfim & Urrutia, 2005). If positive signals about the city are sent, then people can develop attitudes based on a hedonic consumption model. That attitude can possibly derive from: affect (Consumer feeling about an attitude object), behavior (consumer’s intention towards an attitude object) and beliefs (knowledge of the consumer of an attitude object) (Solomon et al.,2010, p. 277).

This aspect of creating a good perception of the city image is developed on Balencourt & Zafra (2012) by this conceptual framework described on Fig 6.

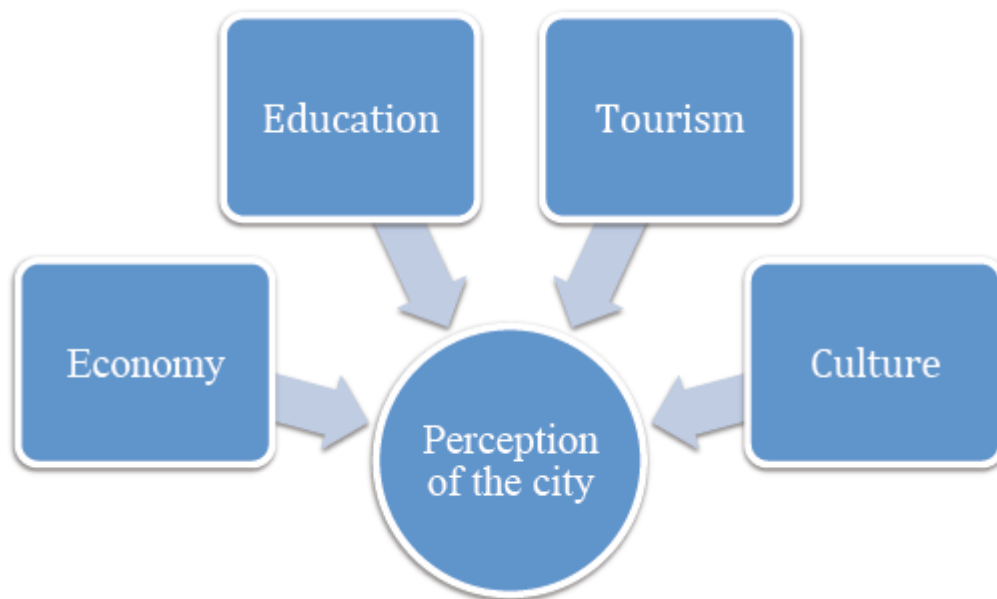


Fig. 6 - Balencourt & Zafra (2012) Framework

All these 4 elements, when taken into account in the strategy of a city, can benefit its image. Economy is positive in the sense that economical competitive cities provide jobs and infrastructure to the population, therefore being an attractive place to live. It was proven, as well, that the presence of a university contributes to livelihood of a city, as well as providing qualified workforce, opportunities for its citizens and attracts students from other cities, thus education being a good ambassador. There is a correlation between tourism and economic development, as it brings high volume of investment and consumption in a growing trend. Finally culture has proven its benefits by promoting interesting events and sights for people to visit and stay in the city. Entertainment usually provides good memories, therefore being a good enhancer of the city brand.

Regardless of the perception intended to be created about a place, its implementation must follow an implementation method. On fig 7 there is a Communication Model of an Environmental Action proposed by Appleyard(1979)

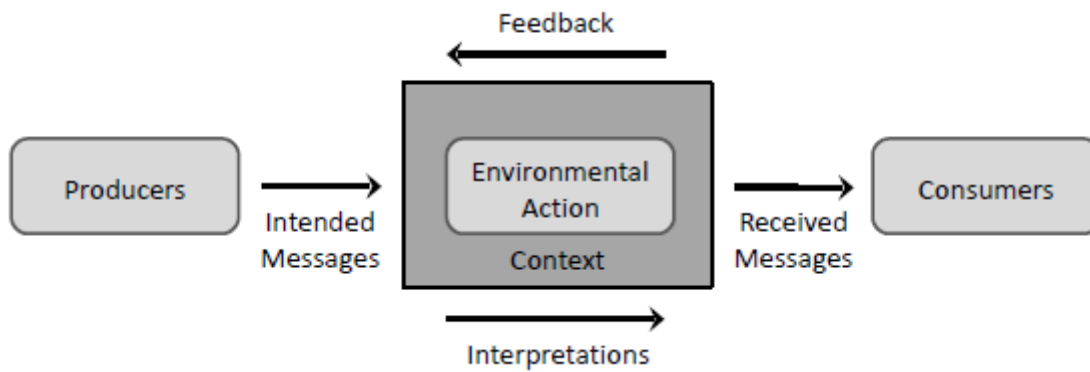


Fig. 7 - Communication Model (Appleyard, 1979)

This can be applied to any environmental action from producers targeting consumers through any kind of environmental action intending to send a message. These actions are taken inside a context, which is very important to be considered when predicting the outcomes. However the consumer doesn't receive the message as it was intended, it passes the filter of the context and his own interpretations. Only through feedback from the consumer to producer it is possible to obtain an approximate idea of the change in the perception of the city image.

There are 3 levels of communication capable of building a perception about the brand of a place, defined by Kavartzis (2008) and primary, secondary and tertiary.

The primary communication is also known as **place physics** and is a result of the architecture and real place offerings. It is the feeling people have while visiting or living in the city. The concept of imageability, already mentioned, plays a very important role at this level of communication.

The secondary communication is labeled as **place communication**, and it is referent to all formal communication through official channels, such as advertising and PR. Besides putting effort making a city enjoyable and memorable, it is crucial that brand builders deliver the content to the target group.

The tertiary communication is the **word-of-mouth**. If the other two levels of communication are aligned with the city brand and executed effectively, the word-of-mouth will function automatically. This is the result of the perception of people who had contact with the city and communicate that perception to other people. Media can have a significant influence, since it is not controlled by the brand builders and has a strong reach in all the audiences. If people hear good things about a city, obviously, their perception would be good and vice versa.

Given the multi-stakeholder approach, communication on these 3 levels shall be adapted to each of the target groups (see Fig 8). The combination of customized communications to each target group, with the right assortment of strategies, results in a perceived satisfaction towards the place the intention to stay or to move there.

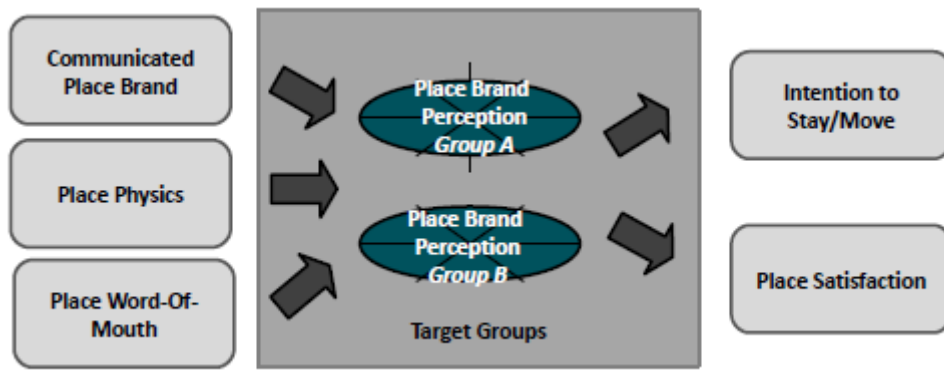


Fig. 8 - Multi Stakeholder perceptions management (Zenker & Martin, 2011)

4.5. FRAMEWORK OF BRAND ANALYSIS – THE SIX PLACE BRAND CATEGORIES

According to Zenker (2011), there are six elements capable to define a Place Brand: Inhabitants, Familiarity, Quality, History, Characteristics and Business.

4.5.1. PLACE INHABITANTS

As mentioned before in this research, local residents are part of the brand of the city. They are the in-group and potential residents are those who identify themselves with that community and develop the desire of belonging there. Even when people don't intend to live there, they admire people who live there because of the values associated with them. Example of that is the fascination many people have, around the world, for Italian people even though they do not necessarily want to live in Italy. It has to do with the sound of the language, the romantic personality and the ancient culture of the country. Demographic and cultural diversity of the people also define the city in the eyes of the different targets. The #1 NY Times bestseller and blog "Humans of New York" is a great example on how to leverage the city brand through its inhabitants, it has to this date almost 7.7 million followers on facebook. This project features photos and interviews of individuals in the streets of New York City and provides an authentic portrait of the city's identity.

4.5.2. PLACE FAMILIARITY

This category refers to the relationship of the customer with the city. It is the impression left by the personal experience in the city, during a visit or a period living there. It is, of course, biased by the personal interpretation of the individual. Usually people say that in big cities like New York or Shanghai, where there is a high population density, they feel lonelier than in smaller towns with less people. This is a reflection of the city's familiarity, which depends on the way that people connect between them. Other characteristics such as customization of the place and sense of ownership provide different perceptions and desirability to the city.

4.5.3. PLACE QUALITY

The quality of construction, infrastructural support to daily activities, urban mobility and standard of living differentiate city brands. An example would be Switzerland vs. Eastern Europe, in which Switzerland represents a brand of high quality where people are willing to pay the high price to live there opposing to Eastern Europe known for its degradation. Cost efficiency is also a determinant factor of quality, making Germany a great brand on that field.

4.5.4. PLACE HISTORY

The history of a city is the root of its culture and present behaviors of the citizens are a result of that. Architecture and culture are a reflection of the history of the city and when heritage is preserved it becomes the core of the city brand.

4.5.5. PLACE CHARACTERISTICS

Spatial features define the possibilities of daily activity. Geographic characteristics may influence the shape of the urban fabric making it more or less characteristic. Example of that is San Francisco, with many ups and downs, which influences urban sprawl, mobility and economic activities. While Milan is a plain city whose geographic influence relies on the relative position towards other Italian and European Cities. The presence of entertainment facilities, public monuments or anything that differentiates one city from the other is an element of the brand.

4.5.6. PLACE BUSINESS

Business determine the economic attractiveness of a city, whether people are looking for a job, looking for investment opportunities or conditions for consumption. A vibrant business environment affects heavily the competitiveness of the city and determines the power it has compared to other cities. Usually the capital of a country, which is its financial center, has the strongest brand. However there are situations where it doesn't happen, case of New York or Milan which are the financial centers of the respective countries but are not the capital.

These entire elements sum up the origin and reasoning of a city brand equity, which is the added value perceived regardless of the real value of the city.

4.6. MELBOURNE CASE STUDY

That's Melbourne it's an initiative of the City of Melbourne made to promote the city and attract people while enforcing its brand. It was an output of the Council Plan 2013-17 of the city and aimed to boost the profitability of local businesses, while facilitating long-term prosperity. As an inherent characteristic, Melbourne is not like those cities with widely known natural beauty or impressive

monuments. The true potential of the city lies on the experiences and stories that people live while being there. For this purpose it became peremptory to endow value to the brand and turn any story interesting just by mentioning it took place in Melbourne.



Fig. 9 - Melbourne Marketing Plan

The marketing plan on Fig 9 is based on a vision where Melbourne City is the top of mind destination for shopping, dining, cultural events, sport, live music, arts as well as emerging strengths in recreation, leisure and intellectual nourishment. Melbourne's promise is that every time someone visits the city leaves it with an interesting story worth sharing with others. The mission is to increase visitation to the city by inspiring those Melbournians who seek and use interesting experiences as social currency. This will be achieved by promoting Melbourne City offerings and experiences that are the "antidote to ordinary and routine".

Materializing these intentions, it was created the concept of the "Melbourne Moment". It is an allegory of the unexpected, interesting, unpredictable and unconventional way that everyday activities are experienced in Melbourne City. To experience enjoyment in a way so far from ordinary during such mundane diary activities turns out to be very inspiring content to share with others. Through this

widely diffused idea, the perception is mounted that there is no other area in Melbourne or in the state of Victoria with such an abundance and diversity of this type of offering.

Indeed, Melbourne City offers a vibrant environment capable to provide the visitors those promised feelings of excitement, surprise and sophistication. From trend setting experiences, such as night markets, to traditional and vintage style offerings like revival architecture or promotion of custom/hand-made products exploring endogenous resources and know-how. Innovative business models like waste-free restaurants, pop-up retail experiences and multi-offer establishments such as retail and art or Dining/drinking and fashion. Another interesting feature of this urban environment is the unconventional spaces repurposed beyond their original use targeting empty parking lots, rooftops with skyscraper views, derelict buildings, laneways and basements.

4.6.1. MARKETING CAMPAIGN

The marketing campaign is about discovery in the city through a series of Melbourne Moments. Regardless of mood, company or resources, there is a Melbourne Moment anytime available for each one of the visitors in the city or its neighborhoods. The consumers are reached everyday with digital content sourced from local businesses and people who experience them.

4.6.2. ENGAGEMENT MONITORING

Through reviewing bought print advertising, television, banners, radio, sponsorships, media deals and paid search, it is expected to attract more strangers. By improving owned websites, search engine optimization, e-mail, widgets/apps and social network pages, the customer base will be built. Finally the conversion to fans will occur due to self create/ user generated collaboration. Their expression on Facebook, Digg, YouTube, Twitter, Flickr and Instagram combined with comments, blogs, e-mails and forums will define the genuine city's image through the eyes of the users and conquering their loyalty on the emotional side.

4.6.3. THE CURIOUS CLASS

The audience targeted is Melbournians who live near the city within a 20 km radius or work in the city and belong to the so-called "curious class". This is a class defined, not by their age, but rather by what they choose to do outside of their usual routine of work, study or raising family. The curious class likes to seek new experiences, keep their social lives interesting and unpredictable. They derive intellectual nourishment from discovery, always looking out for what is next and see comfort and routine of daily life as their barrier to discovery.

4.6.4. BUSINESS PATHWAYS – THE IMPLEMENTATION

In order to provide assistance to local businesses so they can best leverage from the city brand and align all the efforts, a digital marketing program will be developed to coach and educate local business owners about digital communications via workshops, seminars and one-on-one mentoring. See Fig 10 for more details about the implementation process.

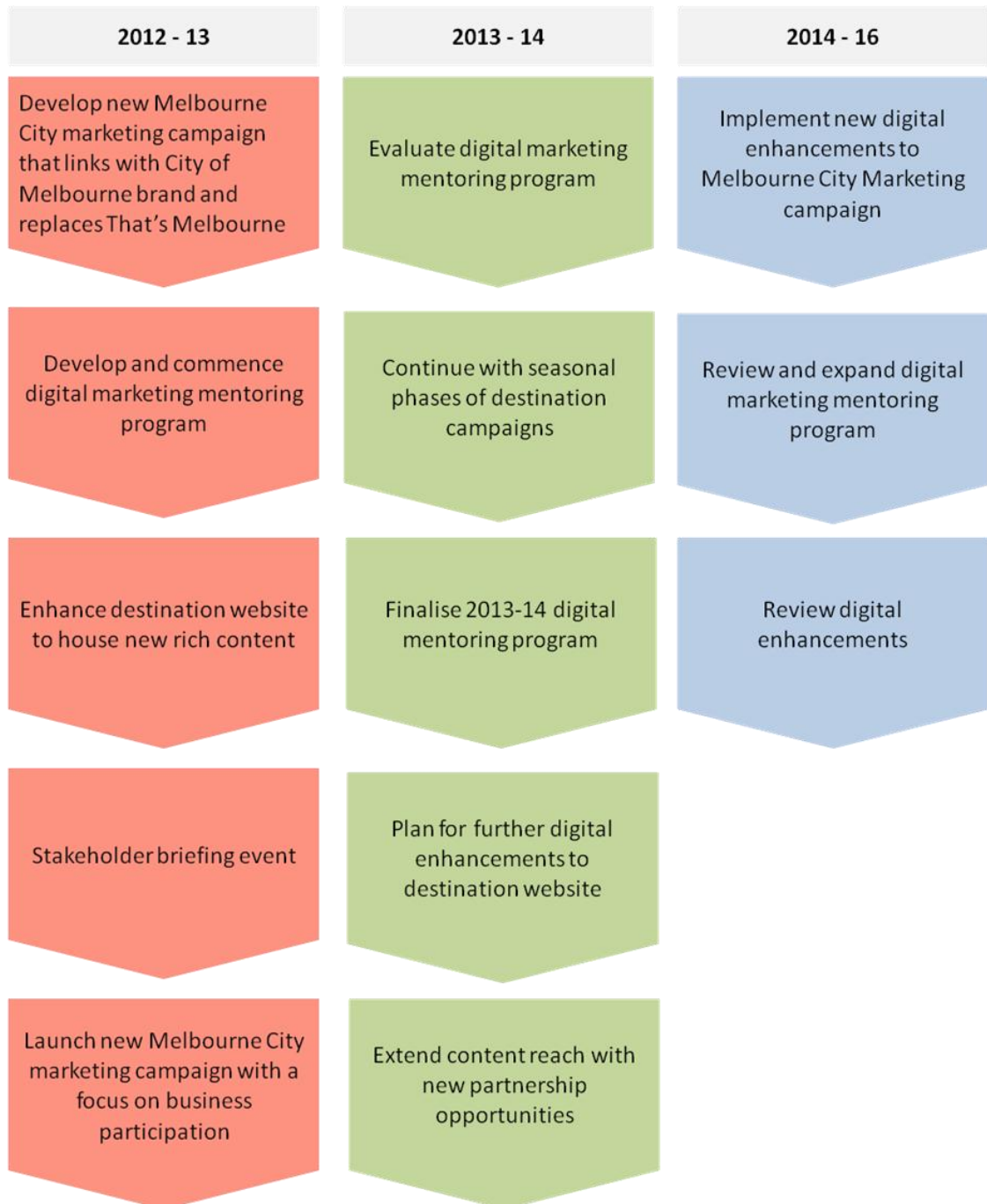


Fig. 10 - Business Pathways for Melbourne (That's Melbourne, 2012)

In sum, the City of Melbourne had a two-way approach to the case, on one side worked with the consumers, on the other with businesses. The consumer audience targeted was the curious class seeking interesting and exciting experiences. The marketing promise was for the city to be the antidote to routine. The interaction will be enhanced through curated and shared content regarding Melbourne Moments. On the Business side, the target will be small businesses that provide Melbourne Moments. Those will be briefed through workshops, seminars and mentoring. The City Marketing leverage will follow the same path as that one of the consumers sharing content on social media.

5

ENHANCING PORTO'S CITY BRAND

5.1. CATEGORY ANALYSIS

5.1.1. PLACE HISTORY – (PORTO XXI , 2013)

The origin of the city dates back to the IV century during the occupation of the Roman Empire. Etymologically Porto comes from Portus, which means “port” in Latin while having connections with the word “door”. This city was a mandatory stop for people who travelled around the country. The city lies in the valley of river Douro and it is since ancient history a place of commerce and launch of new ventures.

Throughout times there were many different rulers of this region, the Suevi, Visigoths, Lusitanians, Moors and later the Catholics. The latter ruled the region for many centuries and it is the main influence nowadays.

The city always had a strong relationship with the river and the sea, being one of the most attractive ports of the country, playing an important role in the age of the discoveries. It was also attacked during the French Invasions; however the city never fell even under siege. That is why it gain the name “Cidade Invicta”, meaning undefeated city, which lasts until today.

There are many cultural traditions rooted from that time. From the typical dish “Francesinha”, literally meaning “Little French Girl” and “Tripas à Moda do Porto” to the name of the famous street “Cedofeita”.

Later, as a consequence of the alliance to beat the French, there was a trend of English settlement in the city. It served as the port where the Port Wine was stored and shipped, becoming famous worldwide.

In the XIX century Porto was massively modernized through new ideas, wealth and an entrepreneurial strength. That mindset affected the citizens' identity with the sense of independence and freedom possible to observe today.

It is considered the capital of the north and it staged the beginning of many political, economic and social movements. It functioned as an enhancer of industrial progress of the surrounding regions. Nowadays it is considered one of the motors of the Portuguese industry.

Given the rich history and its reflection in the, yet stately, monuments it is nowadays World Heritage by UNESCO.

5.1.2. PLACE CHARACTERISTICS

This is a European city characterized by its strong heritage and geographical configuration. There is good infrastructure supporting daily activities and it is one of the most important cities of the country economically. With an area of 41,4 km² and a population density of 5.739 people per km², Porto hosted 237.591 inhabitants. In its metropolitan area there are more than 1 million people.

The average cost of house purchase is 1.226€/m². Currently this tends to be inverted, but in the past there has been an exodus from the city to the suburbs. This helped degrading the city, which is now struggling to recover its past glory. It provides a great offer in terms of education at all the levels, with its local University, Universidade do Porto, ranking among some of the best in the world. In terms of health and social protection, it ranks at the European standard with very low infant and early mortality rates. However the growing unemployment and aging population raise the number of people dependent from social security to 121.869 people, making the system unsustainable. The presence of Low Cost airlines in the local airport raises the passenger traffic to more than 6 million people a year, having a great impact on tourism. Urban mobility is fluid with small traffic jams during rush hour. There is a widely distributed network of buses owned by STCP, half of which powered by alternative energy. There is also the mix surface/underground metro operated by Metro do Porto, with 6 lines carrying 55.737.000 passengers a year. Despite the technologically advanced equipment, the design of the lines presents some inefficiency, taking too long arriving to the destination.

The tourism is growing steadily, granting great international exposure to the city. It has been present in many award nominations including the winning some European Best Destination awards. Low cost flights and lodging, combines with the interesting architecture, heritage, good weather, good food offer, museums, art galleries and a vibrant nightlife attract many tourists who find Porto and affordable, yet with quality, recreational destination.

The city is inserted in the river mouth of Douro, which represents a great landscape value enhanced by the city's many bridges. Arrábida bridge, designed by Edgar Cardoso which is an alumni of the Faculty of Engineering of the University of Porto, has been during many years an engineering landmark. Another famous bridge is called Ponte D. Luis I and has a similar look to the Eiffel tower, which is normal since it had the same designers.

The Port wine still has a great mark in the city, being one of the strongest elements of the brand, attracting many tourists and justifying significant infrastructure.

5.1.3. PLACE INHABITANTS

The resident population has decreased during the end of the XX century and beginning of XXI. Younger population (0-24) represents only 20% while old-age dependency ratio reaches almost 50%. Fertility rate at 37% doesn't seem to improve future perspectives. The demographic configuration appears as one of the most critical points that need to be addressed not only in Porto but widely in Portugal.

Despite the trend of decadence in the city and the population, Porto has very proud inhabitants. Still embodying the personality of the undefeated city and fighting against the concentration of privileges and investment in Lisbon, the capital, the "Tripeiros" (nickname of the people from Porto) stand as the ambassadors of Portuguese resilience and attitude. Home to many cultural movements and bold ventures resulting in some of the biggest Portuguese companies, Porto has the people imposing their character to the national recovery from the crisis. They are genuine, lively, hardworking,

enthusiastic and a bit rough with a marked and loud accent. Sports idols congregate the proud community while conquering European respect in many modalities and putting the city in the world map.

Many people living in the outskirts work in the city and perform there all the activities besides sleeping. That is why there is a very dynamic environment propelled by a younger population with a taste for the new and international trends. This city is a symbol of the Portuguese progress, one that is not ashamed of the past in which supports its future.

5.1.4. PLACE FAMILIARITY

Given the relatively small size, compared to the world's major cities, Porto enjoys a sense of familiarity hardly achievable in large urban centers. The sentiment of proud from the in-group makes it a friendly environment for tourists or anybody trying to fit in. The authenticity of the people covers up for the rough manners and promotes displays of warm connections even between strangers. The informal character of the city and the safety able to be experienced add up to that creating conditions for tourists and newcomers.

A great example of this openness is the celebration of the city patron, São João. It is celebrated on the night from the 22nd to the 23rd June when the streets become full of people sharing sardines and launching small hot air balloons propelled by candles. Every corner of the city is flooded by people enjoying the warm weather as if they were at home.

5.1.5. PLACE QUALITY

Porto is a relaxed city where it is possible to achieve a good standard of living, thanks to the good weather, safety, infrastructural support and entertainment available. It is a city in a developed country that has been greater than it is now. Therefore it is possible to observe some decay of buildings in the older areas, as well as an ageing population.

However, because the living costs are low it becomes a great cost-benefit deal to live there.

5.1.6. PLACE BUSINESS

Like any other Portuguese city, Porto has suffered with the European crisis. Unemployment became a problem and gradually people have been losing power of purchase. Given the loss of competitiveness of Portuguese industry to Eastern Europe and Asia, the economy suffered a blow and many industries closed. However there are some signs of recovery since the strongest industries survived and costumers are coming back, after realizing that the “made in Portugal” quality represents enough competitiveness.

Meanwhile, the efforts to bring life again to the downtown seem to be effective as it is becoming a vibrant and dynamic place. Commercial activity is gaining relevance again, mainly due to entertainment venues. It seems to be an opportunity to boost the city brand because people are starting to perceive Porto as a city with interesting places and events.

Another class on the rise is the entrepreneurial class. University of Porto is, arguably, the best University of the Country and puts effort into fostering innovation e value creation. An example of that was the creation of UPTEC, an incubator for startups coming out of the University with modern facilities, ambitious goals and community support. Currently it is fashionable to be an entrepreneur

from Porto and there is a growing network of interesting people starting up their own ideas, sharing their experience and dreaming about new ventures.

5.2. SWOT ANALYSIS

5.2.1. STRENGTHS

Porto is a city with an ancient tradition, which has left an enormous heritage susceptible to be observed and experienced today. It is not common to find a city with such a coherent and traditional architecture exhibiting many stages of history. Recognizing such facts, UNESCO attributed the status of World Heritage to the Historic Center of Porto.

Besides physical attributes, cultural attributes like food and wine represent Porto worldwide. Port wine attracts thousands of tourists every year and it is subject of conversations every time someone lists the most famous wines in the world. Portuguese people are known as people who enjoy a good life with European standards, which puts it in the list of the most desirable and safe places to live. This status is supported by the high quality public infrastructure and health system, confirming it is a city of the developed world.

Another strength of Porto lies on its inhabitants, who are very proud of the city and welcoming to strangers. They have a strong sense of community which creates a very exciting environment not easily forgettable.

5.2.2. WEAKNESSES

Unfortunately Portugal is facing a difficult period on the economic side. Besides the slow turnover, investment has shrunk and became highly risk adverse. Unemployment skyrocketed and austerity from the government paints a dark scene. Contrary to other cities of the world where there is a high population and economies of scale happen easily, Porto is limited in size with only one million people in its metropolitan area, therefore customers targeted in this city should provide their profit through quality instead of quantity. If we narrow the scope of population analysis to the downtown it is even scarier since it is scarcely populated and most of the residents are of old age with low resources.

Another challenge Porto faces, shared with entire Portugal, it's the geographical location that sets it apart from the rest of Europe and makes more difficult the spontaneous income of tourists or business people. A counter example is Milan, situated in a logistically strategic place where many people have to pass and easily accessible from everywhere.

There is another factor diminishing the importance of this city in the world and calling for innovation, which is the inexistence of a strong, recognizable and worldwide successful Portuguese brand.

5.2.3. OPPORTUNITIES

Portugal is part of the European Union, which despite eventual criticism had a good influence on its development and international exposure. Now it is one of the most sophisticated countries in the world targeted by cutting edge political programs designed to bring European countries to the next

level of civilization. Belonging to the euro zone, it is very well connected both physically and economically to other European countries, constituting a great potential to exploit.

Keeping pace with the European civilization development, Portugal has well educated people with valuable human capital. Portuguese universities rank among the best in Europe in terms of research and Portuguese professionals are appreciated worldwide. Unlike Spanish and Italian counterparts, known for their language barrier, Portuguese people are actually good with languages. They easily communicate with Spanish and Italian people using their own versions of those romantic languages. At the same time, English is widely spoken even between some of the older people living in cities. Some say that the Portuguese skills towards languages is a reflex of the curious an open culture. All these traits facilitate international communication, essential to the enhancement of a city brand.

The opportunity for launching new initiatives arises from the growing interest in the city from the younger population, which is following trends very rapidly. The number of international students in Porto increases every year, bringing life to downtown and exposing it to their friends, families and communities. In this dynamic environment the entrepreneurial class is growing and creating a certain buzz around itself. This can impact and benefit from the recovery of the Portuguese industry, which is showing signs of positive reaction. There has been an effort to promote the label “Made in Portugal” and nowadays it is very common to see small and ambitious Portuguese brands, many of them from Porto, trying their luck on international markets.

Given these arguments, it is legitimate to affirm that the critical mass is growing; the spotlight is turning to Porto following the tourists that seek an affordable destination presented by the low cost airlines. The low cost extends itself to the properties which, combined with the high national and European incentives for urban rehabilitation, is bringing some attractiveness to the sector with a positive impact on the urban fabric.

5.2.4. THREATS

Despite all these opportunities, the success of this city is threatened by economic issues. The population has a low power of purchase, which blocks consumption and slows down the system being able to jeopardize it. Also, as local residents always complain, relevant investment is constantly diverted to Lisbon, the capital.

The last challenge is the ageing population which, besides making the social system unsustainable, slows down the pace of the city making it less appealing to the youngsters. However it is essential to prepare the cities to the ageing population, making them friendly to that target group and integrating it with the younger ones.

5.3. GOAL

The goal of this research has been to explore opportunities for development of Porto’s City Brand. The proposal is to use the growing critical mass, especially along a younger population with a tendency for innovation and new experiences to create a place with perceived value attracting people and tackling emerging issues such as ageing population and economic stagnation.

There is a growing trend of a lifestyle taking place in the downtown, where new entertainment venues open every month, where cultural events aim to occupy and where young people wish to live. During the development of this research, some hints were found pointing to the business innovation as

the catalyst for the rehabilitation of Porto's city brand. Therefore this idea is presented to pop-up retail as an enhancer of an interesting brand called Porto.

5.4. POP-UP AS ENHANCER OF THE CITY BRAND

In order to bring value to the brand at stake, a few achievements were chosen. First one is to stop downtown decay, both physically through the rehabilitation of old buildings and use of the empty ones and sociologically by getting back the population that flown away and bring fresh air to it. In order to bring fresh air, it was considered that the city should be an interesting place in the eyes of young people. That would only be achievable by increasing the vivacity and movement in the streets. Adding the economic scope to the intervention, it was decided that local businesses should be galvanized. At the same time, bringing in investment and interesting news, international businesses are targeted as well. The city would be invaded by a wave of different products, events and people making the downtown a place that wouldn't be like that otherwise. This intervention would culminate with a broad international exposure of the city and consequent increase of its brand value with everything that comes with it.

The solution presents itself as Pop-up Retail, which is nothing but a way to create spaces, during a small period of time, that provide thrilling and enriching experiences to the customers. According to experts in the area, the essence of pop-up retail is to bring to a certain location something that wouldn't be possible to exist under any other form. Everyone benefits from it, since landlords of vacant building subject to time erosion, businesses that find new ways to connect with customers, distribute their products and learn about the market, until the final customer who is the common human being inhabiting the city that sees his local environment becoming more interesting with a panoply of new offerings to enjoy.

Pop-up retail enables all the achievements proposed above inherently. It stops downtown decay. By facilitating the use of vacant properties, vandalism and natural decay are reduced while landlords receive income, which improves the profitability of those investments. If this pop-up movement is supported by the planning authorities, rehabilitation funds can be created channeling international funding opportunities or event funds created by the stakeholders in this system. It is socially beneficial by bringing new ideas, new perspectives and new people to the city.

Just like stated in the literature reviewed by this research, pop-up retail appeals to the emotional connection of people through experiences. These are tailored to the contemporary consumer which, if not physically, is at least young in spirit. Therefore the problems associated to the ageing population are solved in a positive and inclusive way.

If enough momentum is created around this pop-up movement, Porto will become a city where its physical configuration is never static. In this vision, Avenida dos Aliados could be an international stage for showcasing new products, collections, ideas and concepts of the world's most famous brands. The next week it could be totally different and its buildings occupied by pop-up restaurants brought by some of the best Michelin Star Chefs. Meanwhile, Rua de Santa Catarina could sponsor a series of stores from a upcoming American brand of beauty products offering samples to the Portuguese ladies and the next week they would be surprised by a street full of outlets of brands for the modern man. No group within the population would feel unserved by the city commerce because all kinds of business would be present, even if only during a week or two.

This implies a galvanization and disruption of an eventual numbness of those in order to break the initial inertia and create the reputation of a place where there is always something happening.

Such interesting place would attract many visitors, potential residents, business and investors in a scale unthinkable at the current time. Given the potential exposure originating from the concentration of so much activity, Porto would become the perfect place to showcase any good idea/project/product. Therefore the attractiveness of the place becomes self-sustained.

In a situation where this plan works out, vacant retail space in Porto will be drastically reduced very quickly and many pop-up may become permanent stores.

5.5. MAIN COMMERCIAL STREETS

Porto already has a traditional base of interesting commercial streets. However it has been losing its edge against big shopping centers. The urban sprawl to the outskirts, mixed with a new offer of business solutions, altered the traditional location factors. Places out formerly seen as convenient due the location between important nodes lost importance because people don't have to walk anymore since the metro exists, example of Rua Fernandes Tomás. The relocation of financial institutions and services from downtown to the Boavista zone, helped removing anchor points. Other streets lost competitiveness given the lack of young critical mass, which helped businesses to grow old together with their only customers. These impressions were taken from direct conversations with local retailers. Some of them were actually happy with the changes since it attracted new people to different places. Example of that is the area near Torre dos Clérigos, one of the main landmarks of the city, which now is one of the biggest tourist attractions due to its entertaining offer.

Therefore a brief analysis was conducted to 4 of the main commercial streets of Porto and Pop-up retail objectives were designed in order to shape the new wave of ephemeral retail experiences that will leave the consumers with desire for more.

5.5.1. RUA DE SANTA CATARINA

This has been, during many generations, the noblest street of commerce in Porto. It is a long pedestrian street with a great variety of businesses becoming a meeting point for local residents and tourists as well. Urban transportation systems were designed taking its importance into account and it has played a significant role in the mental image of the city. Located in the heart of downtown and with no easy parking around, it is hardly a convenience shopping location. People enjoy strolling there on the weekends and on seasons like Christmas is a very crowded area. It is common to find there street artists and many social and urban movements take place there.

Recently it has lost the importance of older times. People no longer need to go there to find the best stores, people have less time to walk around, modern alternatives arise while people live more in the outskirts where there are shopping centers and other entertainment activities.

The goal for pop-ups would be to call visitors again to this street and make people enjoy their time while being there. This would be the place to have contact with new and experimental collections of prestigious brands who would take advantage of the great shopping environment of this street to increase their sales and brand awareness. Given the available public space, this is a great place for pop-ups that go beyond the border of the store and interact with the pedestrian, being a great place for outdoor festivals and collective pop-ups.

5.5.2. AVENIDA DOS ALIADOS

Avenida dos Aliados is the central place of the city, where the city hall was built. This square suffered many transformations throughout time never leaving the city unscarred during the works. It used to be the center of all public transportations, though recently it has quite shifted towards Trindade, but it still is an essential point for the city. For those who move by foot it is almost mandatory to pass there, since it provides the access to all the areas of the city. It is also the stage of the major happenings, such as the New Year's Eve celebration, the speech of the Pope or the celebration of the conquering of the football national championship or European champions league by the local team, F.C.Porto. The views in the square endow the city hall an image of greatness, as it is in the most elevated point of it. All the other buildings in the square display a majestic architecture.

This location is perfect for the most valuable storefronts of the city. It is, without shadow of doubt, the most visited and prestigious place of the city. Currently most of the buildings are empty, representing a great waste of the city potential. Seasonally, political parties set headquarters there for political campaigns, while other public initiatives take place there. In the center of the square there are constantly novelties, whether it is a new bar in the summer of interactive Christmas decorations, the square is used to a sort of pop-up. However there is potential to explore the commercial side of the street and create a consumer landmark capable to compete with other European big cities.

5.5.3. CLÉRIGOS

Clérigos is the new “place to be” in Porto, especially during the night where it receives a crowd of people of all ages and nationalities to enjoy the perks of an outdoor space in a southern European trendy city. It has reputed retail on the street level, including the department store Marques Soares. The restaurants in the area nearby are also popping up and raising standards. Recently it was developed a lifestyle center called Passeio dos Clérigos. There it is possible to find retail experiences from international chains of coffee shops, high-end restaurants and luxury brand storefronts. This development enables its crossing, connecting Praça dos Leões, a traditional point of meeting of students, to Torre dos Clérigos, adding a sense of sophistication and luxury to the surroundings. This development is topped by an accessible garden stimulating outdoor gathering in a natural and beautiful environment.

This area has a great potential for lifestyle, community building and luxury experiencing pop-up stores. People feel more part of the in-group of global citizens who have the best of the world available to them. This is a great association to have with a brand, making this a highly valuable place for a pop-up store.

5.5.4. RUA DE CEDOFEITA

Previously a noble street just like Santa Catarina, this street used to have great foot traffic because it connects the downtown with Boavista. Just like Santa Catarina, only pedestrians are allowed there and the street is just composed by stores. However it is more narrow and shady than its counterpart. Since people left the city center and stopped walking through the city, this street lost relevance.

Nowadays Cedofeita is gaining traffic again because it is in the heart of the alternative neighborhood with propensity to art and culture. Transversal streets like Rua do Rosário and Miguel Bombarda display some activity, opening some of the best hostels in the world, bars and art galleries.

The latter presents a monthly activity that attracts all types of crowds; it consists in the simultaneous debut of all the exhibitions in its art galleries.

Rua de Cedofeita opens into Praça Carlos Alberto, a point of passage and social gathering, where pop-up events already take place with a week flea market. It is very close to Praça dos Leões and the neighborhood of the students and the tourists.

This is a great venue for more alternative pop-ups showcasing cultural and intellectual concepts instead of purely commercial ones.

5.6. MARKETING PLAN

5.6.1. VISION

This project's vision is for Downtown Porto to become a storefront of the latest cultural and consumer trends, competing with major European cities as "the place to be".

5.6.2. PROMISE

The brand's promise is that "There is always something happening in Porto".

5.6.3. MISSION

The mission is to increase attractiveness of retail and public spaces by promoting pop-ups, fostering innovation, discovery and renewal of the urban environment.

5.6.4. OBJECTIVES

1. Become the most creative, innovative and trendy city of Portugal;
2. Enhance the city Brand and promote the culture of enhanced retail experiences;
3. Create a consistent strategy getting all the relevant stakeholders involved into building an ever-changing brand;
4. Enable local and international business to settle in the city through win-win solutions.

5.6.5. MARKETING CAMPAIGN

The marketing campaign aims to present Porto as a valuable association to any brand. At the same time providing to residents and visitors thrilling and enriching experiences. The motto is that there are no boring days in Porto.

5.6.6. ENGAGEMENT MONITORING

The methodology of engagement must ensure that there is a smooth implantation of the new concept in a constantly profitable manner. The first move is to create advantageous conditions for local entrepreneurs and pop-ups to thrive, while providing advantages for landlords. Once a successful model is achieved, it must be developed a PR campaign to promote the cases of success and convince new businesses and visitors to experience the city through this new angle. In order to enhance the PR campaign, the next step is to create the opportunity for social validation by inviting already famous entrepreneurs, brands and celebrities to join the community.

To establish, definitely, Porto as the capital of the pop-ups and street commerce experience the idea is to create the “Innovative Retail Experiences Festival and Awards”. This event should include the hottest companies in the moment and be object of significant press coverage. For a more detailed view of the plan, see Fig 11.

In order to manage all these procedures and be a driving force, it is necessary an institution dedicated to it. There are already companies working with pop-ups around the world. Great benchmarking is The Storefront, acting in the USA, looking for the best venues to host a pop-up store and helping business harvesting value from the investment.

5.6.7. THE NEVER-BORED CLASS

This is the reflection of the contemporary consumer, hyperactive and with no patience for the boredom of a static city. This campaign is targeted for bold local and international entrepreneurs and curious, fashionable, active and savvy customers of all ages and social backgrounds. At the same time it is essential to target established brands in order to gain the desired prestige and become a valuable city for exposure.

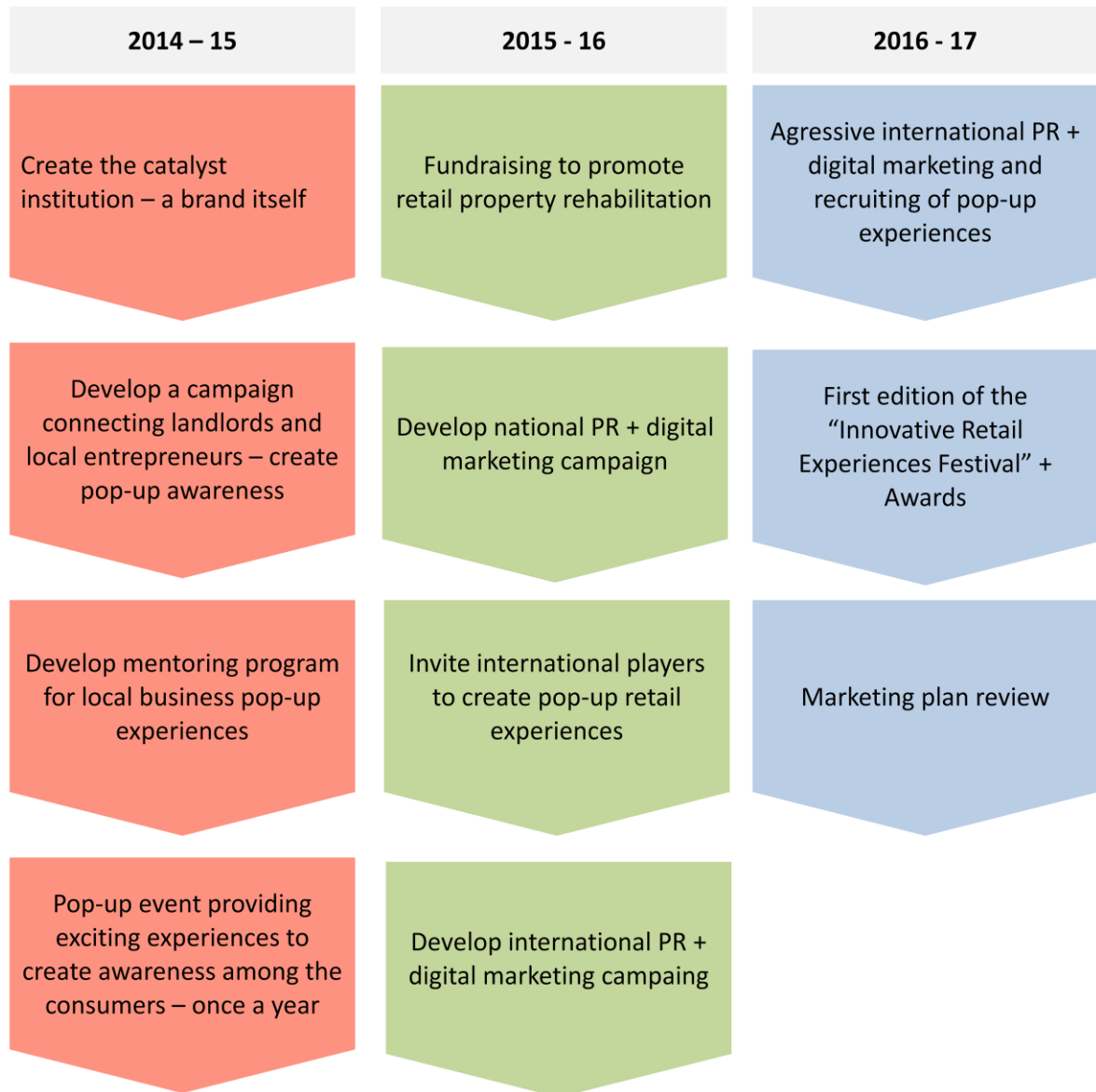


Fig. 11 - Business Pathways for Porto

6

CONCLUSIONS AND FURTHER RESEARCH PERSPECTIVES

6.1. CONCLUSIONS

Pop-up retail, indeed, has the potential to enhance a city brand such as Porto's and raise its competitiveness level enough to face other European cities. The plan proposed here was made for illustrative purposes only to demonstrate a way this thesis could be implemented. Therefore there is room for a continuous work improving the brand of Porto using pop-up retail as the catalyzing force.

Marketing strategies targeting specific groups within a population also apply to city management and prove to be essential when pursuing a goal such as achieving change in a city brand.

Other opportunities for research development may lie in the cultural differences between countries and which marketing techniques work better in one place than another, specifically the different impact of pop-up retail on it.

Lastly it would be an enriching experience to observe how the implementation of a project like this turns out and test its efficiency.

7

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