UNDERSTANDING STAKEHOLDER RELATIONSHIPS IN MARKETING THE URBAN VILLAGE.

A thesis submitted to the University of Manchester for the degree of Master of Philosophy Business Administration in the Faculty of Humanities.

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MERYL LE FEUVRE

MANCHESTER BUSINESS SCHOOL
# LIST OF CONTENTS

## CHAPTER ONE

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Introduction to the chapter</td>
<td>1</td>
</tr>
<tr>
<td>1.1</td>
<td>Research context</td>
<td>1</td>
</tr>
<tr>
<td>1.2</td>
<td>The contribution of the KTP</td>
<td>2</td>
</tr>
<tr>
<td>1.3</td>
<td>What is place marketing?</td>
<td>3</td>
</tr>
<tr>
<td>1.3.1</td>
<td>Definition of place marketing</td>
<td>3</td>
</tr>
<tr>
<td>1.3.2</td>
<td>History of place marketing</td>
<td>3</td>
</tr>
<tr>
<td>1.3.3</td>
<td>Rational for place marketing</td>
<td>4</td>
</tr>
<tr>
<td>1.3.4</td>
<td>The importance of effective stakeholder management</td>
<td>5</td>
</tr>
<tr>
<td>1.4</td>
<td>Knowledge-based urban development</td>
<td>6</td>
</tr>
<tr>
<td>1.5</td>
<td>What are urban villages?</td>
<td>8</td>
</tr>
<tr>
<td>1.6</td>
<td>The case of Houldsworth Village</td>
<td>11</td>
</tr>
<tr>
<td>1.6.1</td>
<td>History of Houldsworth Village</td>
<td>12</td>
</tr>
<tr>
<td>1.6.2</td>
<td>The key drivers behind the regeneration of Houldsworth Village</td>
<td>13</td>
</tr>
<tr>
<td>1.6.3</td>
<td>Building on an emerging cluster</td>
<td>14</td>
</tr>
<tr>
<td>1.6.4</td>
<td>The objectives of the MPhil thesis</td>
<td>17</td>
</tr>
<tr>
<td>1.7</td>
<td>Structure of the thesis</td>
<td>17</td>
</tr>
</tbody>
</table>

## CHAPTER TWO

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>2.</td>
<td>Positioning of the research</td>
<td>19</td>
</tr>
<tr>
<td>2.1</td>
<td>What is stakeholder theory?</td>
<td>19</td>
</tr>
<tr>
<td>2.2</td>
<td>How do stakeholders act?</td>
<td>20</td>
</tr>
<tr>
<td>2.3</td>
<td>Stakeholders within an organisational context</td>
<td>21</td>
</tr>
<tr>
<td>2.3.1</td>
<td>Identifying stakeholders within the organisation</td>
<td>23</td>
</tr>
<tr>
<td>2.3.2</td>
<td>Assessing the nature, scope and importance of stakeholder interactions in the organisation</td>
<td>26</td>
</tr>
<tr>
<td>2.3.3</td>
<td>Mapping stakeholder interactions in the organisation</td>
<td>29</td>
</tr>
<tr>
<td>2.3.4</td>
<td>Managing stakeholder interactions within the organisation</td>
<td>30</td>
</tr>
<tr>
<td>2.4</td>
<td>Place marketing in the urban environment</td>
<td>34</td>
</tr>
<tr>
<td>2.4.1</td>
<td>Place branding frameworks</td>
<td>36</td>
</tr>
<tr>
<td>2.4.2</td>
<td>Drawing parallels with services marketing</td>
<td>40</td>
</tr>
<tr>
<td>2.4.3</td>
<td>Applying existing stakeholder understanding to the urban environment</td>
<td>40</td>
</tr>
<tr>
<td>2.4.4</td>
<td>Identifying stakeholders within the urban environment</td>
<td>41</td>
</tr>
<tr>
<td>2.4.5</td>
<td>Idealistic stakeholder interactions in the urban environment</td>
<td>43</td>
</tr>
<tr>
<td>2.4.6</td>
<td>The reality of stakeholder interaction in the place marketing environment</td>
<td>46</td>
</tr>
<tr>
<td>2.4.7</td>
<td>Mapping stakeholder interactions in the urban environment</td>
<td>50</td>
</tr>
<tr>
<td>2.5</td>
<td>Summary of the chapter</td>
<td>55</td>
</tr>
</tbody>
</table>

## CHAPTER THREE

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.</td>
<td>Methodology</td>
<td>57</td>
</tr>
<tr>
<td>3.1</td>
<td>The epistemological stance of the researcher</td>
<td>57</td>
</tr>
<tr>
<td>3.2</td>
<td>Justification of the methodological approach</td>
<td>58</td>
</tr>
<tr>
<td>3.3</td>
<td>Research strategy</td>
<td>60</td>
</tr>
<tr>
<td>3.3.1</td>
<td>The rationale for adopting action-case</td>
<td>61</td>
</tr>
<tr>
<td>3.4</td>
<td>Methods of enquiry</td>
<td>67</td>
</tr>
<tr>
<td>3.4.1</td>
<td>Gathering secondary research</td>
<td>67</td>
</tr>
<tr>
<td>3.4.2</td>
<td>Journaling</td>
<td>68</td>
</tr>
<tr>
<td>3.4.3</td>
<td>Semi-structured interviews</td>
<td>70</td>
</tr>
<tr>
<td>3.4.4</td>
<td>Action-case intervention</td>
<td>73</td>
</tr>
<tr>
<td>3.5</td>
<td>Managing the challenges and limitations of the methodology</td>
<td>74</td>
</tr>
<tr>
<td>3.6</td>
<td>Summary of the chapter</td>
<td>76</td>
</tr>
</tbody>
</table>

## CHAPTER FOUR

<table>
<thead>
<tr>
<th>Section</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>4.</td>
<td>Achieving objective one</td>
<td>78</td>
</tr>
<tr>
<td>4.1</td>
<td>Introduction to the chapter</td>
<td>78</td>
</tr>
<tr>
<td>4.2</td>
<td>Identifying stakeholder types at Broadstone Mill</td>
<td>78</td>
</tr>
</tbody>
</table>
4.3 Mapping stakeholder interactions
4.4 Key observations on stakeholders
4.4.1 Few stakeholders hold a very high vested interest in the outcome of Houldsworth Village
4.4.2 Low vested interest stakeholders present a mixed blessing
4.4.3 Many stakeholders play a number of different roles
4.4.4 Alignment to the Houldsworth Village Vision determines the strength of the interaction
4.4.5 Strong and intense links between producers
4.4.6 Producers hold considerable links with intermediaries
4.4.7 Public-private partnerships a dominant regeneration vehicle
4.4.8 Those who stand to gain the most, risk losing the most
4.4.9 Not all stakeholders who hold a high interest in the project are supportive
4.4.10 Non-representation from the voluntary sector
4.5 Summary of the chapter

CHAPTER FIVE
5. Achieving objective two
5.1 Introduction to the chapter
5.2 The application of services marketing as a conceptual framework
5.3 Product
5.4 Place
5.5 Price
5.6 Promotion
5.7 Process
5.7.1 Process enablers
5.7.2 Process inhibitors
5.8 Participants
5.8.1 Formal versus informal human interaction
5.8.2 Individual motivators
5.8.3 Lynchpins versus laggards
5.8.4 Personality and aptitude
5.9 Physical evidence
5.9.1 Partnership conquerors versus partnership outcasts
5.9.2 The social milieu
5.9.3 The service delivery environment
5.10 Summary of the chapter

CHAPTER SIX
6. Achieving objective three
6.1 Introduction to the chapter
6.1.1 The three Ss
6.1.2 The three Cs
6.2 Developing a typology of stakeholder interactions
6.3 Summary of the chapter

CHAPTER SEVEN
7. Conclusions and implications of the study
7.1 Introduction of the chapter
7.2 Conclusions
7.3 Research contributions
7.4 Suggestions for further research
7.5 Summary of the chapter

REFERENCES

APPENDICES
I MBS Application for Research Ethics Approval
II MPhil research information sheet
III MPhil Research questions stage 1
IV Specification of stakeholder categories
<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>V</td>
<td>Interview with Incubator Manager</td>
<td>199</td>
</tr>
<tr>
<td>VI</td>
<td>Creative supply-chain relationships of Broadstone Mill Open Studio tenants</td>
<td>201</td>
</tr>
<tr>
<td>VII</td>
<td>Use of the umbrella brand Houldsworth Village</td>
<td>202</td>
</tr>
<tr>
<td>VIII</td>
<td>Houldsworth Village website branding for Broadstone Mill versus Houldsworth Mill</td>
<td>203</td>
</tr>
</tbody>
</table>

Final word count: 52,000
### LIST OF TABLES

| Table 3.1: | Assessing the suitability of Broadstone Mill’s climate to action research. | 63 |
| Table 3.2: | Summary of the suitability of case study, action research and case action to achieving the objectives of the MPhil thesis. | 63 |
| Table 3.3: | The various methods of enquiry employed enabled the MPhil to achieve the objectives outlined below. | 64 |
| Table 4.1: | Stakeholder types at Broadstone Mill. | 81 |

### LIST OF FIGURES

| Figure 1.1: | The Houldsworth Village Masterplan. | 11 |
| Figure 1.2: | Location of Houldsworth Village within the Greater Manchester region. | 12 |
| Figure 2.1: | Levels of exchange and communication between stakeholders (adapted by Podnar and Jancic, 2006 from Jancic, 1996). | 27 |
| Figure 2.2: | Strategic place brand-management model. | 37 |
| Figure 2.3: | Infrastructure to regeneration. | 38 |
| Figure 3.1: | The research framework. | 59 |
| Figure 3.2: | Aligning the research framework with specific research methods. | 60 |
| Figure 4.1: | Houldsworth Village stakeholder map. | 96 |
| Figure 5.1: | The Houldsworth Village service brand-relationship-value (SBRV) triangle. | 110 |
| Figure 6.1 | Typology of stakeholder interactions. | 155 |

### LIST OF IMAGES

| Image 1.1: | Present day Broadstone Mill, adjacent to the Grey Horse and Houldsworth Mill. | 15 |
| Image 1.2: | The vision for Broadstone Mill. | 16 |
| Image 5.1: | The creative studio space located on Broadstone Mill’s Upper Ground. | 133 |
| Image 5.2: | The ladies’ wear department in Broadstone Mill Shopping Outlet. | 134 |
DECLARATION

No portion of the work referred to in the thesis has been submitted in support of an application for another degree or qualification of this or any other university or other institute of learning.
ABSTRACT

The MPhil utilises the redevelopment of Houldsworth Village as a case study by which to explore the plurality of stakeholder interests which place marketers must address to deliver the ambitions of an urban village.

The applied methodology of participative action-case allowed the researcher to consider, over time, the complex phenomena being studied in to Houldsworth Village with respect to understanding stakeholder interactions therein in the urban village.

From this context, the thesis advocates the application of services marketing as a framework through which to explore and conceptualise stakeholder interactions. It outlines the thematic influences of the three Ps, processes, participants and physical evidence and their impact on stakeholder interactions.

The exploration of the thematic influences within the three Ps, informs the development of a typology of stakeholder interactions, according to the extent to which the entity was supportive in implementing processes and achieving participant satisfaction and the degree to which it contributed to the physical environment.

Such insight is vital to place marketing practitioners, and can be used to inform the future management of stakeholder relationships within the urban village.
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THE AUTHOR

The author holds a BSc (Hons) in International Management with French received in 2007 from Manchester Business School at the University of Manchester. For the last three years the author has worked in marketing positions which have required the management of complex stakeholder projects in highly regulated and politically and culturally sensitive environments.
CHAPTER ONE

1. Introduction to the chapter

This chapter serves as a general introduction to the MPhil thesis by providing a summary of the research context and the contribution of the Knowledge Transfer Partnership (KTP) between Manchester Business School and Broadstone Mill in the positioning of the research undertaken. The purpose of the KTP was to develop and promote the place brand of Houldsworth Village, an area earmarked for regeneration through knowledge-based regeneration. Given Broadstone Mill's role as the leading developer behind the project, the thesis presents a rare opportunity to develop original lines of cross-disciplinary research into understanding stakeholder relationships.

This chapter seeks to introduce the concept of place marketing, the role of knowledge-based urban development, and specifically the role that urban villages can serve to deliver this objective. It reflects on the case of Houldsworth Village, the drivers behind its regeneration and the way in which it is building on an already emerging cluster. Finally, this chapter concludes with an outline of the MPhil’s objectives and presents the proposed structure of the entire thesis.

1.1 Research context

The MPhil utilises the redevelopment of Houldsworth Village as a case study by which to explore the plurality of stakeholder interests which place marketers must address to deliver the ambitions of an urban village. From this context, the thesis is theoretically positioned in the theory of place marketing, stakeholder management, in both an organisational and place context, and advocates the application of services marketing to understand the influences affecting stakeholder relationships in an urban village environment.

The MPhil identifies stakeholder types, motivations and interactions at Broadstone Mill, the catalyst organisation responsible for leading the regeneration of Houldsworth Village, an area designated as an urban village. Given this objective, and the role of the researcher as a KTP Associate working on
behalf of Broadstone Mill, the appropriate study approach is participative action-case, whereby the researcher involves stakeholders and key actors in the arena being researched. The findings inform the development of a typology of stakeholder types, motivations and interactions within an urban village context.

1.2 The contribution of the KTP

KTPs are a UK-wide programme helping businesses to improve their competitiveness and productivity through the better use of knowledge, technology and skills that reside within the UK knowledge base. A KTP project serves to meet a core strategic need and to identify innovative solutions to help a business grow (www.ktponline.org.uk, 2010). There are three principle players within a partnership, and these are designated below within the context of the KTP leading to this thesis:

- Company partner – Broadstone Mill
- Knowledge-base partner – Manchester Business School
- KTP Associate – the author of this thesis

Essentially, the purpose of the KTP project between Manchester Business School and Broadstone Mill was to develop the place brand of Houldsworth Village and within this concept the associated activities of Broadstone Mill and its sister company Millshomes. The KTP sought to enhance the desirability of the location as a place to live, work, shop or locate a business. Subsequently this would increase the value of Broadstone Mill investments, leading to increased values per square metre sold and let, and an increase in space let. The area aspires to accommodate a population of 3,000 people, with businesses in the area employing up to 2,000 workers. Central to this proposal is attracting higher value-added jobs, thereby encouraging reinvestment in the local economy. Associated issues to be addressed by the company concern how to create an integrated community with its own identity, an environment attractive to employers, and an integrated residential, retail and employment workspace design. The KTP presents a rare opportunity to develop original lines of cross-disciplinary research covering brand development in the urban environment together with the integration of
stakeholder understanding, retail marketing, consumer behaviour theory and services marketing in an area which currently has no research base.

1.3 What is place marketing?

1.3.1 Definition of place marketing

Adopting the definition of Ashworth and Voogd (1990:11), the authors define place marketing as:

“…a process whereby local activities are as closely related to the demands of targeted customers so as to maximise the efficient social and economic functioning of the area concerned in accordance with whatever goals have been established.”

The problem in defining the product, in the case the places, is due to the inherent dualism consisting of the holistic product, and the specific services, attributes, and facilities that occur in the place has led to many different approaches to place marketing (Holcomb, 1999; Warnaby and Davies, 1997; Ashworth and Voogd, 1994). Marketing of places is different from traditional consumer products due to the place being immobile, multifaceted and non-priced (Erickson and Roberts, 1997; Ashworth and Voogd, 1990). Each individual consumer, based on his or her own personal experience and usage of facilities and services, constructs the place product. This leads to highly personalised place products, for which marketers have difficulty in forming a clear picture (Ashworth and Voogd, 1994; Warnaby and Davies, 1997). This requires places to overcome marketing challenges unique to destination branding if they are to compete effectively:

“A destination clearly differs from other products in that it is not a single product at all, but a composite product consisting of a bundle of different components, encompassing accommodation, hospitality, attractions, arts, entertainment, culture, heritage and the natural environment. Destination marketers have little control over these different sectors, and yet this diverse range of agencies and companies are all stakeholders in the destination brand… The challenge for destination marketers is to make the destination brand live, so that visitors experience the promoted brand values and feel the authenticity of a unique place,” (Morgan et al., 2003:287).

1.3.2 History of place marketing

Place marketing is said to have developed from the integration of three schools of marketing thought: not-for-profit marketing, social marketing, and image marketing. Within this framework, place
marketing has had difficulty gaining acceptance in practice due to the difficulty of the competitive nature of marketing a place in direct competition with neighbouring and other places (Short and Kim, 1998; Ward, 1998; Rogerson, 1999; Van den Berg and Braun, 1999; Donald, 2001; Matson, 1994).

There is a case for arguing that place branding has its foundation in the tourism marketing field (Hanna and Rowley, 2008), but increasingly, places need to consider branding in a range of contexts in respect to the management of brand image and the brand experience for a wide range of stakeholders. The application of place branding to various geographical entities ranging from countries to towns must acknowledge the associated challenges of branding the multidimensional construct of place, especially in relation to stakeholder engagement (Hanna and Rowley, 2008). Specifically, a destination brand must understand that it is not representing a single industry alone, and that it has the potential to serve and responsibility to embrace developments outside of that construct (Hanna and Rowley, 2008).

1.3.3 Rational for place marketing

Place branding, and associated areas such as destination branding, location branding, and place image development, are receiving increased attention (Hanna and Rowley, 2010). Despite the challenges posed by the place product, the application of marketing techniques to places is growing in frequency given the increasing competition which places now face. Today there are more reasons why places must effectively manage and control their branding, including the need to attract businesses, factories, retailers and leisure facilities, and individuals such as residents, consumers and visitors (Kotler et al., 1993).

Following the process of deindustrialisation, former industrial areas within the UK have suffered significantly from a negative image. Place marketing has focused on how to build a new image of a place, by satisfying the needs of target markets and replacing negative images to make it more desirable (Holcomb, 1994). Short et al. (1993:208) note:

"Cities with more positive imagery are associated with the post-industrial era, the future, the new, the clean, the high-tech, the economically upbeat and the socially progressive."
As argued by Morgan et al. (2004:65) place branding offers a solution to deprived areas:

“Destination branding can help to bridge any gaps between a destination’s strengths and potential visitors’ perceptions.”

1.3.4 The importance of effective stakeholder management

However, for place marketing to succeed this requires the adoption strategic marketing management tools and conscious branding (Kotler et al., 2002) to meet stakeholders’ expectations (Kotler et al., 1993). Marketers must focus on improving four key factors to attract target markets:

“First, it must assure that the basic services are being provided and infrastructure is maintained to the satisfaction of its citizens, businesses, and visitors. Second, the place may need new attractions to improve the quality of life to sustain current business and public support and to attract new investment, businesses, or people. Third, the community needs to communicate its improved features and life quality through a vigorous image and communication programme. Finally, the place must generate support from its citizens, leaders, and current institutions for making the place hospitable and enthusiastic about attracting new companies, investment, and visitors to its community,” (Kotler et al.,1993:18)

The fortunes of places depend on public and private sector collaboration, combined with the location and natural resources, and this is dependent upon “human will, skill, energy, values, and organisation” (Kotler et al., 1993:20). Given the complexity of creating a destination brand, Anholt (2002) asserts that building successful destination brands requires honesty, objectivity and empathic understanding of consumers’ mind-space. Only once this has been achieved can place marketers effectively utilise and capitalise on people’s perceptions of place. Most recently research has applied services marketing to the context of place marketing to shed light on the complexities of building a destination brand (Spohrer, 2008; Warnaby and Davies, 1997; and Warnaby, 2009). Specifically, intangibility, exchange processes and relationships are identified as central to the success of place marketing efforts (Warnaby, 2009).

As outlined by Morgan et al. (2007:7), “stakeholder concerns all have to be addressed if a destination brand is to grow and prosper”. Consequently, the place marketer must secure an understanding of stakeholder relationships to effectively build a destination brand. At present there is a visible gap in the research base enabling the identification of the motivations behind stakeholder actions in the
urban environment and the impact of these interactions in terms of delivering the aspirations of the destination brand.

### 1.4 Knowledge-based urban development

Throughout the last two decades a global, knowledge-based, and technology-driven economy has emerged – the so-called “knowledge economy”, also labeled the “knowledge-based economy”, the “new economy”, and the “creative economy” (Baum et al., 2007). Across the UK, the importance of the knowledge economy has grown significantly over recent years and this growth is predicted to continue, as the wealth of knowledge resources that the country possesses is harnessed. The Department of Trade and Industry (DTI)’s Innovation Report (2003:20) asserts:

“Our vision is of the UK as a key knowledge hub in the global economy. A country that will have maintained its outstanding tradition in the advance of scientific and technological knowledge while developing a similar level of performance in turning knowledge into exciting and novel products and services.”

In this new economy, knowledge-related activities, including creativity as a tacit knowledge form, have become central for creating employment and wealth, and sustaining economic growth (Howells, 2002). This implies the view of environmental and cultural assets of the cities and communities as economic resources (Landry, 2000). It also emphasises knowledge work and knowledge workers as vital parts of a new emergent mode of production in the current knowledge economy (Florida, 2005; Henderson, 2005). Yigitcanlar et al.’s (2007) study elaborates the question of attracting and retaining knowledge and creative workers in the knowledge economy by addressing the needs and desires of knowledge workers in the contemporary urban context. Knowledge precincts predominately involve the clustering of R&D activities, high-tech manufacturing of knowledge-intensive industrial and business sectors linked by mixed-use environment including housing, business, education and leisure within an urban-like setting. The working definition of such areas differs from country to country (i.e. high-tech cluster, knowledge/innovation cluster, knowledge/innovation hub, digital village), more or less indicating a clustering of high-tech enterprises with a commercial mix of urban life and culture, predominantly within central urban locations. Much of the regeneration activity driven forward in the UK has sought to achieve urban development through
knowl
cen
concentrations of knowledge sectors within particular urban areas can be distinguished within three
forms. The first type is the clustering of knowledge-intensive service sector activities around
corporate head offices and related activities of the increasing number of transnational corporations.
The second type is largely based on high-tech production, predominantly as ICT or biotechnology.
Such high-tech clusters are most commonly around suburban areas with a campus-like atmosphere
for reasons of image and the amenity preferences of their knowledge workers (Castells and Hall,
1994 in Yigitcanlar et al., 2008). The third type refers to creative industry clusters largely based on
cultural knowledge generation like movie-making, popular music and related areas. Although ICT-
based social networking and business opportunities are important, tacit knowledge and face-to-face
communication are at the core of such type of clusters.

The benefits of culture-led orientation to regeneration can lead to economic diversification (Williams,
1997; Scott, 1999) involving the stimulation of innovation and creativity (Roberts, 2002; Mommaas,
2004), high quality employment (Scott, 2004), retention of income in a locality (Williams, 1997), and
promotion of partnership working. They can also contribute to place marketing through image
enhancement which in turn encourages inward investment. Creative activity can encourage co-
operation, cultural understanding, social integration and cohesion, particularly in environments where
the population base is relatively diverse and fragmented (Matarasso, 1997). Such efforts have also
been linked to a reduction in crime (Comedia, 1991; Ebert et al., 1994) and more sustainable
development (Darlow, 1996).

McCarthy (2005) asserts cultural regeneration can be either production- or consumption-led. Within
production-led regeneration, benefits are seen to derive from job creation, for example, through the
provision of workspace to encourage the operation of cultural industries, enhancement of quality of
life for residents, and attraction of inward investment. Conversely, consumption-led regeneration
involves large-scale flagship projects incorporating cultural services and users, and centered on the
enhancement of image. In production-orientated regeneration, beneficial effects arise from clustering
of cultural uses (Porter, 1990), since creative industries depend upon face-to-face contacts, creative
industries show a strong proclivity to spatial clustering (Bell and Jayne, 2004; Richard, 2001; Scott,
2004). Clustering can also engender an innovative milieu (Scott, 1999), feelings of social solidarity (Mommaas, 2004), and the development of partnership (Newman and Smith, 2000). In consumption-orientated regeneration, synergies may be developed, with benefits arising from an increased range of users (Johnson, 1996).

1.5 What are urban villages?

In response to economic decline synonymous with deindustrialisation, the concept of urban villages was established in the late 1980s by UK developers, architects and planners brought together through the Prince of Wales’ Urban Villages Group. The concept embraces a loosely defined assemblage of characteristics that include the desire to produce distinctive, mixed-use neighbourhood units that are well designed and sustainable, and to generate community commitment, involvement and a sense of place. The concept advocates mixed-use developments to include homes, shops, cafés and bars, offices, studios, workshops and accommodation for light or service industry. In principle, Aldous (1992) argues these provisions ought to be profitable because popularity encourages use, which increases desirability and demand, and thus also rentals and property values. Furthermore, Aldous (1992) advocates mixed-use developments dovetail into, complement, and help to reinvigorate adjacent areas, accommodating a balanced spread between public and private buildings. The essential qualities of an urban village are considered to be: a small enough size for any place to be within easy walking distance, small enough for people to know each other, and to have the working basis of common experience and common assumptions that gives strength to the community. Equally, it must be large enough to accommodate a wide variety of activities and facilities, and to attract individuals and organisations who will give it life. It is envisaged urban villages have a working population of 3,000-5,000. Urban villages should give a cross-section of people – families and single people of different ages (Aldous, 1992).

Tenure should be mixed, both for residential and employment uses. Furthermore, in addition to owner-occupied housing, the village should equally accommodate space for rented and equity-shared homes. Older people must be accommodated within retirement housing provisions. Mixed-use within buildings should be encouraged. Particularly, preference should be given to shops, restaurants, pubs
and other public uses which bring spaces to life. This balanced mix of use will permit the urban village to be to a considerable degree self-sufficient and in many cases provide employment. Although some residents will choose to commute to jobs elsewhere, some people living elsewhere will commute to jobs in the village, mixed-use will enhance opportunities for living and working within the village (Aldous, 1992).

Where a desirable use is not immediately viable; developers may need to consider non-commercial rents to suitable tenants for an initial period (Aldous, 1992). A lack of facilities may not only cause difficulty and resentment but may undermine the credibility of the development. There should be a mixture of different types and sizes of building. On ground floors preference should be given to shops, restaurants, pubs and other public buildings which bring to life the buildings and the spaces in front of them. These might include private spaces with visible activity such as studios and workshops. Finally, an essential characteristic of the urban village is that its buildings and functions can adapt over time. Sustainability requires a capacity for organic change, rendering large-scale, clean-sweep redevelopment unnecessary.

Brown land sites lend themselves to the development of urban villages (Aldous, 1992) and typically contain empty buildings and areas of land which have gone into decline. They may well have people living and working within their boundaries, but the general picture is of economic and social decline or stagnation. Brown land is a result of deindustrialisation, which took place between 1960 and 1980, in which Britain moved from being a predominately manufacturing economy to a service economy, and in which manufacturing processes require different buildings and fewer workers. Brownfield sites are a preferred location for urban villages as they avoid developing green field sites. A second reason for preferring brown land sites is that they frequently form part of larger urban areas and so typically have people living and working within their boundaries. Aldous (1992:54) argues the UK needs to:

“Rescue them and turn them into lively, balanced communities... to do nothing condemns that wider area to continue with the debilitating void where there should be life.”

Brownfield development is a key plank of government policy on regeneration and equally its strategy for sustainable communities (www.planningportal.gov.uk, 2004). Brown land urban villages cannot be
viewed in isolation. It can bring significant benefits for the populations within adjoining urban areas as well as to those living within its boundaries. Improvement of employment and training opportunities must be among the basic objectives.

Aldous (1992) notes the fundamental disadvantage of brownfield sites is that houses, apartments and commercial property in a formerly industrial site do not tend to command the same prices as those in the suburbs. Despite this apparent challenge, developers who build attractive new environments have been able to attract buyers for reasonably priced homes and tenants for commercial workspace.

Despite the proliferation of developments under the urban village rubric, the notion is problematic, both in principle and in practice. Fundamentally, there is a lack of agreement on basic concepts and aims. Furthermore, there is a question of whether urban villages led by cultural activity can be induced through public intervention. In the context of cultural production, Griffiths (2005) suggests that formal designation in spatial planning terms reflects “a technocratic mentality of order and control”, while a more “organic”, “bottom-up” or “vernacular” approach may be more appropriate. The role of the public-sector agency in encouraging creative-led regeneration is debated within the literature. Shorthose (2004) asserts that there is a need for formal policy to be supplemented by less-formal encouragement of the “bottom-up” development of network and partnerships. Furthermore, Yigitcanlar et al. (2008:10) argue:

“Planning policies and commercial strategies can certainly be structured to directly enhance the relevance of knowledge produced in a knowledge precinct, but the conditions for a high intensity of knowledge traffic are much more complicated than, for instance, the strategic use of land. A different set of skills is needed to develop knowledge networks where ideas can be trialed and discussed. Government policies, also at the local level, have a critical role to play in fostering the conditions and spatial relationships of urban development clusters, where accessibility, connectivity, integrity and intellectual vitality are made up of intensive collaboration networks that attract and retain knowledge carriers (agents, firms and workers). In part, this responds to the view that local institutions, businesses and organisations are partners in fostering local development and are part of the local innovation system where they are embedded.”

Consequently, effective stakeholder management is critical to delivering the ambitions of an urban village in practice.
1.6 The case of Houldsworth Village

Houldsworth Village is approximately two miles north of Stockport town centre, in the Reddish area, and five miles south east of Manchester city centre. The larger part of the area is bounded on most of the western side by the line of the former Stockport arm of the Ashton Canal, until this was filled in during the 1970s (Stockport MBC, 2007a). The Houldsworth area of Reddish is an important part of the local community with a long history which was vital in the economic development of Stockport and South Manchester.

Figure 1.1: The Houldsworth Village Masterplan.

Stockport is a Metropolitan Borough to the south of Manchester bordering on Cheshire. Much of Stockport is urban, but 45 per cent of the area is green belt (Audit Commission, 2006). The local economy is vibrant with the highest levels of activity in Greater Manchester. The Stockport Borough is well-connected to key transport links, making it attractive for businesses. The population of the
Borough is 282,200 (Audit Commission, 2006) and there are marked contrasts between areas of affluence and pockets of deprivation. Reddish in which Houldsworth Village (see Figure 1.2) is located within falls within the 20 per cent most deprived areas within England (Communities and Local Government, 2007). Deprivation is closely linked to levels of unemployment. The Borough is the seventh most socially polarised nationally. Unemployment at 1.4 per cent is low. Most housing - 89 per cent - is privately owned. The black and minority ethnic (BME) community makes up 4.3 per cent of the population (national average 13 per cent).

Figure 1.2: Location of Houldsworth Village within the Greater Manchester region.

Houldsworth Village boundary Source: www.google.co.uk/maps (2010)

1.6.1 History of Houldsworth Village

The Stockport branch of the Manchester and Ashton-under-Lyne canal system opened in 1797 and had a major influence on the location of the cotton mills in Reddish. The canal provided a means to transport raw cotton and coal and a water supply for factory reservoirs and for charging and cooling steam-powered machinery. Reddish grew and developed rapidly during the Industrial Revolution and retains landmarks from that period, such as the former cotton mills of Houldsworth, Broadstone, Victoria and Elisabeth. Sir William Henry Houldsworth constructed the group of buildings which comprises the heart of the conservation area, and is regarded as the “maker of the modern Reddish” (Stockport MBC, 2007a:4). The area owns its name to him. Houldsworth and the designer Alfred
Waterhouse worked closely together on a shared vision which has created the lasting legacy of buildings and green spaces flourishing in the area today.

When the family business faced production difficulties because of the small size and separation of existing business locations in Manchester and Staffordshire, the decision was made to relocate to Reddish. Houldsworth commissioned Abraham Henthorn Stott to design the twin mills of Houldsworth Mill and its ancillary buildings, completed in 1865. By the time the mill opened trading conditions were improving and prospects for industry were good. Houldsworth established the Reddish Spinning Company in order to construct further mills. Victoria and Elisabeth Mills were opened between 1871-74 along the canal to the north of Houldsworth Mill.

While a greenfield site provided opportunity for expansion, the small resident population would have been an insufficient workforce. Houldsworth established a new industrial community by taking the decision to provide housing and other community buildings for their workforce. These included a Working Men’s Club, a community and a Catholic school and the Church of St. Elisabeth and its rectory. Further expansion of the cotton industry was marked by the construction of Broadstone Mill between 1903 and 1907. By the 1920s the region’s cotton industry entered a period of decline, halted briefly by the immediate post-war years, but then continued into the 1950s. Production halted in Houldsworth Mill in 1958 and a year later in Broadstone Mill. In the years since the end of textile production, the mills have been used for warehousing and storage, until their recent conversion.

1.6.2 The key drivers behind the regeneration of Houldsworth Village

The vision for Stockport set out in its Economic Development Strategy is:

“To unleash Stockport’s potential as an economic force within the region whilst embracing our social and environmental fabric,” (The Stockport Economic Alliance, 2008:5).

At the heart of the strategy, the focus is on the town centre and its potential to become a driver for Stockport and the wider sub-region, capitalising on its location and connections with service-led activity including high-value professional and business activities, leisure, retail and other industries.
Other strategic objectives support this by aiming to bring on prime business locations, develop the image, facilitate inclusion and manage growth (The Stockport Economic Alliance, 2008). The Manchester Knowledge Capital initiative aims to position the Manchester City Region as the premier location for knowledge based enterprises in the UK and this offers significant opportunities for Stockport.

Significant investment potential exists within Houldsworth Village. With the original cotton industry gone, the architectural legacy of Houldsworth Village remains to provide a strong vision to rebuild a thriving area for modern times whilst preserving the historic legacy of the area. The ambition is to develop a sustainable and growing cluster of knowledge-based and creative companies to the area’s converted mills. By seeking to attract greater value-adding (GVA) businesses, Houldsworth Village makes a significant contribution to achieving the aspirations set out in Stockport’s Economic Development Strategy (The Stockport Economic Alliance, 2008), as well as the aims of the Manchester City Region Development Plan around Building Better Businesses (North West Regional Leaders’ Board, 2006) and the NWDA Regional Economic Strategy (NWDA, 2006). Higher GVA activity aspires to lead regeneration within the wider community providing work for existing residents and spreading economic success right across the region. This increase in investment and additional population coming into the area provides an ideal opportunity to consider further regenerations opportunities within the area for use by both the existing community and those new to the area.

1.6.3 Building on an emerging cluster

The area already has an emerging knowledge and creative cluster, mainly centered around the Houldsworth and Broadstone Mills. Houldsworth Mill is a Grade II* listed mill that was extensively refurbished in 1995 to provide a mixed-use development. Stockport Metropolitan Borough Council (MBC), in partnership with Heaton and Houldsworth Property Company, Guinness Northern Counties Housing Association, the Princes Trust and Reddish Buildings Preservation Trust, secured £10 million of European funding and further finance from English Partnerships (Stockport MBC, 1997). The restoration has encompassed a major call centre for Stockport MBC, an established Business and Arts Centre over two floors accommodating approximately 40,000 square foot providing 70 high
quality managed office units together with meeting and conference facilities and 20,000 square foot “grow on space” for businesses. Both facilities are provided by Stockport MBC and managed on their behalf by Workspace Centres. Houldsworth Mill accommodates other “landlord” space providing offices to large-scale tenants, 70 affordable residential units, a children’s nursery and a high quality gym facility.

The successful conversion of Houldsworth Mill served as a catalyst for further private sector investment in the area. Nearby Broadstone Mill provides a significant amount of employment space but has much more potential than Houldsworth to grow this base within the target creative, digital and other knowledge sectors. The existing space at Broadstone Mill includes the Stockport Business Incubator (developed in partnership by Broadstone Mill’s Managing Director (MD), Stockport MBC and the University of Manchester Incubator Company (UMIC), traditional office workspace, creative studios and a discount outlet shopping facility on the ground floor. Business support activities are present onsite.

Image 1.1: Present day Broadstone Mill, adjacent to the Grey Horse and Houldsworth Mill.

Residential accommodation is provided by Broadstone Mill’s sister organisation, Millshomes, nearby in Victoria Mill accommodating 170 apartments, with a further 140 apartments under development in
Elisabeth Mill which has aspirations to encourage live/work opportunities for tenants. The ground floor of Elisabeth Mill space has been reserved for commercial and/or retail businesses. Other industrial workspace is present on land previously deemed surplus to requirements; with one of the warehouses recently converted in the Stockport Sports Trust.

There are ambitious plans for the future of Broadstone Mill (see Image 1.1), with plans to rebuild the mill’s south end to accommodate further commercial, retail and residential space, as well as reinstating the canal basin to form a marina at the front of the mill.

**Image 1.2: The vision for Broadstone Mill.**

Critical to the success of driving forward and marketing the Houldsworth Village vision is achieving an understanding of the motivations and interactions between the stakeholder organisations and individuals who are leading, influencing or being affected by the project.
1.6.4 The objectives of the MPhil thesis

With the above empirical gaps in mind and the ambitions for the regeneration of Houldsworth Village in place, the objectives of the MPhil thesis are:

1. To identify stakeholder types at Broadstone Mill and to ascertain the motivations behind these actions;
2. To map the interactions of the different stakeholders at Broadstone Mill;
3. To develop a typology of stakeholder types, motivations and interactions.

1.7 Structure of the thesis

The thesis is structured into five chapters and the contents of each are summarised as follows:

Chapter One: Introduction
This chapter introduces the entire thesis and provides the background to the study which focuses on understanding stakeholder relationships in marketing the urban village.

Chapter Two: Literature review
This chapter is devoted to a critical review of the existing literature and focuses on understanding stakeholders in terms of how stakeholders act and behave within an organisational context and the positioning of stakeholders within an urban environment.

Chapter Three: Research methodology
This chapter addresses both the philosophical justification for the chosen methodology, the nature of the research strategy and the methods of inquiry undertaken before concluding with a discussion of the anticipated challenges and limitations of the methodology.
Chapter Four: Achieving objective one
This chapter seeks to answer objective one by identifying stakeholder types at Broadstone Mill and ascertaining the motivations behind these actions. The findings of this chapter conclude with key observations which inform Chapters Five and Six.

Chapter Five: Achieving objective two
This chapter seeks to answer objective two through the application of services marketing as a framework to explore and conceptualise stakeholder interactions. It outlines the thematic influences of the three Ps, processes, participants and physical evidence and their impact on stakeholder interactions.

Chapter Six: Achieving objective three
The exploration of the thematic influences within the three Ps, informs the development of a typology of stakeholder interactions, according to the extent to which the entity was supportive in implementing processes and achieving participant satisfaction and the degree to which it contributed to the physical environment.

Chapter Seven: Conclusions and implications of the study
This chapter presents the conclusions that are drawn from the study and the contributions it makes to existing knowledge. It also features recommendations for further studies.
CHAPTER TWO

2. Positioning of the research

The following literature review offers a critical examination of the extant literature on stakeholder understanding in both an organisational and urban context. Given the impetus of Broadstone Mill as an organisation leading the regeneration of Houldsworth Village it is important to achieve an understanding of the nature of stakeholder interactions across a dual context.

The chapter commences with an overview present stakeholder understanding and provides an overview of how stakeholders act. A review of the literature relating to the process of identifying stakeholders, assessing the nature, scope and importance of stakeholder interactions in the organisation and mapping interactions is undertaken.

Given that the objective of the thesis is to understand stakeholder relationships in the urban village, the latter part of this chapter explores the challenges of the place marketing environment, providing an overview of the frameworks in place for analysing the environment and, specifically, the resonance that can be drawn from the application of services marketing to a place marketing context. The applicability of stakeholder understanding to the urban environment is presented, with an in-depth analysis of identifying place marketing stakeholders and the idealistic vision versus reality of stakeholder interactions within an urban context. Finally, the chapter concludes with an overview of how stakeholder interactions have been mapped out in the urban environment.

2.1 What is stakeholder theory?

Stakeholder theory may be understood as an alternative view to the neo-classical economic theory of the firm (Hendry, 2001 in Podnar and Jancic, 2006). It suggests that in a monopolistic-competition environment, those operations that supply nothing more than an organisation’s selfish interests can have a negative or even harmful influence on society (Casidy and Pustay, 2003 in Podnar and Jancic, 2006). The stakeholder theory advocates that an organisation must be seen throughout numerous
interactions with its stakeholders. It accepts the view of the organisation as a group of chain of implicit and/or explicit interactions between individuals and groups (Jensen and Meekling, 1976). In addition to assumed economic and legal rights, the stakeholder perspective demands that companies perform social, ethical and environmental responsibilities.

The view that firms need to expand the way in which they deal with their environments has been discussed extensively in the marketing literature, advocating that marketers have the ability to modify and possibly influence these forces. Wolfe and Putler (2002) contend that adopting a stakeholder approach facilitates an organisation’s understanding of increasingly unpredictable environments, thereby enhancing the ability to actually manage within these environments. The incorporation of stakeholder theory into a model of marketing interactions can be used to integrate a wider set of relationships into a firm’s activities and, by incorporating this more explicitly into the planning process, can generate greater value for the firm (Polonskey et al., 1999). Consequently, it is advocated that the company’s management attempts to balance stakeholder interests (Podnar and Jancic, 2006).

2.2 How do stakeholders act?

Wolfe and Pulter (2002) assert stakes are what motivates stakeholders, and thus are important determinants of stakeholder group priorities and the degree to which group members are likely to have common priorities with respect to a given issue. The option exists for stakeholders to try to influence management corporate governance procedures or to take more direct action. As Goldsmith (1996:70) asserts, “stakeholders are not created equal”. Stakeholders give resources to an organisation that it uses to maintain itself or expand. Stakeholders may share a common interest in a firm’s success, but their backing cannot be taken for granted and must be renewed continually.

Not only do stakeholders assert a rightful claim to influence what a company does, sometimes they may have the leverage to destroy or severely harm it by withdrawing their support to a company that fails to deliver value as they define it. Goldsmith (1996:71) argues:

“If companies offend too many important stakeholders, they lose legitimacy and can face a… private financial emergency.”
Equally, stakeholders can fall out with each other; therefore, not only must an organisation seek to keep its core stakeholders happy, but it must try to resolve disputes amongst stakeholder groups. A stakeholder approach reflects the realisation that interests and influence of these individual groups, both within and outside the organisation, need to be taken into consideration in evaluating threats and opportunities for change (Mason and Mitroff, 1981; Lindenberg and Crosby, 1981).

2.3 Stakeholders within an organisational context

Several scholars in stakeholder theory have attempted to identify stakeholders using systematic criteria. Palgrave et al. (1992) assert a narrow approach which assumes that an organisation’s stakeholders comprise only those whose welfare is tied to that organisation. However, in recent years, the use of the term stakeholder has become diffused to encompass a broader approach (See: Pouloundi, 1999; Pesqueux and Damak-Ayadi, 2005).

Freeman (1984:46) asserts the term stakeholder defines:

“...any group or individual who can affect or is affected by the achievement of the organisation’s objectives.”

His definition stresses the influence between different stakeholders and the company is a two-way process (Podnar and Jancic, 2006). Similarly, Goldsmith (1996) asserts stakeholders are constituencies who stand to gain or lose by an organisation’s performance and who can affect its actions in significant ways. Just as a particular company has power over stakeholders, stakeholders have power over the company (Pouloudi, 1999). In turn this implies a company can influence almost anyone and anyone can affect the company (Mitchell et al., 1997).

Understanding stakeholders can facilitate an organisation’s management of an unpredictable environment, thereby enhancing the ability to manage within such environments and their stakeholders (Wolfe and Putler, 2002). A number of strategic models exist to assist the identification, analysis and management of stakeholders. In order to determine how stakeholders act, three key steps involved in stakeholder analysis are agreed throughout academic literature. Wolfe and Putler
(2002) identified three key steps; 1.) Identification of stakeholder groups; 2.) determination of stakeholder interests; and 3.) evaluation of the type and level of stakeholder power. Meanwhile, Freeman (1984), Roberts and Kind (1989) and Savage et al. (1991) identified four steps should be followed in interacting with stakeholders and these have been added to by Altman and Petkus (1994) to encompass five:

1. Identify the relevant stakeholders in relation to the marketing being addressed;
2. Determine the stake and importance of each stakeholder in relation to the marketing activity;
3. Determine how effectively the ‘expectations’ of each stakeholder are being met;
4. Modify marketing objectives and priorities to consider stakeholder interests and reduce the gaps that exist;
5. Implement strategy and then adjust strategy if the desired outcomes are not achieved.

The Freeman stakeholder model (1984), however, is widely acknowledged as the classic reference on stakeholder theory. His approach interprets stakeholder management as the mechanism by which the voices of the stakeholders and their links with the core or the lead organisation are firstly recognised, and then incorporated into the strategic planning process. The Freeman model defines four-steps to the stakeholder management process. First, the initial step is to identify relevant stakeholders. Second, the nature, scope and importance of the stakeholder connection can be determined. Third, an analysis is made to ascertain how effectively the needs or expectations of each group are currently being met by the lead organisation. Fourth, there is a presumption that the unmet needs of stakeholder groups will be addressed through the modification of the organisation’s plans.

For the purpose of understanding stakeholder relationships within an organisational context, Freeman’s model is adopted in this literature review as a structure to understanding stakeholders in an organisational context.
2.3.1 Identifying stakeholders within the organisation

Various authors argue that different stakeholder groups should be taken into account. There have been numerous attempts to produce suitable criteria to classify relevant stakeholders. Much of the stakeholder literature has differentiated between primary and secondary stakeholders. Clarkson (1995) argues there is considerable difference between the two. Primary stakeholders are those individuals or groups who are essential to the wellbeing of the organisation. Secondary stakeholders are those with whom the organisation interacts but are not essential to its survival. Clarkson (1995) differentiates between voluntary and involuntary stakeholders. The main difference between these is that involuntary stakeholders do not choose to enter into a relationship nor can they withdraw the stake they have in a company.

Wheeler and Sillanpää (1997:167-168) classify stakeholders according to two dimensions: primary – secondary, and social – non-social. Accordingly, four groups of stakeholder are suggested:

- **Primary social stakeholders** (shareholders, investors, employees and managers, customers, local communities, suppliers and partners).
- **Secondary social stakeholders** (government, social pressure groups, trade bodies, civic institutions, media and academic commentators, competitors)
- **Primary non-social stakeholders** (natural environment, future generations, non-human species)
- **Secondary non-social stakeholders** (environmental pressure groups, animal welfare organisations)

Freeman (1984) categorises stakes as falling into three groups as part of a two-dimensional grid that has its second dimension the type of ‘power’ a stakeholder group can use to influence an organisation. Freeman labels the three groups of stakes as equity stakes, economic (market) stakes, and influencer stakes. Equity stakes are held by those who have some direct ownership of the organisation, such as investors and directors. Economic or market stakes are held by those who have an economic interest, but not an ownership interest in the organisation, such as employees,
customers, suppliers, and competitors. Influencer stakes are held by those who do not have either an ownership or economic interest in the actions of the firm, but who have interests as consumer advocates, trade organisations, environmental groups and government agencies (Freeman, 1984). Freeman (1984:60) describes the three types of stakes as being “categories of a continuum” which suggests that equity stakes supersede economic/market stakes and influencer stakes. The underlying motivations for the three types of stakes Freeman identifies are not identical. Individuals or groups concerned with equity or economic/market stakes are motivated by self-interest. In contrast, influencer stakes are less likely to be motivated by self-interest. They are likely to be motivated by symbolic predispositions which are “learned affective responses to particular symbols that are acquired relatively early in life… but persist through adult life” (Sears and Funk 1991:13 in Wolfe and Putler, 2002:68). Wolfe and Putler (2002) assert these predispositions are central in forming basic values and attitudes.

Wolfe and Pulte (2002) argue self-interest concerns are largely less important than symbolic predispositions in influencing attitudes concerning various issues. The authors note that self-interest is more likely to become an important factor when: (1) potential repercussions to an individual are large; (2) costs and benefits of different alternatives are clear and will result with a high degree of certainty; (3) there are feared negative outcomes as opposed to desired positive ones; and (4) individuals attribute responsibility for an issue to an external agent rather than to themselves (Wolfe and Pulte, 2002). These four factors determine whether an individual’s priorities on a specific issue will be ones based on self-interest (equity or economic/market stakes) or symbolic predispositions (influencer stakes).

For any particular issue, the organisation may be presented with some role-based stakeholder groups that possess fairly homogenous interests and others with heterogeneous interests. Furthermore, the interests of homogenous stakeholder groups are likely to vary across issues. For example, many role-based stakeholder groups that hold influencer stakes, are formed on the basis of symbolic predispositions as opposed to self-interest which transpires to a common set of perceived motivations. However, the authors assert that in certain circumstances common self-interest can constitute a binding tie that results in a similar set of priorities on the part of group members.
Despite such apparent limitations in Freeman’s theory, following empirical research, Wolfe and Putler (2002) advocate that the process of defining stakeholders according to role provides an effective means of defining the relevant population for stakeholder management if, for a particular issue, members of the group have similar priorities. However, crucially, not all stakeholder members have identical interests. Wolfe and Putler (2002) assert self-interest provides a natural reason to assume that individuals within a role-based stakeholder group will have similar interests. For example, employees will view their stakes through a lens of self-interest with concerns about wages and job security, and shareholders will view their stakes through a lens of dividends received. However, problems arise when self-interest does not constitute the primary motivator of individuals’ attitudes and priorities. The authors note:

“It may well be that individuals or subgroups, each within different role-based stakeholder groups, have more similar priorities with respect to a particular issue then they have with others within their own role-based stakeholder group,” (Wolfe and Putler, 2002:65).

Similarly, a number of authors (Carroll, (1996), Jones (1995) and Freeman (1984) cited in Wolfe and Putler (2002)) have recognised that members of a role-based stakeholder group can have heterogeneous interests and priorities and subsequently differentiate between generic and specific stakeholder groups. Freeman (1984:25) asserts the importance of recognising:

“Each category of stakeholder group... can be broken down into several useful smaller categories.”

However, given the academic tradition of identifying groups of stakeholders according to role, this implicitly assumes the homogeneity of stakeholder interest which synonymously weakens the application of stakeholder analysis. Ultimately, to accurately identify stakeholder groups and motivations, this implicit assumption of homogeneity presents a number of research implications which are explored throughout this thesis.
2.3.2 Assessing the nature, scope and importance of stakeholder interactions in the organisation

Clarkson (1995) advocates the organisation’s survival and continuing success depend upon its ability to create sufficient wealth, value or satisfaction for those who belong to each stakeholder group, so that each group continues as a part of the organisation’s stakeholder system. Indeed it is advocated that identifying a broader set of constituencies has bottom line implications.

Kotter and Heskett (1992) cited in Duncan and Moriarty (1998) found firms that emphasised the interests of three constituencies – customers, employees and shareholders outperformed those that focused on only one or two. In these companies Kotter and Heskett (1992) found a value system that communicated the importance of all these constituencies, a commitment that was often described by employees as integrity, or doing the right thing.

Significant management literature attempts to understand stakeholders’ interactions within the organisation. Friedman and Miles (2002) specify four types of structural configuration between a company and its stakeholders. According to their model, relations between them can be necessary or contingent and at the same time compatible or incompatible. The authors advocate when a relationship is compatible, necessary and explicit or implicit contractual forms are recognised among stakeholders and companies. Stakeholders and the company are involved in defensive relations. When relations are compatible but contingent and contractual forms are implicitly unrecognised, an opportunistic relationship exists. When a relationship is incompatible but necessary, and contractual forms are recognised explicitly or implicitly, compromise between the parties is necessary. Finally, when there is a case of incompatible and contingent relationships with no contract among parties, elimination occurs.

Manktelow (2003) suggests a framework for understanding relations between the company and various stakeholders. Similarly to Friedman and Miles (2002) the author distinguishes between four categories of stakeholder according to power and interest. Johnson et al. (2005) make the same
distinction. In addition to power and interest, Mitchell et al. (1997) suggest legitimacy and necessity of claims as additional criteria for classifying stakeholders. Legitimacy refers to:

“...a generalised perception or assumption that the actions of an entity are desirable, proper, or appropriate within some socially constructed systems of norms, values, beliefs, and definitions,” (Mitchell et al., 1997:866).

The necessity of claims is defined as “the degree to which the stakeholder calls for immediate action” (Mitchell et al., 1997:867). Jancic (1996 in Podnar and Jancic, 2006) similarly introduces the idea that not all stakeholders are equally important for the company and its communications. Three main levels of exchange and communication between stakeholders are visualised as a set of inner and outer circles (as depicted in Figure 2.1).

Figure 2.1: Levels of exchange and communication between stakeholders (adapted by Podnar and Jancic, 2006 from Jancic, 1996).
A company’s primary stakeholders or key relationships are those with whom the interaction is inevitable. These key relationships are depicted by the inner circles representing stakeholders who have the highest influence. The second level concerns stakeholders with whom exchange is necessary, and the third level represents those stakeholders with whom communication is desirable (Jancic, 1999:77-78 in Podnar and Jancic, 2006). The main focus of Jancic (1999 in Podnar and Jancic, 2006) is on the breadth of relationships in which companies must be involved and managed. According to Jancic (1999) the organisation must properly accommodate its communication activities according to the different levels of exchange. Fill (2002:127 in Podnar and Jancic, 2006) advocates:

“The strength of current (or anticipated) relationships between key stakeholders and the degree of fit with corporate and competitive strategies will impact the form, nature, strength and desired effectiveness of marketing communications between the members.”

Fill (2002) suggests four different types of communication links: heavy impact communication links, important communication links, moderate communication links, and light communication links. Consequently, it is apparent that the nature of relationships between different and numerous stakeholders is dynamic. Podnar and Jancic (2006) argue stakeholder groups are liable to change, and power towards the company varies in time, context and environment. Subsequently, not all stakeholder groups are created equally hence why the organisation must categorise them differently.

Employing Jancic’s (1996) model, Podnar and Jancic (2006) found three different levels of exchange between stakeholders and a particular company on the basis of relative power. The first group of stakeholders considered essential and labeled inevitable are described as having the most powerful relationship with a company and vice-versa include suppliers, shareholders, consumers, media, employees and competitors. The second group is described as having a required exchange among stakeholders and the company. According to Podnar and Jancic (2006) these stakeholders, labeled necessary have less power but it is still recognisable economic associations, financial publics, opinion makers, professional organisations, schools and universities, pressure groups and political parties. The third group is the largest one, consisting of families of employees, other companies, the natural environment, job seekers, trade unions, local community, cultural organisations, charity foundations, as well as sports and religious organisations. These groups of stakeholders fall under desirable exchange and have power to influence a company.
2.3.3 Mapping stakeholder interaction in the organisation

Mapping stakeholder interaction in the organisation can determine how effectively stakeholders’ needs are being met. According to Payne et al. (2005) the six markets model provides a comprehensive approach to map the interrelation of stakeholder relationships, in that each of the six market domains may be subdivided in a manner which can cover all major stakeholder groups (Payne and Holt, 2001 in Payne et al., 2005).

The original model delineated six market domains that included:

1. Customer markets (including existing and prospective customers as well as intermediaries);
2. Referral markets (these include two main categories – existing customers who recommend their suppliers to others, and referral sources, or multipliers);
3. Influencer markets (which included financial analysts, shareholders, the business press, the government, and consumer groups);
4. Employee markets (concerned with attracting the right employees to the organisation);
5. Supplier markets (these include traditional suppliers as well as organisations with which the firms has some form of strategic alliance); and
6. Internal markets (the organisation including internal departments and staff);

(Christopher et al., 1991 in Payne et al., 2005)

Christopher et al. (2002) revised the original model to emphasise relationships between the organisation and all its constituents in each of the six markets. This assumes that organisations can optimise relationships with customers if they understand and manage relationships with other stakeholders.

In a stakeholder marketing model there are interconnecting links to other stakeholders, both internal and external. In addition, the environmental forces interact directly and indirectly. Simple dyadic transactions are insufficient descriptors of stakeholder relations. Subsequently, stakeholder interactions are comprised of complex networks of firm-stakeholder and stakeholder-stakeholder
interactions. Stakeholders not only interact directly with the firm but interact with other stakeholders, and therefore, some stakeholders may only indirectly interact with the firm. These indirect links may be extremely important, particularly if these groups have the ability to exert political pressure on other direct stakeholders (Westley and Vrenburg, 1991; Rowley, 1997).

Freeman (1984:55) outlined the original stakeholder map which is fairly generic and makes a pure historic assessment of the needs of stakeholders. Conversely, Merrilees et al. (2005:1061) develop a stakeholder map to portray a more accurate real-time picture, by enabling the different facets within each group to be identified and articulated and to illustrate the key interdependencies across stakeholder groups. Drawing on the five core components, the authors assert each stakeholder can be analysed in terms of the interaction/interdependency with the core unit, clarifying the affect/being affected by and the extent to which the stakeholder has an interest/right in the core organisation, namely how strategic/proactive the stakeholder relationship is as advocated by Polonsky (2001), and the potential importance of person-to-person linkages and contacts.

2.3.4 Managing stakeholder interactions within the organisation

In his work on environmental alliances and strategic bridging, Polonsky (2001:45) notes:

“…the existing literature has failed to consider the ways in which firms form relationships with stakeholders or integrate them into strategy development.”

Polonsky (2001) contends that, rather than letting alliances simply emerge, the strategic selection of stakeholders with whom to initiate and foster alliances can facilitate leveraging opportunities that can result in mutual benefits to both alliance partners. The alliance acts as a bridge that facilitates interaction with further otherwise unconnected stakeholder firms (Polonsky, 2001). For example, Mendleson and Polonsky (1995 in Merrilees et al.; 2005) demonstrated how strategic alliance building between a corporate firm and an environmental group helped facilitate the achievement of strategic objectives for both partners. By incorporating stakeholder analysis into their respective strategic development processes, the firm achieved increased community credibility and access to different market segments, whilst the environmental group was provided with opportunities to interact
with other businesses that broadened its capability to achieve wider environmental change. Therefore, an organisation must develop strategies for effectively mobilising, neutralising or defeating stakeholders, depending on their potential to support or oppose the interests of the organisation (Bernhart, 1992).

To effectively manage an organisation’s relationship with its stakeholders, Ford et al. (2004) argue attention should be paid to the role of business networks. An organisation operates within the context of complex networks which demand the development of relationships with multiple companies, each of whom simultaneously has numerous relationships with many suppliers and customers. It is too simplistic to assume networks are neatly structured lines of companies, designed and managed by customers into supply chains (Ford et al., 2004). Indeed business networks are often fostered by informal relations, and can be indirectly affected by wider changes in an area (Weingaertner and Barber, 2007). Furthermore, Duncan and Moriarty (1998) suggest the notion that stakeholders overlap: customers can also be employees, investors, members of special interest groups, and neighbours in the community. The relationships in the network enable the company to grow and develop, but they are also a constraint on that development and may restrict its activities. Consequently, to fully understand its own stakeholders, Broadstone Mill must analyse its relationships with other companies (Ford et al., 2004). Managers must frequently choose among competing claims to rights being put forward by different stakeholders.

The organisation needs to not only consider stakeholders existing expectations or perceptions of organisational activities, but also needs to consider how groups fit within the firm’s wider stakeholder network. Strategies can then be developed that consider the degree to which stakeholders’ influence is deterministic, and to what extent interaction can occur to bring about a ‘change’ in a stakeholder’s or others’ behaviour (Polonsky et al., 1999). This approach recognises that even though participants may not be directly involved in the exchange process, they may have a significant impact on the overall exchange network (Atkinson et al., 1999; Rowley, 1997).

Within the marketing communications field, existing understanding draws attention to communication and dialogue with different stakeholders, not only customers (Podnar and Jancic, 2006). Duncan and
Moriarty (1998) advocate managing brand communication must take into consideration stakeholders in addition to customers. Consequently, this means that an organisation must not only take into consideration how the intended target market perceives the branding message, but “when to wear their other stakeholder hats” (Duncan and Moriarty, 1998:7). It is important to identify who they are and what kind of concerns or interests they have regarding the company. Given that an organisation cannot meet the needs and demands of all stakeholders it makes sense for it to identify the most important and influential groups of stakeholders (Podnar and Jancic, 2006). Ultimately, as identified by Podnar and Jancic (2006) companies do not and cannot treat all stakeholders equally or communicate with them with the same intensity. Managers must set priorities according to their time, allocation of resources and the importance placed upon various issues (Podnar and Jancic, 2006).

For the purpose of managing stakeholder relationships, Savage et al. (1991) advocate a form of stakeholder focused scenario planning exercise. The authors recommend two critical assessments are made about stakeholders: (1) their potential to threaten the organisation, and (2) their potential to cooperate with it. In assessing factors affecting the stakeholder’s potential for threat or cooperation, Savage et al. (1991) identify the stakeholder’s control over resources, the relative power vis-à-vis the organisation, and the likelihood of the stakeholder taking action either in support or against the organisation, or forming coalitions with other stakeholders. The manager should consider the durability and quality of the stakeholder-organisation relationship. Diagnosing the stakeholder’s capacity to threaten is similar to identifying the worst case scenario. The stakeholder’s relative power and its relevance to a particular issue confronting the organisation, determines the stakeholder’s capacity for threat. Conversely, recognising the stakeholder’s capacity to cooperate is comparable to identifying the best case scenario. Stakeholder cooperation enables companies to join forces with other stakeholders resulting in better management of business environments. Similarly, Miller and Lewis (2001) discuss the value exchange as an effective tool for the analysis and measurement of all stakeholder exchange relationships important to marketing management. Savage et al. (1999) advocate that by defining a stakeholder’s potential for threat and potential for cooperation along two dimensions an organisation can classify stakeholders into four types, to which four generic strategies for managing stakeholders apply. These are detailed below:
**Type 1: The supportive stakeholder**

The ideal stakeholder supports the organisation’s goals and actions. Such stakeholder is low on potential threat but high on potential for cooperation.

**Strategy 1: Involve**

By involving supportive stakeholders in relevant issues, their cooperative potential can be encouraged. The authors argue by getting external stakeholders involved in the organisation can yield positive results.

**Type 2: The marginal stakeholder**

Marginal stakeholders are neither highly threatening nor especially cooperative. Although they have a stake in the organisation and its decisions, they are generally not concerned about most issues.

**Strategy 2: Monitor the marginal stakeholder**

Monitoring helps manage marginal stakeholders whose potential for both threat and cooperation is low. The authors argue that by recognizing that stakeholder interests are narrow and issue specific, resource expenditure can be minimised. For example, only if the issues involved in the decisions are likely to be relevant to those stakeholders should the organisation seek to increase their support or deflect their opposition.

**Type 3: The non-supportive stakeholder**

Stakeholders high on potential threat but low on potential cooperation are the most distressing for an organisation.

**Strategy 3: Defend against the non-supportive stakeholder**

Non-supportive stakeholders are best managed using a defensive strategy (Kotter, 1979 cited in Savage et al., 1991) which tries to reduce the dependence that forms the basis for the stakeholders’ interest in the organisation.
Type 4: The mixed blessing stakeholder

The mixed blessing stakeholder has an equal potential to threaten and to cooperate.

**Strategy 4: Collaborate with the Mixed Blessing Stakeholder**

The mixed blessing stakeholder may be best managed through collaboration which includes joint ventures and mergers.

As an overarching strategy, organisations should try to change their relationships with stakeholders from a less favorable, to a more favorable relationship (Savage et al., 1991). Merrillees et al. (2005:1076) propose three central principles to facilitate effective stakeholder management:

“First, a supportive culture is important, enabling a seamless integration of stakeholder interests. Second, technical skills or competencies help, including negotiation skills and a facilitating, agile management style. Third, branding or values can be used as a tool to unify stakeholders.”

2.4 Place marketing in the urban environment

This section explores the challenges of the place marketing environment, the existing frameworks established for the place marketing environment, and specifically, the resonance that can be drawn from the application of services marketing to a place marketing context. Subsequently, an analysis is made of idealistic and realistic stakeholder interactions from a practitioner and academic perspective, highlighting the complexity of achieving effective stakeholder engagement.

Adopting the definition of Ashworth and Voogd (1990a:11), the authors define place marketing as a process whereby:

“...urban activities are as closely related to the demands of targeted customers so as to maximise the efficient social and economic functioning of the area concerned in accordance with whatever goals have been established”.

Place branding, and associated areas such as destination branding, location branding, and place image development, are receiving increased attention (Hanna and Rowley, 2010). There is a case for arguing that place branding has its foundation in the tourism marketing field (Hanna and Rowley,
2008), but increasingly, places need to consider branding in a range of contexts in respect to the management of brand image and the brand experience for a wide range of stakeholders. The application of place branding to various geographical entities ranging from countries to towns must acknowledge the associated challenges of branding the multidimensional construct of place, especially in relation to stakeholder engagement (Hanna and Rowley, 2008). Specifically, a destination brand must understand that it is not representing a single industry alone, and that it has the potential to serve and responsibility to embrace developments outside of that construct (Hanna and Rowley, 2008). This has implications with respect to a place’s stakeholders.

A recurring theme in the place marketing literature relates to the inadequacies of traditional theory in accommodating the context specificity of places (Balakrishnan, 2009). Van den Berg and Braun (1999:998) argue that:

“…[although] cities can learn from the marketing experiences of the business community, at the same time they need to find their own strategies and develop a tailor made approach that suits their purposes”.

Ashworth (1994:648) asserts the urban environment requires “a special type of marketing” if it is to be fully understood. Such special characteristics of place marketing relate to the complexity of place ‘products’, the complexity of the organisational mechanisms for their marketing, and the ways in which branding theory can be applied. Kavaratis and Ashworth (2008:158) assert that despite these apparent differences, there are many similarities between product and place brands:

“Both have multidisciplinary routes, both address multiple goals of stakeholders, both have a high level of intangibility and complexity, both need to take into account social responsibility, both deal with multiple identities and both need a long-term development. In these senses, corporate-level marketing does seem to offer a multitude of possibilities for implementing place marketing.”

However, the authors argue Kavaratis and Ashworth (2008) that there is a need to adapt product marketing models for the specificity of the place marketing environment and this requires the development of a place branding framework which unifies stakeholders.
2.4.1 Place branding frameworks

Numerous place branding frameworks have been developed within the place marketing literature (see Hanna and Rowley, 2010 for a synopsis) which place stakeholder engagement at their core.

According to Hankinson (2004) the place brand is represented by a core brand and four core categories of brand relationships which extend the brand reality or brand experience. These relationships evolve over time and the partners involved may change as the brand develops and repositions. In the case of destination marketing Hankinson (2004) argues brand relations are determined through a process of progressive interaction between the network of stakeholders, known as the ripple effect. The brand’s core represents a place’s identity, the blueprint for developing and communicating the place brand. It may be the vision of one or a number of organisations and is defined by three elements.

The first element is a statement of the brand personality, which is characterised by the functional, symbolic and experiential attributes of the place product. Functional attributes are tangible, environmental attributes. Symbolic attributes in contrast are intangible and meet the need for social approval, personal expression and self-esteem. Finally, experiential attributes answers the question “what will it feel like?”. The second element concerns the brand’s positioning. This defines the brand’s point of reference with respect to the competitive set by identifying the attributes which make it similar to other places and then attributes which make it unique. For example, in the case of Houldsworth Village the positioning was related to the area’s industrial history and the heritage connected to the mill buildings. The third element of the brand core is the brand reality. Hankinson (2004:116) asserts:

“Both the personality and the positioning need to be firmly rooted in reality if the promised experience is to be fulfilled. Developing the core brand is about creating an image which presents a highly selective identity as a means of selling the place.... The successful branding of destinations results from a combination of imaginative marketing supported by investment in the key services and facilities required to deliver the experience on offer.”
Critically, however, brand evaluation is not implied within the process, nor is it considered as a post-peripheral process that reflects the brand as the resultant reality of stakeholder actions (Hanna and Rowley, 2010).

Informed by an extensive review of the literature and founded on earlier place branding models including Hankinson’s (2004) framework, Hanna and Rowley (2010) advocate the development of a Strategic Place Branding Model (SPBM) to support the development of both practice and research in the place branding field offering an all-embracing and integrative perspective on place brand management. The key components of the model are: brand evaluation, stakeholder engagement (management), infrastructure (regeneration), brand identity, brand architecture, brand articulation, marketing communications, brand experience, and word of mouth.

Figure 2.2: Strategic place brand-management model.

Before discussing the core philosophy of the framework in Figure 2.2, in the space denoted “brand infrastructure relationships and leadership” illustrates the arena in which the brand identity is created, and the complex dynamics between stakeholders, their engagement, and interests and infrastructure are progressed through. Building the brand identity is contingent on the effectiveness of brand leadership in engaging and managing stakeholders on the basis of shared objectives. The authors assert:
“The multifaceted nature of places requires leadership to permeate; the process of place brand management requires cooperation negating any form of coercion. Infrastructure strategies must consider the diversity of stakeholder needs and the limitations of the place brand with regard to its infrastructure and environment,” (Balakrishnan, 2008; Gaggiotti et al., 2008 in Hanna and Rowley, 2008:7).

Effective leadership is therefore critical for the establishment of partnerships and networks and generating focus and fostering commitment.

Depicted below, Figure 2.3 illustrates how the infrastructure component is concerned with both the tangible and intangible attributes of the brand.

**Figure 2.3: Infrastructure to regeneration.**

The underlying philosophy of the model has four key strands. Firstly, the SPBM model represents the process of place branding and its key components. Places and their stakeholders’ can either explicitly seek to manage these processes or leave the processes to run their own course. Second, branding is an interactive and evolutionary process. This is signified primarily by the inclusion of the feedback loop through brand evaluation. The feedback loop is between the brand experience and brand infrastructure relationships, which, in turn influences brand identity. Elsewhere in the model, two-headed arrows signify an ongoing interaction between components, such as place brand engagement and place brand infrastructure.
Third, stakeholder engagement and place brand infrastructure are pivotal to place branding, and the authors assert this is the aspect of place brand management that distinguishes place branding from product and corporate branding models. These two components are tightly coupled, with the management of stakeholder commitment and interests and their potential conflicts being pivotal to both the explicit brand-creation process and to the development of place brand infrastructure through appropriate regeneration activities. The authors argue that to a greater extent than in other branding contexts, brand identity is determined by the place and its stakeholders and therefore stakeholder engagement and place brand infrastructure are the essence of the place.

Finally, the key outcome of the branding process is not brand image but rather brand experience. Brand initiatives must be based upon the ‘brand reality’ and not only on the communication of the image. This stance aligns with earlier research on place branding that privileges the importance of experiential attributes, and also recognises that experiential attributes are grounded in both functional and service attributes (Balakrishnan, 2008). The SBPM model seeks to aid various stakeholders in the branding process to understand their contribution to the wider process. And, finally, the model will promote the development of best practice through benchmarking and comparison.

Hanna and Rowley (2010) assert the SBPM model makes a significant contribution to branding theory in three respects. Firstly, it clearly differentiates the place-branding process from product, service, and corporate branding processes, thereby offering a robust basis for the theoretical development of place branding. Secondly, it proposes a model of branding that integrates stakeholders into the branding process; this stance is firmly grounded in stakeholder and collaboration theory. Finally, as a holistic model, informed by earlier work in disciplines such as branding, marketing communication, regeneration, and tourism, it offers an opportunity to benchmark practice and integrate knowledge bases in place branding.

Despite the contributions of both Hankinson (2004) and Hanna and Rowley (2010), both frameworks make an implicit assumption about the complex but pivotal role of stakeholders in the brand building process. They fail to determine the specific influences on stakeholder relationships and map out the nature of stakeholder interactions. Furthermore, in light of Hanna and Rowley’s (2010) aspirations to
position the framework as an original contribution to place marketing understanding, recent literature contends the continued applicability of existing marketing understanding, specifically with respect to the applicability of services marketing to the place marketing environment.

2.4.2 Drawing parallels with services marketing

Previous research has sought to apply services marketing to the context of the urban place. Maglio and Spohrer (2008 in Warnaby, 2009) identify spatial entities such as cities and nations as service systems and Warnaby and Davies (1997) adopt the servuction system to cities to demonstrate how the integration of both physical and social resources of urban places can be integrated to facilitate the perceived value-in-use of urban consumers.

2.4.3 Applying existing stakeholder understanding to the urban environment

As discussed by Warnaby et al. (2002) place marketing is the responsibility of a variety of urban actors. Linked to this, in discussing the key destination branding components, Balakrishnan (2009) positions vision and stakeholder management as contributing the foundational step to the establishment of an effective destination branding process. It is followed by four key additional steps: target customer and product portfolio management, positioning and differentiation strategies using branding components, communications strategies, feedback and response management strategies.

Hatch and Schulz (2003 in Balakrishnan, 2009) acknowledge branding complexity increases with the diversity of stakeholders’ and target customers’ needs and their conflicting objectives (Trueman et al., 2004). This requires delivering a vision which is in harmony with the local community’s needs and expectations (Trueman et al., 2004). Warnaby et al. (2002) emphasise the importance of interaction and collaboration between stakeholders in order to optimise the planning and implementation of place marketing activities. Balakrishnan (2009) outlines that governing bodies must take into account the relationships they wish to develop with both internal and external customers, the networks they have alliances with or can develop to help branding strategies, and the basket of goods they want and can
offer. Governing bodies must identify key target customers in terms of where they come from, their potential to spend and mindset (Balakrishnan, 2009).

To achieve this in practice, Van den Berg and Braun (1999) advocate the achievement of “organising capacity” pertaining to the organised involvement and contribution of all place marketing actors to generate ideas and to develop and implement policies designed to create conditions for sustainable development. Van den Berg and Braun (1999) suggest key factors that facilitate “organising capacity”. A precondition for any successful urban project is an effective formal institutional framework of the urban administration. Equally, the authors stress the importance of strategic networks relating to the mutual dependency of the public and private sector actors. The nature of this interdependent relationship is a two-way dynamic which forms the “backbone of the network” (Van den Berg and Braun, 1999:12). The authors define key factors that determine the performance of strategic networks: target convergence, basis of confidence, flexibility and willingness to cooperate, and the ability to enlist the right actors in the project “‘birds of different feathers’, and from different sectors” (Van den Berg and Braun, 1999:996). Crucially, a precondition for creating organising capacity is the committed support from the political and societal circles.

Critically, therefore, place marketers must identify stakeholder types; understand their interests and motivations in order to influence their interactions to achieve effective engagement within the place branding framework. Academic research and practitioner driven insight has sought to inform understanding of what this means in practice.

2.4.4 Identifying stakeholders within the urban environment

In creating a destination brand, existing academic literature (Evans, 1997; Kerr and Johnson, 2005) outlines the importance of the role of stakeholders from what Medway et al. (1998) define as a functional standpoint. Stakeholders can be defined according to various criteria. Evans (1997) classifies urban stakeholders according to whether they are producers, users or intermediaries of the urban environment:
• **Producers:** property owners, developers, investors, retailers, construction and design professionals and informal producers such as buskers and pavement artists;

• **Users:** occupants of buildings, employees, shoppers, residents, tourists and informal users;

• **Intermediaries:** local and national government, estate agents, amenity organisations and pressure groups.

Within the sphere of Town Centre Management (TCM) stakeholder interactions have been widely investigated. The sectoral perspective as advocated by Medway et al. (1998) and assumed by the Association of Town Centre Management (ATCM) classifies stakeholders as falling into three key categories: the public, private and voluntary sectors:

• **Public Sector:** local authorities, police, public transport, tourist agencies, emergency services, training and enterprise councils, school, colleges and universities, leisure centres;

• **Private Sector:** retailers, banks/building societies, Chambers of Commerce, transport operators, property owners, managing/estate agents, restaurants and cafés, public houses and nightclubs, leisure facilities, solicitors and professionals;

• **Voluntary Sector:** Civic societies, conversation groups, disabled groups, residents’ groups.

Jenkins (2008) notes that within the context of TCM the roles and responsibilities of the three sectors have begun to overlap, increasing competition and the opportunities for collaboration. Warnaby et al. (1998:17-18) assert cooperation across the three sectors can achieve competitive advantage:

“...maintenance and/or strategic development of both public and private areas and interests within town centres, initiated and undertaken by stakeholders drawn from a combination of the public, private and voluntary sectors.”

Consequently, businesses have been seeking new markets in social arenas, non-profits are engaging in for-profit initiatives, and government is only one of several institutions involved in the governance process. Confronted with the new and rapidly changing environment, organisations are exploring strategic alliances to reach their goals. The ATCM (no date:5) advocate the public and private sector must work together to present a totally coordinated town centre offering:
“...a genuine and effective partnership between key private and public sector parties which shares aspirations, expertise and resources.”

In the context of place marketing literature, partnerships between the public and private sector are a fundamental planning and implementation tool and as acknowledged by Warnaby et al. (2004) increasingly affect the character and prosperity of local areas.

Jenkins (2008) asserts partners can be:

- **Government** at local, regional, state, national and international levels;
- **Business partners** via contributions, sponsorship, volunteers, advocacy and cause-related marketing;
- **Non-profit** such as social services agencies, schools, grants, arts and culture, community foundation and business related such as the chamber of commerce.

From an academic perspective, Morgan et al. (2003) differentiate stakeholders according to resource providers, insiders and the immediate environment.

- **Resource providers** (owners, workers, creditors and suppliers), and **resource users** (clients and customers);
- **Insiders** (top and middle management, unskilled and skilled operators and support staff) and **outsiders** (competitors, local and central government, existing businesses in the area);
- **The immediate environment** (neighbours, local media, local leisure facilities and attractions, arts, entertainment, culture, heritage and the natural environment) and **the distant environment** (activist groups i.e. such as the Heritage Trust and national media).

**2.4.5 Idealistic stakeholder interactions in the urban environment**

Jenkins (2008) contends partnerships generate more broad-based support and provide access to a wider variety of skills. Similarly, Reilly (2008) argues partnerships enhance the ability to undertake and deliver a project by reducing associated risk, increasing the potential for revenue streams and
generating more commitment to projects. URBED (1997:43) outline five key benefits for having a formal partnership structure:

- **Continuity**: sponsors want to be sure that the interest in town centres is not a temporary whim, and that the people that they deal with will be around long enough to deliver results.
- **Confidence**: because of the inevitable distrust that the private and public sector have of each other, a not-for-profit company or trust can be a vehicle through which it can collaborate, whilst pursuing different objectives in general.
- **Communications**: having a formal partnership makes it easier to know who to turn to, and the process of making periodic reports itself will ensure that all concerned are properly informed about what is proposed and what has been achieved.
- **Commitment**: the existence of a distinct budget for managing the town centre is seen as increasing the prospects for widening support, as it removes the idea that someone else is responsible.
- **Capacity**: once a track record has been built up, and there are ongoing sources of income, it becomes much easier to bid for other resources, and both private and government sources of funding are likely to favour agencies that have clear objectives and dedicated resources.

Green (1996) advocates no one group should have a monopoly on the town, no one group should have a monopoly on solutions and finally that no one group can deliver all the remedies for improvement. The ATCM (no date:4) recommend: “a transparent approach that engenders mutual trust between all stakeholders is crucial”. The ATCM (no date:8) argue that although one person may act as an originator or catalyst, ideas must be tested within the partnership as a whole to develop ownership and plans for implementation. Consultation must be developed to permit contribution to decision making (ATCM, no date). This is similarly reinforced by Jenkins (2008) who stresses the value of two-way dialogue and asserts the importance of “…participation, not propaganda”. Furthermore, the ATCM (no date) advocate that the process is documented to demonstrate to new stakeholders who join subsequently that the development process included broad consultation and attention to cross sector interests. In practice the ATCM (1996) advocate this can be delivered through a TCM Steering Group structure. The ATCM (1996:22) assert:
“It should have a strong profile with local authority involvement and be able to encourage the exercising of executive powers. Ideally, it will develop the vision for the town centre and then support, motivate and direct business plans to realise this vision.”

Alongside the Steering Group, working parties bring together experts in a particular field to ensure the objective is achieved and draw wider involvement and support for the strategy (Boots the Chemists, 1996).

Hankinson (2004) groups relationships into four key categories consumers, primary and secondary services and the media. Primary services include services at the heart of the brand such as retailers, events and leisure organisations and organisations. Without a positive relationship with these service providers, the core brand will be difficult to establish. Hankinson (2004) assert it is the character of the service offer, and specifically the behavior of their customer-contact personnel which are critical to the success of the brand. Secondary services relate to three elements access, hygiene facilities and the brandscape relating to the built environment in which the various services form part of the core brand. Media and communications relationships refer to effective relationships through induced marketing communications generated through publicity, public relations and advertising and through organic channels such as the arts, education and media which is regarded by Hankinson (2004) as the most influential. Consumers relate to the existing residents and employees of the destination as well as the targeted residents and employees. Kavaratis and Ashworth (2008) assert it is critical for place branding to accommodate the interests of the place’s inhabitants and the local businesses and entrepreneurs as these are in effect the most influential place marketers. As argued by Hankinson (2004:117):

“Establishing effective relationships with these is, of course, the ultimate objective, but insufficient attention to the different needs of different groups may lead to conflict.”

Evans (1997) asserts that in reality some stakeholders will play a number of these different roles but argues that the classification determines different motives for involvement in an urban context. Stakeholder interactions may be explored according to the differing degrees of power and influence of particular interests and their varied methods of seeking control. Indeed, Evans (1997) asserts both the frequency of contact and the strength of the bond can vary significantly. Links between producers are strong and intense and mainly focus on particular construction projects. They are, however,
episodic in nature because they tend to focus on particular construction projects. Evans (1997) advocates producers have considerable links with intermediaries such as local government planning departments and estate agents. Typically, these concern approval of planning applications and letting and management of property. Significantly, Evans (1997) suggests links with different users are not strong.

Harvey (1989) identified the transition of “managerialism” to “entrepreneurialism” in urban governance. Parkinson and Hardy (1995:66-67) suggest this pertains to a situation where:

“Key interest groups in the private, public and voluntary sectors develop a commitment to realising a broadly consensual vision of urban development, devise appropriate structures for implementing this vision and mobilise both local and non-local resources to pursue it”.

Warnaby et al. (2004) note this process presumes three key assumptions: (1) synergy is assumed between the various actors; (2) the partnership involves both the development and implementation of a strategy or a set of projects or operations achieved by the cooperation of actors; and (3) in public-private sector partnerships there is an element of ‘social partnership’, thereby excluding purely commercial transactions.

2.4.6 The reality of stakeholder interaction in the place marketing environment

In practice, large retailers such as Boots the Chemists, Sainsbury’s, Marks & Spencer and WHSmith have served as an effective catalyst in leading TCM in partnership with local authorities with a view to achieve a better and more prosperous environment (Sainsbury’s vision for Town Centre Management, 1996). The partnerships have secured European funding for environmental and community improvements. Despite these successes, which in part have frequently been driven by publicity potential (Medway et al., 1998), few urban actors are effectively involved in regeneration schemes (Medway et al., 2000). Within the context of TCM the authors assert the initiatives are largely led by the public sector, with significant private sector involvement led by retailers and limited involvement contributed by residents and property developers. Sainsbury’s (1999:10) asserts:
“The structure of many TCM initiatives is both inadequate and inappropriate. Many fail to fully engage all stakeholders in the town centre in a genuine and meaningful partnership. Too often the ‘success’ of a TCM programme depends on the enthusiasm and commitment of an individual Town Centre Manager and their ability to overcome the lack of resources or an inadequate local management structure.”

A critical issue with TCM is the frustration of town centre retailers in being able to secure guaranteed funding to deliver the projects and services businesses want to support. To overcome this challenge, Business Improvement Districts (BIDs) have been established. A BID is a formal partnership between the local business community and local authority that develops and delivers added value services that benefit the trading environment and the public realm. Funded through a levy approved by ballot BIDs enable stakeholders to invest this money to achieve common goals. BIDs ensure equality in ensuring that everyone who benefits shares the costs (ATCM, 2005). Medway et al. (2000) assert a lack of literature exists investigating the role and involvement of specific groups of stakeholders and criticise existing efforts are largely focused on the involvement of retailers in TCM. Napolitano et al. (2007) suggest this may be explained from a tradition of TCM literature to borrow concepts from shopping centre management.

Winning over stakeholders is crucial to successful place marketing. If residents and users are not supportive of their urban village, it will not succeed. The aim must be to build places in which harmonious, lively communities can flourish (Aldous, 1992). Riganti (no date) argues:

“Their conflicting concerns, interests and strategies may well be shaped through discussion and negotiation, leading to a more sustainable intervention strategy.”

However, different people want different levels of involvement. Corcoran and Thake (2003) identify three scale levels of participation across community involvement: representative, participatory and clientelist involvement. Representative involvement tends to occur at a macro-level and concerns the presence of a relatively small number of local residents on advisory boards, monitoring boards and project boards. Their role is to advocate the position of local residents and to advise on the adaptation and implementation of strategies. Generally such representatives are not elected but are “social entrepreneurs” that represent specific interest groups or associations within the neighbourhood or are long standing activists in the community. Crucially, their views may not be representative of the neighbourhood and its various constituencies. Participatory involvement tends to occur at a meso-
level whereby one-off participatory democracy exercises are directed at empowering local residents by encouraging participation from a wider pool of people and by entrusting participants with a right to disseminate funding, or plan redevelopment. Corcoran and Thake (2003) advise the community are given a real sense of their involvement as members of a decision-making process. The participants are constructed as pro-active rather than re-active. Finally, involvement tends to occur at a micro-level whereby the consultation process is targeted at individuals as opposed to collectivities. Critically, however, the intervention strategy needs to be tailored accordingly to stakeholder sub-groups. For example, the term ‘communities’ is all encompassing and as a term fails to differentiate between residents, tenants, owner-occupiers and also workers within the neighbourhood and those who use the area for leisure. Some wish to be kept informed of developments with the opportunity to be consulted whereas others want to share in key decision making processes and others do not wish to engage at all.

Hankinson (2004) cautions that a lack of care in selecting target market groups can potentially destroy a destination’s core brand. Therefore, for the successful delivery of place marketing activity the establishment of a body that will have the task to gather all stakeholders and coordinate actions is a necessity (Kavaratis and Ashworth, 2008). Linked to this, Kavaratis and Ashworth (2008) assert the place marketer needs to achieve as wider cooperation as possible in order to ensure a feeling of fairness in decision making, support for the strategy chosen and the actions taken and avoid conflict from the destination itself. Furthermore, role allocation is critical to avoid the duplication of activities. Ultimately, the question is how to achieve cooperation through effective stakeholder relationships. Kavaratis and Ashworth (2008) advocate attention needs to be paid to the fragmentation of marketing strategies that result from the administrative structures of the place marketing environment and the lack of coordination leading to inconsistency in policies is a key determinant of the effectiveness of marketing activity and the political, ideological, social and ethical characteristics that influence participation. Stubbs et al. (2002:325) assert:

“The achievement of marketing objectives for an individual TCM scheme will be the result of a negotiated process to reach a broad as consensus as possible among a variety of urban stakeholders. This process will be both formal... and informal”.
Dissimilar to many other products, place is a composite product (Morgan et al., 2003) encompassing a bundle of different components (Ritchie and Crouch, 2000 in Morgan et al., 2003) which cover multiple sectors and interests. Consequently, a diverse range of stakeholders is encountered in marketing the destination brand, each with different needs, priorities and expectations (Trueman et al., 2004). The challenges these different components presents is compounded by the fact destinations often have “little management control and often under-developed identities,” (Morgan et al., 2003:287) and yet each component represents the interests of different stakeholders within the destination brand.

Whilst the public-private partnership is largely accepted as the dominant response to regeneration efforts within the UK, with the diversity of interests and perspectives and culture clash between the public and private sectors (Morgan et al., 2003) the scope for conflict is ever present (Boyle, 1997, Peck, 1995, Sadler, 1993). Morgan et al. (2003) assert short-termism of political stakeholders and funding partners can frequently undermine the development of a destination brand given pressure to shift funding. De Chernatony and McDonald (1998) argue the performance of a brand will be perceived in relation to how it meets stakeholder needs. However, crafting a destination vision is not easy within diverse and democratic societies. Indeed, the recent bid to promote Bradford as “City of Culture” in 2008 sparked conflict between the business community, since business is not necessarily synonymous with commerce, even though commercial prosperity would have ensued had the bid been successful. Holcomb (1999:69) outline how the popular vehicle of private-public partnerships, depicts in most cases, “public means government leaders (rather than community) and private means business (not the private citizen)”. Consequently, a minority lead the creation of visual imagery and brand associations to determine who will consume the space. Ritchie and Crouch (2000 in Morgan et al., 2003:6) observe that:

“Stakeholders must agree that the final vision statement provides a meaningful and an ‘operational’ dream for the future of their destination – one that reflects the values of destination stakeholders while not ignoring the realities and constraints of the market place.”

Brand perceptions can impact decisions over whether to support or invest in an area or go elsewhere (Van Riel, 2000 cited in Trueman et al., 2004). Consequently, policy makers at a local level face a complex task in communicating and accommodating stakeholder interests (Trueman et al., 2004).
Bradford a crisis was evident where local government aspirations, policy and service directives were not in harmony with the local community needs and expectations (Trueman et al., 2004). The official publications contradicted the reality of living and working in the city. Ultimately, Trueman et al. (2004) argue brands must first be honest so that the communicated identity matches the actual identity. Equally, conflicting stakeholder objectives must be addressed if local government is to find common ground with which to build an ideal identity and encourage brand ownership. Finally, negative media images must be counteracted in order to expel ‘problem’ labels associated with an area. The authors reinforce the importance of focusing on stakeholder involvement and expectations to encourage brand ownership. Critically, although synonymous with the economic growth and prosperity generated by regeneration for many stakeholder groups change can equally conflict with the needs of others.

2.4.7 Mapping stakeholder interactions in the urban environment

In terms of mapping stakeholder interactions in the urban environment. Napolitano et al. (2007:7) apply Grunig and Hunt’s (1984) model to the context of TCM and describe the four types of stakeholder linkages:

- **Enabling linkages** identify stakeholders who have some control and authority over the organisation, such as governmental legislators and regulators, Chamber of Commerce, Local Industry Associations, Retailers’ Associations and single retailers that provide financial assistance to TCM schemes. These stakeholders enable an organisation to have resources and autonomy to operate;

- **Functional linkages** are those that are essential to the function of the organisation, and are divided between input functions that provide labour and resources to create products or services (such as non-financing retailers, leisure and entertainment facilities and dining) and output functions that consume the products or services (such as local consumers and tourists);

- **Normative linkages** are associations or groups with which the organisation has a common interest and share similar values, goals or problems. In TCM schemes stakeholders in the
normative linkage may include residents, tourism agencies, police, public transport and parking;

- **Diffused linkages** are the most difficult to identify because they include stakeholders who do not have frequent interaction with the organisation, but become involved based on the actions of the organisation. These are the publics that often arise in times of crisis. In TCM schemes this linkage may include universities, media, civic societies and conservation groups.

Following qualitative research on the marketing of urban retailing (Warnaby et al., 2002), Warnaby et al. (2004:547) confirm in quantitative research:

“The nature and extent of the interaction between various stakeholders is a function of the strength of their motivations for working in a partnership modus operandi.”

The authors identify two competing dynamics: the need for coordination and the need for individual agencies to pursue their own remits by serving their own target markets in what they perceive to be the most effective way. It was acknowledged that focus on excessively centralised co-ordination would weaken the efficiency of individual agencies and result in the production of unfocused and generic place marketing initiatives. However, interaction with other organisations ensures that individual organisational interests are more widely represented and considered in decision making processes. Warnaby et al. (2004) assert the prime motivation for interaction, from the perspective of the public sector, was the financial imperative to show evidence of collaboration especially as a precondition of obtaining resource to enable marketing initiatives.

In discussing the extent of interaction in urban retailing Warnaby et al. (2004) note actor interaction is an essential dimension to plan and implement marketing activity. Given the initial qualitative data reported in Warnaby et al. (2002) which differentiates between five stakeholder groups, the authors argue for three stakeholder types – urban regeneration agencies, economic development departments and tourism promotion agencies – the promotion of retailing is seen only as a secondary element of the place product being marketed. Conversely, prime responsibility for marketing the urban retail provision lay with shopping centre and town centre managers. Shopping centre managers were identified as taking a significant role in the promotion of the holistic retail provision,
reflecting the importance of their centre to the town’s retail provision. They are identified as funders of marketing initiatives and were active in various town centre and marketing forums. Town centre managers were considered responsible for the coordination of the activities of other stakeholders. This is similarly reinforced in Warnaby et al. (2004).

Warnaby et al. (2002) advocate this interaction can be mapped at various spatial scales and identify two vectors: horizontal and vertical. Horizontal concerns interactions between actors who are located and have a specific remit in the urban place. Vertical concerns interactions between actors who are located and whose remit stretches across a variety of spatial scales, reflecting the fact that urban places are nested within wider regional and national scales (Ashworth and Voogd, 1990a). Warnaby et al. (2002) emphasise the importance of interaction and collaboration between them in order to optimise the planning and implementation of retail-orientated urban place marketing activities.

Given the diversity of stakeholders Warnaby et al. (2002) identified three types of interaction can be mapped in marketing the urban retail provision:

1. **Formal (or structural) interaction** which could occur at various spatial levels through membership of partnership agencies and steering groups;
2. **Informal interactions** through participation in local networks and through information sharing with other agencies;
3. **Initiative-specific interaction** whereby agencies come together to develop and implement a particular place marketing initiative and then disbanded.

Warnaby et al. (2004) explore these types of interaction in the urban retailing environment and found formal interaction was common through steering groups. The public sector was found to be significantly inclusive in inviting participation in marketing activities from the private sector. However, this level of involvement was not reciprocated. A common trend was the cross-membership of steering groups by key individuals within a particular urban place pertaining to a few “movers and shakers” facilitating the coordination of the activities of the various actors. It was agreed that informal interaction was as important as formal interaction between actors. This ensured duplication of
activities was prevented and ensured the dissemination of information to key actors. Much activity was identified as initiative-specific in the sense that an initiative was planned and implemented as a discrete activity, with one particular agency leading the organisation and planning of the activity, but with support from other agencies in a partnership *modus operandi*. The authors noted that in the majority of cases the mechanisms for coordination are informal. However, the building of informal networks was considered as effective as formal interaction in ensuring that coordination does occur and was viewed as important for the day-to-day management of the urban place marketing. Although retailers play a significant role in the marketing of an urban village, sustainable competitive advantage is dependent on the overall quality of the destination built as a result of the interaction of a wide range of public and private stakeholders.

Outside of a TCM environment, within the context of marketing cities, the shared benefits of private-public partnerships is advocated. Ward (2000) acknowledges entrepreneurs or local rentiers stand to gain the most economically from rising values, and therefore form the core of growth coalitions. Logan and Molotch (1987:29–31) assemble a "social typology of entrepreneurs" as a means of distinguishing between three types of rentier.

- **Serendipitous entrepreneurs** are the least active and are classified as largely passive;
- **Active entrepreneurs** seek to second-guess changing use values and put themselves in the "path of the development process". This "active speculation" frequently relies on social networks;
- **Structural speculators** seek to move along the political and policy process and influence location and development decisions and shape political decisions, making it imperative that they develop close links with those actors who control development decisions.

Rentiers can move between the different typologies—when the opportunity for political involvement through coalition participation provides a means of influencing where new buildings are constructed and to which areas grants are to be given.
Despite the benefits outlined above, there are identifiable pinch points within the public-private partnership process which have led to a number of critical assessments. Following an analysis of the development of the Sheffield Central Area Study, Lawless (1994:1320) notes although the local authority hold responsibility for the articulation of broader strategic agendas and act as the agency which implements and coordinates any resulting change, conversely:

“The private sector will] hold often strongly expressed views on aspects of the urban agenda but lack awareness of how to formalise these within appropriate institutional channels.”

Although partnerships may vary in size they tend to represent a narrow range of local interests (Peck, 1995) and in particular the privileging of a business-led agenda (Sadler, 1993). Despite these concerns, the benefits accruing from this cooperation include the provision of financial resources and importantly entrepreneurial spirit (Warnaby et al., 1998). However, Bassett (1996) criticises a consequence of this type of partnership is the formation of a new business elite which encompasses a thin layer of activists. Subsequently, the same key names tend to crop up on the boards of different partnership, making these organisations vulnerable to losing key local players. This view is reinforced by Corcoran and Thake (2003) who advise the nature of a partnership with all stakeholders is frequently aspirational rather than real. The authors assert there is no consensus or coherence about the term partnership, not all potential partners are successfully mobilised, and the forms that partnership takes can vary substantially across projects.

Bassett (1996) argues the key driver behind property-led regeneration is the lobbying for UK government and European Union funding, with focus on local competitiveness rather than social redistribution per se. Substantial critique of partnerships is received regarding the dominance of economic rather than social imperatives of place marketing. The negative effects of urban entrepreneurialism in terms of social redistribution are noted. Loftman and Nevin (1996) argue the pursuit of growth-orientated economic development policies has limited impact on the economic position of residents. Local economic activity does not result in the trickle-down of employment benefits to disadvantaged groups. Thus, social equity objectives are frequently disregarded.
Critique also concerns the often transient nature of partnerships (Peck, 1995; Peck and Tickell, 1994) and the tendency for many to be built on weak consensus continuing to exist by avoiding difficult decisions that may prove divisive (Bassett, 1996). Equally problems of delivery may arise where the lofty aims of mission statements are not matched by resources (Bassett, 1996). Consequently, many partnership organisations may pertain to have shallow impact. Peck and Tickell (1994:261) suggest the policies and actions of partnership organisations may be limited to the level of “the lowest common denominator”, which, as advocated by Wilkinson (1992:210), synonymously increases the potential of “overpromising and under delivering”. Finally, Bassett (1996) recognises the ongoing debate of whether a proliferation of partnerships represents an advance in urban governance or the fragmentation of local policy and disorganisation of local politics.

Whilst the importance of local business inclusion in the place marketing process is acknowledged (Kotler et al., 1993), the continued role of the public sector in urban regeneration and place marketing is a debated theme (Bovaird, 1994; Peck, 1995). Ashworth and Voogd (1990a:129) identify a number of contrasts between public and private sector actors in terms of:

“…organisational objectives, strategies, working methods, systems of accountability and means of monitoring success.”

However, they go on to assert that these contrasts do not represent a clear division between the public and private sectors and suggest the reality of organising partnerships:

“…is much less clear-cut than is frequently assumed which has implications for the description of suitable market planning structures,” (Ashworth and Voogd, 1990a:129).

Similarly Peck (1995) asserts their lines of accountability are often limited and confused. Linked to the ambiguity of roles and responsibilities, Warnaby et al. (2010:17) note in mapping out stakeholder interactions within the place marketing environment of Hadrian’s wall, three types of interrelated “fissures” whereby contestation place actors may arise, which result from the material tensions induced by multiple stakeholders:

- **Jurisdictional fissures** occur when the place product comes under ownership/management of different organisations;
• **Functional fissures** occur where different uses of the place do not necessarily complement each other;

• **Strategic fissures** arise from differences in the backgrounds agendas and perspectives of stakeholders, which create the potential for competing visions, or alternative views on how a place product is managed/operated.

### 2.5 Summary of the chapter

As noted by Balakrishnan (2009) there is limited academic research on the processes involved for successful destination branding. Although stakeholder research within an organisational environment has been well developed, knowledge of stakeholder interactions within an urban context have traditionally been focused within a TCM and retailing context. Evidently there is a paucity of research relating to the role of the organisation in marketing the urban village and their influence on delivering the ambitions of the core brand (Hankinson, 2004). Research needs to clarify the applicability of services marketing to understanding stakeholder relationships in marketing the urban village. The literature review highlights the need to understand the influences determining the ability to achieve “organising capacity” in practice, therefore there is a requirement for further research to explore and define the “pain points” of stakeholder relationships (Hankinson, 2004) in order to understand the variance between idealistic and realistic stakeholder interactions. Unlike the organisational stakeholder research (Freeman, 1984; Merrilees et al., 2005), the urban place marketing research fails to provide a mechanism through which stakeholder interactions can be understood in a concise, accurate and real-time picture, enabling the different facets within each group to be identified and articulated to illustrate the key interdependencies across stakeholder groups. This thesis will seek to address the gaps in the present literature to ascertain the types, motivations and interactions of stakeholders in marketing the urban village.
CHAPTER THREE

3. Methodology

To effectively explore stakeholder relationships in marketing the urban village, the principle methodology to be employed will be a hybrid research method: action-case (Vidgen and Braa, 1997). The method is drawn from the domain of Information Systems (IS) from the authors Vidgen and Braa (1997). Accordingly this chapter will address both the philosophical justification for the chosen methodology, the nature of the research strategy and the methods of inquiry undertaken before concluding with a discussion of the anticipated challenges and limitations of the methodology.

3.1 The epistemological stance of the researcher

For the purpose of achieving the objectives outlined in this MPhil thesis the researcher adopts the epistemological stance of a critical realist. Critical realism has been put forward as a philosophy of science that offers understanding of causal forces in social affairs (Steele, 2005). Critical Realism is concerned with a formulation of an ontology that is capable of describing a world where change is imminent (Bhaskar, 1979). According to Bhaskar (1978, 1989, 1998) understanding of the social world can only be achieved if we identify the social structures underpinning all events and outcomes in social activity. These in practice, can only be interpreted through practical and theoretical work by taking into account a broad range of viewpoints.

In the case of Houldsworth Village, the researcher acknowledges the complex influence of individual elements on stakeholder relationships and the interrelationships between these elements on outcomes as the project develops over time. From this stance, the methodological approach of action-case serves to address these challenges for the reasons discussed below.
3.2 Justification of the methodological approach

Research methods can be separated broadly into two categories: positivist and interpretivist. The positivist approach assumes that phenomena can be observed objectively and rigorously. Hypotheses are developed and lead to the generating of facts that provide the basis for subsequent hypothesis testing (Saunders et al., 2007). The methodology is concerned with reducing the area of investigation in order to make reliable predictions and explanations. When working within the positivist epistemology the researcher is an observer of the laboratory – an outsider (Evered and Louis, 1981). Any intervention must be controlled in order that only the experimental variable changes; the organisational context therefore remains constant in order to provide replicability and predictive power.

Interpretivism is concerned with making a reading of a situation in order to gain understanding (Braa and Vidgen, 1999). In contrast to positivism, the interpretivist approach recognises that the methods of natural science are inappropriate where human beings are concerned, mainly because different people interpret situations in different ways (Braa and Vidgen, 1999). Parallels could be drawn from the context of information systems with the nature of the KTP, in that the stakeholder relationships which the researcher sought to understand were:

“...historically contingent, socially situated, and politically loaded and therefore needs to be grounded in theories of social action,” (Hirschheim et al., 1996 cited in Braa and Vidgen, 1999:27).

Following a history of research undertaken in the context of IS Braa and Vidgen (1999) argue that in both positivist and interpretivist research categories the researcher makes an intervention. These three dynamics—positivism, interpretivism, and intervention—inform the development of the IS research framework and the justification of the action-case methodology, in which action-case is advocated. The research framework is represented by a triangle which comprises points, sides, and a constrained space (Braa et al., 1997; Vidgen et al., 1997). The points represent intended research outcomes: prediction is aligned with the systematic reduction of a positivist approach; understanding with an interpretive approach; and change with an interventionary approach. The implication of the constrained space of the triangle is that all three dynamics are co-present, albeit with differing mixes
and emphasis. The dotted lines inside the triangle of Figure 3.1 represent research dynamics as movements towards (and away from) the ideal types. Movement toward the understanding point through the process of interpretation is associated with a greater richness of insight into organisational settings. Understanding is generally obtained through case studies. The change point is achieved through a process of intervention as typified by action research.

Figure 3.1: The research framework.

As highlighted in Figure 3.2, Braa and Vidgen (1999) align case study with understanding, action research with change and field experimentation with prediction in order to locate the research methods within the research framework. The authors recognise hard-case study and quasi-experiment have a less pure basis with respect to the ideal types of research outcome. Consequently, hard-case study is represented as a mix of understanding and prediction, and quasi-experiment as a mix of prediction and change. The authors recommend a further hybrid research approach: action-case (Braa and Vidgen, 1997), which incorporates mix of understanding and change. The authors argue that the adoption of a hybrid research method makes a compromise between two points but ignores the third point completely. Increasing the proportion of one ideal type of research outcome in counter-balanced by the diminution of one or two of the other ideal types. The
trade-off between understanding/change research outcome occurs between being an observer who can make interpretations and a researcher involved in creating change in practice.

**Figure 3.2: Aligning the research framework with specific research methods.**

The nature of the action-case methodology is explained and evaluated below in terms of how it is applicable to the context of understanding stakeholder interactions in marketing an urban village.

### 3.3 Research strategy

This section discusses why the action-case approach adopted was appropriate for the research, with specific justification for each of the methods utilised also considered in later relevant sections. The four stages of action-case were informed through three core methods of inquiry including a process of reviewing secondary research, journaling and undertaking semi-structured interviews which were followed by a process of intervention. The initial secondary research through the literature review and data review enabled the researcher to paint a picture of stakeholder relationships in the context of Houldsworth Village from both an academic and practitioner angle. Journaling and semi-structured interviews enabled the researcher to interrogate the status quo and collect a rich set of data to
provide insight into Houldsworth Village. The findings of this case study orientated research informed small scale intervention by the researcher in her day-to-day role as a KTP Associate as she sought to achieve a desirable change in the stakeholder relationships. As opposed to an exclusive approach of either case study or action research, action-case was deemed most appropriate to achieve a 360 degree perspective of stakeholder relationships within an urban village, within a real-time context.

3.3.1 The rationale for adopting action-case

Action-case combines elements of case study and action research. Action research is defined by Shani and Pasmore (1985:439) as:

“…an emergent inquiry process in which applied behavioural science knowledge is integrated with existing organisational knowledge and applied to solve real organisational problems. It is simultaneously concerned with bringing about change in organisations, in developing self-help competencies in organisational members and adding to scientific knowledge. Finally, it is an evolving process that is undertaken in a spirit of collaboration and co-inquiry.”

Coghalan and Brannick (2005) purport several broad characteristics define action research:

- research in action, rather than research about action;
- a collaborative, democratic partnership;
- concurrent with action;
- a sequence of events and approach to problem solving.

Elements of action research that make it suitable to the application of Houldsworth Village concern the active involvement and collaboration of the researcher in the research process, for a more direct learning experience (Shah et al., 2007). To this extent, the researcher’s dual role of holding both an organisational functional role and research role for the duration of the KTP, the project provided the researcher with an opportunity to undertake research in action, as opposed to research about action as traditionally found with case study research. Linked to this, unlike case study research which focuses on historic and contemporary time orientation, action research and the adopted action-case approach focus on building the future. Secondly, the research was conducted by the researcher with the express intention of bringing about change and improvement for the benefit of Houldsworth
Village, and therefore the researcher could induce an element control over behavioural events. This is different to case study research in which the researcher has the role of an observer. Thirdly, action research has an emphasis on learning and guiding change by using a cycle based on action, feedback, and reflection on results to bring about improvement more quickly than would be possible through traditional academic research approaches (Shah et al., 2007). Given the developing nature of Houldsworth Village, it was a research topic that was unfolding series of actions over time with a defined group of stakeholders. The system is committed to change and, as a stakeholder, the researcher’s role involves being part of this collective reflection and learning by initiating change and articulating what is happening. The researcher wished to study her own action in order to influence the working of some aspects of the stakeholder system, for the benefit of Houldsworth Village, and study the process to learn from it (Coghalan and Brannick, 2005). Adopting action-case enabled the KTP Associate to initiate the research agenda on a basis that met both the commercial requirements of the KTP project and the academic requirements of the MPhil. Furthermore, it helped the KTP Associate to tackle the problems and issues surrounding stakeholder management in Houldsworth Village (Ellis and Kiely in McNiff and Whitehead, 2002) and served to bridge the gap between theory and practice.

Despite initial aspirations to undertake a full-scale action research project, following an extensive review of the action research literature and liaising with an expert within the field, the researcher concluded it was not an appropriate research method due to issues relating to complexity and timescales. Given the plurality of stakeholder interests within the project and company culture the extent to which the researcher could significantly influence and lead change was restricted in some areas of the business. As argued by McNiff and Whitehead (2002), the overall business climate needs to be right for action research enquiry in order to be an effective way of solving real business problems and developing professional practice. Using Table 3.1 as a guide, aspect profiles at or towards the end of the ‘F’ scale indicates the climate is right for action enquiry interventions. Conversely, profiles towards the ‘A’ scale indicate a climate where action research is unlikely to be successful. As illustrated, Broadstone Mill’s own business climate can be mapped along a rejection/adoption profile.
Table 3.1: Assessing the suitability of Broadstone Mill’s climate to action research.

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accept assumptions and governing</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>values</td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>Focus on formal rules and</td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>communication</td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Hierarchical organisation and</td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>authority</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Individuals highly risk adverse</td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
<td></td>
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<tr>
<td>Taking action, little or no reflection</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td></td>
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</tbody>
</table>

The researcher acknowledged that whilst Broadstone Mill had a risk taking culture, all decisions needed to be passed by Broadstone Mill’s MD, making authority descend from the top of the hierarchy and stifling action enquiry. Furthermore, the tendency for the MD of the company to keep his cards close to his chest, maintain authority and frequently undertake actions with limited reflection, failed to facilitate the adoption of a full scale action research methodology. Conversely, in action-case the scope of the investigation is restricted in order that small to medium-scale intervention can be achieved by the researcher in a rich local context. Complexity is reduced in the sense that single intervention techniques are introduced. Furthermore, the time scales required to undertake a full action research project were inadequate, given the two year time frame. Consequently, action-case was felt to be an effective way of balancing the dilemma between case study and action research methodologies. A summary of the suitability of case study, action research and action-case to achieving the objectives of the MPhil thesis is denoted in Table 3.2.

Table 3.2: Summary of the suitability of case study, action research and action-case to achieving the objectives of the MPhil thesis.

<table>
<thead>
<tr>
<th></th>
<th>Case study</th>
<th>Action research</th>
<th>Action-case</th>
</tr>
</thead>
<tbody>
<tr>
<td>Research in action</td>
<td>N</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Research about action</td>
<td>Y</td>
<td>N</td>
<td>N</td>
</tr>
<tr>
<td>Support change</td>
<td>N</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Suitable to the company culture</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
</tr>
<tr>
<td>Control over behavioural events</td>
<td>N</td>
<td>Y</td>
<td>Y</td>
</tr>
<tr>
<td>Large scale intervention</td>
<td>N</td>
<td>Y</td>
<td>N</td>
</tr>
<tr>
<td>Small-to-medium scale intervention</td>
<td>N</td>
<td>N</td>
<td>Y</td>
</tr>
<tr>
<td>Short-medium term research period</td>
<td>Y</td>
<td>N</td>
<td>Y</td>
</tr>
<tr>
<td>Long-term research period</td>
<td>N</td>
<td>Y</td>
<td>N</td>
</tr>
</tbody>
</table>

The specific relationships between the objectives of the research identified in Chapter One and the methods adopted are illustrated Table 3.3. Each objective is addressed by four methods which support the recommendation made by Easterby-Smith et al. (1991:31) that:
“...researchers who work in organisations... should attempt to mix methods to some extent, because it provides more perspectives on the phenomena being investigated”

Table 3.3: The various methods of enquiry employed enabled the MPhil to achieve the objectives outlined below:

<table>
<thead>
<tr>
<th>Objective</th>
<th>Method</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Secondary research</td>
</tr>
<tr>
<td>1. To identify stakeholder types at Broadstone Mill and to ascertain the motivations behind these actions</td>
<td>X</td>
</tr>
<tr>
<td>2. To map the interactions of the different stakeholders at Broadstone Mill</td>
<td>X</td>
</tr>
<tr>
<td>3. To develop a typology of stakeholder types, motivations and interactions for stakeholder interactions in an urban village.</td>
<td>X</td>
</tr>
</tbody>
</table>

Action-case adopts the four-step spiral found with action research and involves consciously and deliberately: planning, taking action, evaluating the action, leading to further planning. It implies action is made more effective while simultaneously building up a body of scientific knowledge. As a sequence of events and an approach to problem solving, it comprises iterative cycles of gathering data.

**Diagnosing**

Diagnosing involves naming what the issues are, however provisionally, as a working theme, on the basis of which an action will be planned and taken. Any changes in diagnosis need to be recorded and articulated clearly. In the case of Houldsworth Village, the researcher identified and diagnosed stakeholder relationships through the collation of secondary data, undertaking journaling and conducting semi-structured interviews.

**Planning Action**

Planning action follows from the analysis of the context and purpose of the project, the framing of the issue and the diagnosis, and is consistent with them. It may be that this action planning focuses on a first step or a series of first steps. With Houldsworth Village the researcher identified opportunities for small scale intervention to influence stakeholder relationships.
Taking action

Plans are implemented and interventions made.

Evaluating action

The outcomes of the action, both intended and unintended, enabled the researcher to examine:

- if the original diagnosis was correct;
- if the action taken was correct;
- if the action was taken in an appropriate manner;
- what feeds into the next cycle of diagnosis, planning and action.

These four activities operate as a cycle of experiencing, reflecting, interpreting and taking action set up another cycle of activities, operating in parallel known as meta-learning. The cycle of diagnosing, planning, taking action and evaluating action is recognised as the “core” action research cycle (Zuber-Skerritt and Perry, 2002). The second is a reflection cycle which is an action research cycle about the action research cycle described as the “thesis” action research cycle. This involved inquiring into each of the four main steps, asking how these four main steps are being conducted and how they are consistent with each other and so, shaping how the subsequent steps are conducted. The inquiry into the steps of the cycles themselves, or reflection on reflection, is central to the development of actionable knowledge. Reflecting involved stepping back from experiences and enquiring into them to review the diagnosing, planning and action and evaluating in the project. Interpreting concerned finding the answers to the questions posed in reflection. Taking action then happened as a result of the reflecting and interpreting. It is the consequence of reflection on diagnosing, planning action, taking action and evaluating action.

Action-case was implemented at multiple levels which facilitated the researcher’s understanding of the dynamics of organisational politics (Coghalan and Brannick, 2005). Inter-level analysis involved the “identification of issues at units of complexity, such as the individual, the group, intergroup and the organisation,” (Coghalan and Brannick, 2005:108). Action-case at the individual level concerned the researcher’s ability to reflect on experience, understand it and enact chosen alternative behaviours
and the critique of assumptions to expose private inferences to testing. Action-case at the group or team level is where the researcher engaged with others either with an individual or groups, and required the teams to reflect on their experience in terms of how they functioned as a group (Coghalan and Brannick, 2005). In Houldsworth Village, the researcher experienced a combination of successful and destructive behaviour by group members. Equally, in some cases the groups struggled to reach agreements on strategies and actions. Action-case at the intergroup level occurred where individuals and groups engaged in negotiation and dialogue with other groups. This involved taking into account:

“…how each department has its own concerns, its own view of the world, its own political interests in the work of the project and may even have its own terminology and language,” Coghalan and Brannick (2005:111).

The inter-level of analysis provided an effective mechanism through which the researcher could understand the issues occurring at each level and appreciate how these related to each other (Coghalan and Brannick, 2005) to influence stakeholder relationships. Finally, the action-case research involved understanding how Broadstone Mill affected and was affected by its external stakeholders, which involved the extensive establishment of inter-organisational networking whereby organisations develop voluntary networks to help deal with complex issues and devise collaborative ways of dealing with planning and taking action. This understanding provided the basis for action.

The single case action study of Houldsworth Village was particularly appropriate in the context of seeking to understand stakeholder relationships within the context of an urban village, as this area has not been fully explored to date. Indeed, as discussed in the preceding literature review chapters, no previous research had considered stakeholder relationships within the context of an urban village. As such the aim was not to prove readily testable theories and hypotheses, but rather to explore deeply the facets to a particular phenomenon (Gummesson, 2000). Given the complexity of the project, a single case study was considered appropriate to explore in-depth the various stakeholders’ opinions and interactions relating to Houldsworth Village. Furthermore, within the timeframe constrains of the MPhil it was not be feasible to achieve a similar depth of analysis by replicating the research across a multiple case environment.
In summary, the single case approach used allowed the researcher to consider, over time, the complex phenomena being studied with respect to understanding stakeholder interactions in the urban village. It allowed a comprehensive understanding to be gained of the relevant factors impacting upon data use in this context allowed relevant processes to be uncovered.

3.4 Methods of enquiry

A diverse variety of qualitative methods were employed to fully understand the stakeholder relationships of Houldsworth Village. These included secondary research through the literature review and secondary data collection and primary research through journaling, semi-structured interviews and action-case intervention.

3.4.1 Gathering secondary research

The first stage involved two key methods of enquiry, the collection of secondary research to identify stakeholder types at Broadstone Mill. As highlighted by Saunders et al. (2007) the collection of secondary data enabled the findings of primary research to be placed within a more general context of urban place marketing. Secondary data provided opportunities for uncovering some of the potential problems associated with collecting primary data on sensitive issues (Cowton, 1998) and therefore influencing how primary research was undertaken (Cowton, 2008).

The first stage sought to achieve insight into stakeholder interactions in both an organisational and urban context by reviewing academic and practitioner literature. In conjunction with the literature review, secondary data were collated by reviewing documentary material gathered from previous planning applications, organisational databases, internal communications and reports, central and local government reports and records. Using secondary data available enabled a more informed approach at the primary research stage. This enabled the researcher to apply a more informed approach when seeking to identify and build understanding of the motivations behind the various stakeholders at Broadstone Mill.
3.4.2 Journaling

The first stage of primary data collection, lasting six months, was loosely structured and enabled the researcher to become familiar with the project situation and the issues needing to be addressed by the researcher as part of the action-case intervention. The researcher adopted the role of complete participant, behaving as a member of the group. The dynamics of doing action-case in Broadstone Mill involved building on the secondary data gathered, utilising existing insider knowledge held, managing two roles (i.e. the standard organisational role and, in addition, the action researcher role) and negotiating access.

According to Coghlan and Brannick (2005) pre-understanding includes both explicit and tacit knowledge. A key advantage of undertaking case action for the purpose of the MPhil, is that the KTP project access to both the formal and informal structures of an organisation. The formal life of an organisation is presented in terms of its formal documentation, such as company reports, goals, assets, vision, and so on, for which the researcher will be personally familiar with, and forms the basis of secondary research. An organisation’s informal life is the life as experienced by the members. This concerns the cultures, norms, traditions and power blocks. As found in studies undertaken by Coghlan and Brannick (2005), in the case of Broadstone Mill many aspects of the informal life presented a stark contrast to the formal life presented in the regeneration vision.

As opposed to outsider-researcher, emotions, good and ill will, and organisational politics were revealed to the action-case researcher. Advantages concern familiarity with organisational members, the ability to see beyond shallow objectives that are merely window dressing, the opportunity to follow up on replies to obtain richer data, and the ability to participate in discussions or observe what is going on without creating suspicion (Nielsen and Repstad, 1993, discussed in Coghlan and Brannick, 2005). Consequently, a journal was maintained throughout this period. Recording of observations and experiences took place on the same day as the fieldwork to ensure valuable data were not forgotten. Journaling enabled the integration of information and experiences which assisted with the reasoning of processes and subsequent behavior. McNiff and Whitehead (2002) describe several functions a journal can have:
• a systematic and regularly kept record of events, dates and people;
• an interpretive, self-evaluative account of the researcher’s experiences, thoughts and feelings, with a view to understand personal actions;
• a useful way of dumping painful experiences;
• a reflective account where the researcher can tease out interpretations;
• an analytic tool where data can be examined and analysed.

The researcher structured the journal according to Schein’s (1999) ORJI model. ORJI (observation, reaction, judgment, intervention) focuses on what goes on inside your head and how it affects your covert behaviour. The researcher observed (O), reacted (R) emotionally to what was observed, and subsequently analysed, processed and made judgment (J) accordingly to what was observed. The researcher then used these findings to intervene in order to make things happen (I). Emphasis is placed upon the transition from observation and judgment because Schein (1999) argues frequently the individual fails to pay sufficient attention to the reaction stage by circumventing feelings and denying emotion. Schein asserts that by acknowledging and attending to feelings, the researcher can learn to deal with them and choose whether or not to act upon them which is critical to the learning process. Unlike the experiential learning cycle, the ORJI model focuses on the spontaneous reaction. Coghalan (2009) argues this provides a framework whereby the researcher must first learn to recognise feelings and distinguish them from cognitive processes and second insert a structured process of reflection working back from action, judgment, reaction to observation. This will ensure action is informed rather than being based solely on emotion. Diary keeping facilitated analysis and interpretation of stakeholder relationships and enabled the researcher to draw up informed research questions for the semi-structured interviews in stage two. Journaling permitted the researcher to identify the stakeholders involved in this project, how to work with them, potential issues between stakeholders, what impact particular stakeholders had within their own departments/groups and between groups of stakeholders, and patterns of influence and motivations.
3.4.3 Semi-structured interviews

The second stage of primary data collection lasted a further six months and identified stakeholder motivations and interactions. To formally investigate stakeholder motivations and rationale for which the researcher was unable to observe directly within the organisational context, semi-structured interviews were conducted with 15 key informants related to Houldsworth Village. Bourne and Walker (2005:655) assert an effective way to track relationships and influences is through informal interviews “to find out who knows who, in what context and the strength of the influence”. In order to identify stakeholder types within the context of an urban village, Green (1996) advocates this must involve canvassing the views of those people who are important and also those who can deliver change within the urban environment. Green (1996) suggests that those who need to be involved from each organisation must be decided locally. Purposive sampling was employed as this permitted the researcher to use judgment to select cases that best answer the research questions and objectives. The literature review informed the positioning of the research questions. All types of stakeholder were interviewed to provide a full insight into stakeholder relationships, however, impetus was given to the key decision makers within an organisation:

“His/her involvement will be invaluable as they can give their views on the future ... from a wider perspective and ensure that the company supports the initiative,” (Green, 1996:5).

To identify all stakeholder types at Broadstone Mill and to ascertain the motivations behind these actions, the researcher reviewed the findings from secondary research, journal findings and Cleland’s stakeholder table to guide who interviews would take place with. A brief covering letter describing the nature and context of the research project and its objectives was sent to all participants (Appendix II and III). This specified the approximate research timeframe, the proposed nature of the case participants’ involvement in the project and the expected research outcomes. As the interviews progressed, the list of specified stakeholder categories (Appendix IV) was amended as and when interviewees noted additional stakeholders not aforementioned.
Each of the stakeholder interviewees was asked the following questions:

1. Given your position in Houldsworth Village who do you feel you interact with?
2. In addition to the groups identified in Appendix IV, are there other organisations, groups and individuals that you feel Broadstone Mill and associate companies interact with?
3. What is the nature of these interactions?
4. How important do you perceive these interactions to be?
5. Map out graphically the nature of the interactions between these organisations, groups and individuals.

Semi-structured interviews permitted some questions to be omitted as required in particular interviews and the order of questions to be varied depending on the flow of conversation (Saunders et al., 2007). Questioning and the ensuing discussion was undertaken face-to-face and was audio-recorded for ease of transcription. Qualitative interviewing provided the researcher of understanding the reasons for stakeholder attitudes and opinions. The researcher probed the interviewees where necessary to add significance and/or depth to the data obtained. Furthermore, qualitative interviewing led the discussion into areas the researcher had not previously considered, which were significant, and helped the researcher to address the research objectives. Informal discussion permitted questions to enable the clarification of the situation and the probing of accounts given to the situation (Robson, 2002). The questions above determined whether there were additional stakeholders that had not originally been identified by the researcher, and so these parties could then be approached and interviewed accordingly.

Once stakeholder interviews were completed, interviews were transcribed and sent back to the informants to review and amend as necessary. Once agreed, the interviews were analysed in conjunction with the researcher’s journaling to being the process of identifying stakeholder types and to ascertain the motivations behind these actions by undertaking theme-based content analysis. This qualitative method provides useful, detailed information about user opinions or behaviour, and can also provide general indications of results in the user population by the grouping of data into meaningful groups.
The researcher adopted a thematic analysis which involved identifying repetition, theory-related material and cutting and sorting into appropriate themes. Ryan and Bernard (2003) argue the more the same concept occurs in a text, the more likely it is a theme. Theory-related material permits identifying indigenous themes which characterise the experience of informants. As advocated by Spradley (1979 cited in Ryan and Bernard, 2003), the researcher sought to identify evidence of social conflict, cultural contradictions, informal methods of social control, things that people do in managing impersonal social relationships, methods by which people acquire and maintain achieved and ascribed status, and information about how people solve problems. Strauss and Corbin (1997, 1998) urge researchers to be sensitive to conditions, actions/interactions, and consequences of a phenomenon and to order these conditions and consequences into theories. Cutting and sorting involves, "identifying quotes or expressions that seem somehow important and then arranging the quotes/expressions into piles of things that go together," (Ryan and Bernard, 2003:94). The interviews were read through several times then key quotes were cut out, maintaining some of the context in which it occurred, and pasted the material on a small index card. On the back of each card, the quote’s reference was written down - who said it and where it appeared in the text. The quotes were then randomly laid out on a table and sort into piles of similar quotes. Each pile was then named and referred to as themes. At the first exploratory step in the data analysis, as wide a range of themes was identified as possible before being condensed.

To graphically represent stakeholder interactions and influences in Houldsworth Village, the researcher drew out stakeholder maps. Referred to by Bourne and Walker (2005) as social network mapping, this concept maps people’s position in a hierarchy to one of their position as influencer and shaper of ideas and opinion. Maps act as rich pictures to capture, informally, the main entities, structures and viewpoints of stakeholders to provide an interpretation of the situation (Delbridge, 2008). In conjunction with the stakeholder maps, to present stakeholder perspectives, richly descriptive and thickly described accounts revealed stakeholder relationships and the context in which it is held. These accounts were constructed from the information collected. Following this stage, the researcher was in a position to attempt to influence and change opinions.
3.4.4 Action-case intervention

As discussed previously, in contrast with traditional research, the researcher is not neutral but an active intervener making and helping things happen in Houldsworth Village. Within the method of inquiry of action-case the researcher assumes four activities in the learning process: experiencing, reflecting, interpreting and taking action (Coghlan, 1997). Having gathered secondary research and undertaken primary research in the form of journaling and semi-structured interviews, the next stage lasting nine months featured small-scale interventions and changes.

Through the Houldsworth Village Steering and Vision Group and the Broadstone Mill group monthly marketing meetings, the researcher instigated bringing people together from different parts of the organisation and/or the Houldsworth Village project in meetings, where in the case of the monthly marketing meeting no formal communication channel had previously existed. Given that the project covers a lengthy period of 21 months stakeholder relationships were complex and evolved over time. Consequently, the researcher sought to influence relationships as a subtle driver for the project’s success. The outcomes of the interventions permitted greater understanding of stakeholder motivations and interactions, and demonstrated the dynamic nature of stakeholder relationships. Furthermore, the advantage of action-case research, unlike action research, is that it was possible for the researcher to introduce new techniques and ideas without collaborating with the organisational participants in the design of the technique/idea, so long as there was effective participation in the testing of the technique (Braa and Vigden, 1999).

At the end of the KTP, the researcher left the situation and reflected upon the intervention, making sense of the situation, and articulating lessons learnt in the form of the MPhil. The researcher re-drew the stakeholder maps to review how, if at all, stakeholder interactions had changed. Stakeholder interactions were depicted utilising the stakeholder circle tool advocated by Bourne and Walker (2005). Key elements of the stakeholder circle are: concentric circle lines that indicate the distance of stakeholders from the project; patterns of stakeholder entities that indicate their homogeneity, for example, a solid shade suggests solidarity, while shading indicates heterogeneity in the stakeholder’s interest; the size of the block, its relative area covered of the circle indicates the scale and scope of influence; and the colour density can indicate degree of impact. The authors assert:
“...this tool can be very useful for project managers in trying to understand, and trying to remain alert to, the very nature of stakeholder impact,” (Bourne and Walker, 2005:656).

The stakeholder circle provided an effective way to visualise stakeholder power and influence that had a pivotal impact on the success or failure of the project. The tool has been previously employed effectively with an action research project (Bourne and Walker, 2005). It enabled the researcher to identify and prioritise Houldsworth Village stakeholders. This subsequently enabled the researcher to conceptualise and explore stakeholder interactions which informed a stakeholder typology.

3.5 Managing the challenges and limitations of the methodology

Action-case is a methodology which has not been adopted outside of the sphere of IS. Critique about action-case has tended to focus on ethical concerns associated with undertaking the methodology and rigor in the action-case findings. These concerns are discussed here in the context of the MPhil.

In terms of addressing ethical concerns, with the nature of action research there is the risk that the researcher is perceived as a spy and therefore not trusted. Diagnosis is not a neutral act as some stakeholders will benefit and others are harmed as the findings reveal weaknesses in performance (Coghalan and Brannick, 2005). Similarly, Denscombe (2010) asserts that the activity of colleagues will come under the scrutiny of the action-case research. Inevitably, changes cannot be put in place without consequence for those operating close by.

To overcome this perception, all stakeholders were fully briefed of the dual role of the KTP Associate and truthfully informed about the nature of the research (Fontana and Frey, 1998). Informed consent could prove complex when one is dealing with groups who cannot rationally, knowingly or freely give informed consent. Examples of these people are children, persons with mental disturbance, prisoners and other ‘captive’ populations (such as persons in homes for the aged) (Robson, 2002). In these cases, it was recommended that the parent or guardian should be asked for their consent (Robson, 2002). However, as far as the present study is concerned, none of the participants fell into these categories. In compiling the MPhil findings in the thesis any descriptions of others’ work or the viewpoints the offer was agreed with the parties concerned before being submitted for publication.
Furthermore, confidentiality was maintained and identities protected. Permission was sought before researchers engaged in observation or examined documentation that may have been produced for purposes outside of the research project. In spite of these anticipated challenges, associated benefits to role duality concerned the researcher’s desire to influence and change the organisation and the tendency to empathise with colleagues, enhancing the researcher’s motivation and generating further insight into stakeholder relationships.

In terms of addressing the rigor of the action-case, the research can be assessed according to whether it delivers on Lincoln and Guba’s (1994) constructs of confirmability, reliability, generalisability and credibility. Each construct is explored in depth below.

With respect to confirmability, challenges associated with the action-case methodology include the risk that the researcher assumed too much rather than probing as much as if an outsider was undertaking the research and consequently failed to expose current thinking to alternative reframing. To overcome these challenges, journaling served as an effective tool to challenge pre-understanding as it enabled the researcher to “take a step back and critique what [had been] taken for granted hitherto,” (Coghalan and Brannick, 2005:63). Furthermore, as advocated by Coghalan and Brannick (2005), to challenge cultural assumptions and prevent the thesis from becoming susceptible to researcher bias (Costello, 2003) the academic supervisor of the MPhil, who also assumed the position of Chair of the marketing management team for Houldsworth Village, was appointed to provide an objective overview of the situation and opinions projected by the researcher. Specifically, when positioning the stakeholder interactions within the typology, a representative from a provider, user and intermediary stakeholder group reviewed the stakeholder’s positioning to confirm the appropriate position. The researcher revised positions whereby a representative perceived a positioning to be incorrectly positioned.

Reliability concerns the rigor of the research in undertaking the action-case and relates to the challenges associated with the dual role between practitioner and researcher. An organisational role requires the associate to become totally immersed in the company’s activities and provide full commitment, whereas the role of researcher is more theoretical and objective. There is the risk that
the associate becomes detached in both roles. Furthermore, Coghlan and Brannick (2005) acknowledge that it can make severe demands on the researcher’s ability to manage organisational politics. The researcher may struggle as an organisational member to step back from the organisational culture and critique it. As above the process of journaling and the role of the researcher’s academic supervisor addressed these potential issues.

In terms of ensuring the generalisability of findings Costello (2003:43) argues:

“[Action research] usually involves undertaking small-scale studies; and given the very limited scope ... these studies should not be regarded as generalisable beyond their individual contexts.”

In terms of transferability, the study could be applied in the same or other context at some other time (Lincoln and Guba, 1994). In the present study, sufficient circumstantial detail is available to allow consideration of whether thematic findings relate to other similar instances (Denscombe, 2010). As advocated by Gaskell and Bauer (2000) verbatim quotes providing thick description from respondents are presented in the findings chapter of this thesis and a copy of one of the interview transcripts is presented in Appendix V.

The main issues in credibility are to ensure that the study is done in such a way that the probability of the findings being considered is enhanced. The MPhil achieved this criterion through prolonged engagement in the study which involved devoting a full two years of full time employment in the organisational context to know the characteristics and elements in the situation being studied in order to detect, and take account of distortions that might have found their way into the data (Lincoln and Guba, 1989). The researcher also employed triangulation, using more than one method of enquiry to secure confirmation of findings.

3.6 Summary of the chapter

This chapter has reviewed the philosophical justification for the chosen methodology action-case (Braa and Vidgen, 1997) incorporating a mix of understanding and change. Given the dual role held by the KTP Associate, collaboration and involvement in the research process and scope to influence
the outcome, in accordance with the researcher’s potential to influence and time constraints this methodology was perceived as a suitable research strategy.

A diverse variety of qualitative methods was employed to fully understand the stakeholder relationships in Houldsworth Village across secondary research through the literature review and secondary data collection and primary research through a combined process of journaling, semi-structured interviews and action-case intervention. Finally, in view of the potential limitations of the methodology, the chapter outlined the actions that would be undertaken to mitigate these potential challenges.
CHAPTER FOUR

4. Achieving objective one

4.1 Introduction to the chapter

Chapter Four seeks to answer objective one by identifying stakeholder types at Broadstone Mill and ascertaining the motivations behind these actions. The findings of this chapter conclude with key observations which provide the foundations through which to explore and conceptualise stakeholders’ interactions, enabling the researcher to develop a typology of their interactions within the urban village, which are discussed respectively in Chapters Five and Six.

4.2 Identifying stakeholder types at Broadstone Mill

In order to identify stakeholder types at Broadstone Mill, the researcher adopted a multifaceted approach to secure greater insight into the motivations behind stakeholders’ actions. Firstly, the researcher applied the categorisations developed by the ATCM and the authors Medway et al. (1998), Cleland (1999), Evans (1997), Morgan et al. (2003), Podnar and Jancic (2006), Clarkson (1995), and Savage et al. (1991) each focus on a specific area of analysis. In practice, the classification tools they provide are too simplistic for the purpose of identifying stakeholders and ascertaining the nature of the motivation behind their actions. However, used in conjunction, they make a contribution towards understanding stakeholder relationships in marketing the urban village.

Table 4.1 applies the ‘sectorial’ perspective as advocated by Medway et al. (1998) and assumed by the ATCM, whereby Houldsworth Village stakeholders are colour coded according to their public, private or voluntary status. The researcher extends this classification to highlight an additional two entities which are public-private partnerships and public-private-voluntary partnerships. The dynamics of the table are explained below.
All stakeholders are identified with a code i.e. Broadstone Mill(Pr1), Stockport MBC(Pu2) and are subsequently referred to throughout the thesis for ease of reference.

As advocated by Cleland (1999), Houldsworth Village stakeholders are visualised according to each stakeholder’s perceived magnitude of interest. This in turn determines the gradient of their colour; the higher the vested interest, the deeper the colour.

**Column (b) - Type: producer, intermediary or consumer (Evans, 1997)**

Using Evans’ (1997) classification, Houldsworth Village stakeholders are defined according to whether they are producers, intermediaries or consumers. As a method endorsed for identifying stakeholders within an urban context, this enabled the researcher to identify stakeholders from a functional perspective.

**Column (c, d, e) - Resource providers, insiders and the immediate environment (Morgan et al., 2003)**

As advocated by Morgan et al. (2003), Houldsworth Village stakeholders are differentiated according to whether they are resource providers or users, insiders or outsiders and fall within the immediate or distant environment. In particular, assessing the stakeholders’ proximity to Broadstone Mill was valuable when seeking to visualise stakeholders in combination with the other dynamics. Those with high interest and influence but somewhat distant from the project driver may seem transparent or invisible but their potential must not be underestimated (Bourne and Walker, 2005).

**Column (f) - Inevitable, necessary, desirable interaction (Podnar and Jancic, 2006)**

To enhance understanding of the importance of the stakeholder interaction to Broadstone Mill and the ambitions of Houldsworth Village, the researcher applied Podnar and Jancic’s (2006) classification to explore whether the interaction is inevitable, necessary or desirable. This effectively incorporates Clarkson’s (1995) distinction between primary and secondary stakeholders.
**Column (g) – Power (Savage et al., 1991)**

To assess the stakeholders’ relative power over Broadstone Mill, in terms of their capacity to threaten or support the organisation, the researcher adopted the classification as advocated by Savage *et al.* (1991) whereby the stakeholder is defined as, supportive, marginal, non-supportive stakeholder or a mixed blessing stakeholder.
<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Organisational remit</th>
<th>Role in Houldsworth Village</th>
<th>Type of producer, intermediary or consumer</th>
<th>Resource provider/user</th>
<th>Insider/outsider</th>
<th>Immediate or distant environment</th>
<th>Interaction : inevitable, necessary, desirable</th>
<th>Power</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pu1</td>
<td>Stockport Metropolitan Borough Council (MBC)</td>
<td>Stockport MBC is the Local Authority for the Stockport Borough.</td>
<td>Stockport MBC actively supported and contributed funding towards the realisation of the ambitions for Houldsworth Village.</td>
<td>Producer and consumer</td>
<td>Provider and user</td>
<td>Insider</td>
<td>Immediate</td>
<td>Inevitable</td>
</tr>
<tr>
<td>Pu2</td>
<td>University of Manchester Incubator Company (UMIC)</td>
<td>The incubator managed by UMIC at Broadstone Mill(Pr1) provides solutions through its various services to support incubating companies in Stockport and University spin-outs. Incubation tenants(Pr11) are drawn primarily from technology, internet, media and creative sectors. The incubator seeks to create a concentrated environment of guidance, technical assistance and transfer of know-how to both new and existing businesses. The access to UMIC’s links to University research and development, training, graduate resources, venture capital funding and financial expertise, provides an enabling environment for entrepreneurs, enterprising academics and their businesses. UMIC has established a policy for moving businesses on from the incubation scheme in order to provide space for others, identifying clear links with managed work space and follow-on space in the immediate area or wider Borough.</td>
<td>Intermediary and producer</td>
<td>Provider</td>
<td>Insider</td>
<td>Immediate</td>
<td>Inevitable</td>
<td>Supportive</td>
</tr>
</tbody>
</table>
### Pu3  Creative Industries Development Service (CIDS)
CIDS worked to help creative businesses in Greater Manchester by providing a free business information service, whilst also taking a strategic overview of the sector by developing new projects in response to industry needs. CIDS’ strategic work involved establishing and supporting networks covering everything from music production to fashion design.

### Pu4  Business Link North West
Business Link is a business support, advice and information service funded by government and managed in the North West by the NWDA(Pu16) and delivered in partnership with Greater Manchester Chamber of Commerce(Pu5).

### Pu5  Greater Manchester Chamber of Commerce
Greater Manchester Chamber of Commerce provide first-class business support to companies through a range of sector-based membership services and networking opportunities, specifically tailored to meet the needs of businesses.

### Pu6  Guinness Northern Counties Housing Association
Guinness Northern Counties Housing Association is registered in England as a Charitable, Industrial and Provident Society.

### Pu7  Manchester Digital Development Agency (MDDA)
MDDA is the lead organisation for the development of a digital strategy for Manchester and the surrounding region.
<p>| Pu8 | Manchester Knowledge Capital (M:KC) | M:KC is a not-for-profit company. All income generated is used directly to support operations. M:KC is funded by its Members (universities, local and regional government, business) and by public sector grants for specific projects. Registered company Members include Manchester City Council, Salford City Council, University of Manchester(Pu12), University of Salford and Manchester Metropolitan University. M:KC acts as an advisor, thought leader, seeking to influence public sector policy, on innovation and the knowledge economy, spotting and developing strategic opportunities for the city, incubating ideas, projects and partnerships and connecting, coordinating and boosting strategic connectivity, with purposeful cross-sector and multi-disciplinary networks. | | | | | | | M:KC is a representative on the Houldsworth Village Steering Group(PPP6). M:KC sought to attract, facilitate and foster high-growth, technology driven commercial activity to Manchester through its endorsement of the project – many of whom were prospective tenants(Pr18). | Intermediary | Provider | Outsider | Distant | Necessary | Supportive |
| Pu9 | Manchester Inward Development Agency Service (MIDAS) | MIDAS, acting on behalf of the ten Local Authorities of Greater Manchester, works to attract inward investment into the City Region by promoting Manchester as a leading European business location as well as a complementary proposition to the UK’s capital, London. MIDAS co-prepared the briefing paper on the creation of Houldsworth Village with Stockport MBC(Pu1). MIDAS acted as a gateway to attract organisations(Pr18) looking to re-locate to the North West to consider workspace at Broadstone Mill(Pr1). | | | | | | | | Intermediary | Provider | Outsider | Distant | Necessary | Supportive |
| Pu10 | Manchester Momentum | A unique network of companies that have a strong connection with the University. The network meets regularly and aims to address the needs of its members through their relationship with the University and with each other. Incubation tenants(Pr11) become part of the University of Manchester's(Pu12) network Manchester Momentum. Opportunities included links to University of Manchester research base and business commercialisation activities of UMIC's(Pu2) sister company UMIP(Pu13). | | | | | | | Intermediary | Provider | Outsider | Distant | Necessary | Supportive |
| Pu11 | Stockport College | Stockport College provide a wide range of academic and vocational courses from pre-GCSE to degree level. Working with Stockport College, Broadstone Mill(Pr1) provided students with apprenticeship opportunities in the Boost Centre(PPP7) and exhibitor opportunities for art students in the Open Studios(Pr4). | | | | | | | Intermediary | Provider | Outsider | Distant | Necessary | Supportive |
| Pu12 | University of Manchester, The | The University of Manchester is a research-led institution committed to promoting research of the highest quality. The University of Manchester owns UMIC(Pu2) and UMIP(Pu3). Through UMIC’s links with The University of Manchester, the University was involved in the project through leading the KTP providing research opportunity through Houldsworth Village. | Intermediate | Provider | Insider | Distant | Necessary | Supportive |
| Pu13 | University of Manchester Intellectual Property (UMIP) | UMIP is the sister organisation to UMIC(Pu2) and is the managing agent of The University of Manchester(Pu12) for intellectual property commercialisation. Houldsworth Village provided an avenue through which UMIP could target prospective tenants(Pr18) to achieve intellectual property commercialisation. | Intermediate | Provider | Outsider | Distant | Necessary | Supportive |
| Pu14 | Agora Project, The | The Agora Scheme is a national initiative which strives to strengthen community involvement in TCM, to protect and revitalise retail centres. The scheme is part funded by the European Union and Reddish District Centre has been chosen as one of eight pilot UK High Streets to benefit. The Agora Project for Reddish is managed by Manchester Metropolitan University’s Business School and aims to transform struggling retail centres into bustling marketplaces. Stockport MBC(Pu1) is currently working with retail experts from the Retail Enterprise Network (REN) and the Association of Town Centre Management (ATCM). An 18 month programme of events and training will be put in place to help teach and empower those who have the most to benefit from an area’s regeneration. The Agora Project was perceived by Reddish District Centre Partnership(PPP4) and Houldsworth Village Vision Group(PPV1) as an achievement for Houldsworth Village. | Intermediate and user | Provider and user | Insider | Immediate | Necessary | Supportive |
| Pu15 | Design Initiative | Design Initiative promotes good design, visual arts and contemporary craft from the North West region. Design Initiative is a specialist regional agency, which works directly with practitioners and commissioners to expand the market in the North West and make it a centre for quality design practice. An agency that was identified as a key body by which to reach prospective tenants(Pr18) of Broadstone Mill(Pr1). Design Initiative promoted exhibitions and events organised by the Open Studios’ tenants(Pr4). | Intermediate | Provider | Outsider | Distant | Necessary | Supportive |
| Pu16 | North West Development Agency (NWDA) | The NWDA managed the economic development and regeneration of the region; promoting business efficiency, inward investment and competitiveness of the North West. The NWDA funded the High Growth Development Programme available to high growth Broadstone Mill tenants. | Intermediate | Provider | Outsider | Distant | Necessary | Supportive |
| Pu17 | St. Elisabeth’s School | St. Elisabeth’s School is located opposite Victoria and Elisabeth Mill and educates 246 students aged from 3-11. Although not direct purchasers of the apartments, Broadstone Mill(Pr1) and Millshomes(Pr2) sought to educate the students of the improvements being invested into the area to encourage them to feel connected to the area. |
| Pu18 | Vision+Media | Vision+Media exists to help grow the digital and creative industry in England’s Northwest by delivering projects and programmes that help creative companies and individuals. Vision+Media help productions find locations and staff in the region and also support creativity and culture e.g. film festivals and archives. Vision+Media formed after a merger between North West Vision and leading media skills and training provider Media Training North West. Vision+Media are the Regional Cluster Organisation for the digital and creative industries supported by the NWDA, as well as the North West’s screen agency, a member of Screen England, and partner with UK Film Council. Following the demise of CIDs(Pu3), Stockport MBC(Pu1) sought to establish a relationship with Vision+Media with a view to it supporting Houldsworth Village organisations. Despite these ambitions, the Council(Pu1) struggled to establish a close relationship with Vision+Media. |
| Pu19 | Arts Council, The | The Arts Council is the national development agency for the arts in England, distributing public money from the Government and the National Lottery. The Arts Council was also identified as a potential source of funding for the project. Due to the plethora of creative projects across the UK and limited funding available, Broadstone Mill(Pr1) failed to secure funding from the Arts Council. |
| Pr1  | Broadstone Mill | Broadstone Mill is the private sector commercial property developer leading the regeneration of Houldsworth Village. The Broadstone Mill property portfolio includes business incubation, open studios(Pr4), managed workspace(Pr20) and manufacturing warehousing(Pr26). Broadstone Mill perceived itself as the catalyst leading the area’s regeneration. |
| Pr2 | Millshomes | Millshomes is the sister organisation to Broadstone Mill and is the organisation leading the conversion and refurbishment of Victoria and Elisabeth Mill into residential apartments. Adjacent to Victoria and Elisabeth Mill is Friedland Mill a purpose built warehouse/manufacturing facility constructed in the mid 1970’s. As the third phase of residential development Friedland was originally outlined in the plans for conversion into 80 live/work apartments. A forth phase of development was specified comprising a new build with underground car park. When completed this residential regeneration scheme will produce a total of almost 500 new apartments and will bring approximately 1,000 additional residents into the local area. Faced with the property market crash, Friedland accommodated alternative uses and became a Stockport Boost (PPP7) centre. | Victoria Mill, the first phase of the development, accommodating 180 apartments was completed in 2006 with 130 sold and a further 20 rented. Elisabeth comprises a further 140 apartments is underway. On the ground floor space has been reserved for commercial and/or retail businesses. | Producer | Provider | Insider | Immediate | Inevitable | Mixed blessing |
| Pr3 | Bank | The bank provided private sector funding towards the developments undertaken by Broadstone Mill (Pr1) and Millshomes (Pr2). | The role of the bank was critical to enabling Houldsworth Village to materialise. Where Millshomes struggled to sell the apartments, the bank became anxious about its ability to deliver the project. | Intermediary | Provider | Outsider | Distant | Necessary | Supportive |
| Pr4 | Broadstone Mill Open Studios | Owned by Broadstone Mill the Open Studios comprise of 10,000 square foot of space on the upper ground floor of the mill. The space accommodates 28 studios occupied with a mix of creative tenants ranging from photography, painters, illustrators, textile artists, ceramicists and glass artists. Managed by Broadstone Mill’s (Pr1) Creative Studios Manager and working with the artists, the Open Studios organise exhibitions, vintage fairs and arts and crafts events for the public. | | Consumer | Provider and user | Insider | Immediate | Inevitable | Mixed blessing |
| Pr5 | Cooders | Cooders is an architectural firm owned and managed by a sole trader. | Cooders is Broadstone Mill’s (Pr1) appointed architect and is responsible for undertaking building development and maintenance. Broadstone Mill is Cooder’s only client. | Producer | Provider | Insider | Immediate | Inevitable | Mixed blessing |
| Pr6 | Vita Construction | Vita Construction, a subsidiary of Millshomes (Pr2) was formed to spearhead the refurbishment of the residential properties. | Working with partners and sub-contractors, Vita Construction completed the refurbishment of Victoria Mill in 2007 and is currently project managing the redevelopment of Elisabeth Mill. | Intermediary | Provider | Insider | Immediate | Inevitable | Mixed blessing |
| Pr7  | Workspace Centres | Workspace Centres manages a number of workspace centres across the Stockport Borough. Workspace Centres was appointed by the Council as the contractor to manage the workspace at Houldsworth Mill Business and Arts Centre(PPP3) and was later appointed by Broadstone Mill(Pr1), upon the recommendation of the Council(Pu1), to manage the incubation facilities(PPP1). |
| Pr8  | BarkerPR          | BarkerPR offers PR and marketing consultancy to high-tech businesses. BarkerPR provided PR and marketing support to Broadstone Mill(Pr1) and to a number of the incubation tenants(Pr11). |
| Pr9  | Encore Homes      | Encore Homes provide specialist leasehold property management services within the residential property management sector. They offer their services to developers, management companies and leaseholders. Encore was the property agent appointment to manage Millshomes(Pr2) residential apartments. Encore delivered residential property management, planned maintenance and concierge/caretaker duties on behalf of Millshomes. |
| Pr10 | G&amp;M Associates    | G&amp;M delivers a range of consultancy and business development services to social enterprises, arts and cultural industries, third sector organisations, Local Authorities and other agencies with an interest in the creative sector in the North West. G&amp;M provide consultancy and management development services including feasibility and evaluation studies, marketing planning, organisational reviews and business planning. G&amp;M were commissioned by the Houldsworth Village Steering Group(PPP6) to undertake research on a consultative basis into key partner agencies that could provide a potential gateway for highly targeted marketing activities and provide access to high quality intelligence about how best to arrange and develop the facilities in Broadstone Mill(Pr1). |
| Pr11 | Incubation tenants| Start up businesses located in the incubation space in Broadstone Mill. Established tenants include digital media (i.e. Mickey and Mallory), video production (i.e. BellyFlop.tv), copywriting (i.e. Wordsworks) companies, LED lighting designers and plasma technology engineers. The opportunity for companies to spin off each other and work to mutual advantage is growing as the number of companies on site increases and more office space becomes available. |
| Pr12 | Pivotal Events and Marketing (PEM) | PEM improve business operations, strategic planning and marketing for owner-managers who have reached a pivotal point in business development or who require interim management. In addition to providing strategic direction and marketing and PR support to Broadstone Mill, PEM sought to provide services to the incubation tenants(Pr11) within Broadstone(Pr1) and Houldsworth Mill Business and Arts Centre(PPP3). |
| Pr13 | Savills           | Savills is a leading global real estate service provider. Savills provide a range of specialist consultancy and transactional services around the world. Savills was the appointed estate agency for the sales of residential apartments at Millshomes(Pr2). Savills held a high vested interest in the project until they were dis-instructed from selling the apartments. |</p>
<table>
<thead>
<tr>
<th>Pr14</th>
<th>Broadstone Mill Shopping Outlet</th>
<th>The lower ground floor of Broadstone Mill accommodates a discount mill shopping outlet. The factory outlet was established in 2000 and offers a wide variety of products from high street brands at prices up to 70 per cent off the original. The shopping outlet has its own café.</th>
<th>Part of the Broadstone Mill (Pr1) family of companies, the Broadstone Mill Shopping Outlet contributed to the retail offering within Houldsworth Village.</th>
<th>Producer</th>
<th>Provider</th>
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<tr>
<td>Pr15</td>
<td>Broadstone Mill Shopping Outlet consumers</td>
<td>The outlet largely targets the aged 50 plus ladies market. However, recently the outlet has developed a home department offering bed linen, soft furnishings and towels and a furniture department.</td>
<td>Consumers are loyal to the Shopping Outlet (Pr14) as it offers an out-of-town, discount, retail location, but have limited interest in the wider development of Houldsworth Village and its ambitions to become a creative hub.</td>
<td>Consumer</td>
<td>User</td>
<td>Outsider</td>
<td>Immediate</td>
<td>Inevitable</td>
<td>Marginal</td>
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<tr>
<td>Pr16</td>
<td>Houldsworth Golf Club</td>
<td>Houldsworth Golf Club is an 18-hole golf course located opposite Victoria Mill.</td>
<td>Hosted corporate golf days for larger workspace tenant organisations (Pr20) within Houldsworth (PPP3) and Broadstone Mill (Pr1). Aside from this, however, it failed to actively contribute towards regeneration initiatives.</td>
<td>Producer</td>
<td>Intermediate</td>
<td>Provider</td>
<td>Outsider</td>
<td>Immediate</td>
<td>Desirable</td>
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<tr>
<td>Pr17</td>
<td>Media</td>
<td>The media included a range of local publications and sector specific media.</td>
<td>Served to promote the activities undertaken as part of Houldsworth Village.</td>
<td>Producer</td>
<td>Provider</td>
<td>Outsider</td>
<td>Immediate</td>
<td>Inevitable</td>
<td>Mixed blessing</td>
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<tr>
<td>Pr18</td>
<td>Prospective Broadstone Mill tenants</td>
<td>Prospective Broadstone Mill tenants came from numerous sources including internet searches, alliance markets (i.e. CIDS (Pu3), Greater Manchester Chamber of Commerce (Pu5), MIDAS (Pu9), UMIC, Veron Mill (Pu19) etc.) and word-of-mouth.</td>
<td>Prospective tenants came to view the Mill's (Pr1) facilities. Even if they didn't choose to assume tenancy it was important for them to take away a positive impression.</td>
<td>Producer</td>
<td>Consumer</td>
<td>Provider</td>
<td>Outsider</td>
<td>Immediate</td>
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<tr>
<td>Pr19</td>
<td>Vernon Mill</td>
<td>Vernon Mill Artists is the largest artist led studio group in England.</td>
<td>An agency that was identified as a key body by which to research the requirements of the creative industries and reach prospective tenants (Pr18) of Broadstone Mill.</td>
<td>Producer</td>
<td>Intermediate</td>
<td>Provider</td>
<td>Outsider</td>
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<td>Pr20</td>
<td>Workspace tenants</td>
<td>When the time is right for expansion and moving on, access to competitively priced grow-on space in Broadstone Mill and Houldsworth Mill Business and Arts Centre is offered to the business incubates.</td>
<td>The Broadstone Mill and Houldsworth Mill Business and Arts Centre workspace tenants played a critical role in contributing to the GVA of the area.</td>
<td>Producer</td>
<td>User</td>
<td>Insider</td>
<td>Immediate</td>
<td>Inevitable</td>
<td>Mixed blessing</td>
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<tr>
<td>Pr21</td>
<td><strong>Broadstone Mill Shopping Outlet suppliers</strong></td>
<td>Broadstone Mill Shopping Outlet’s suppliers covered ladies’ wear, menswear and home products.</td>
<td><strong>The ‘dowdy image’ of the Shopping Outlet (Pr14) dissuaded many younger and trendier brands from distributing their products through the Shopping Outlet. The existing suppliers hold a limited interest in the project’s ambitions as this would potentially alienate their existing market.</strong></td>
<td>Intermediary</td>
<td>Provider</td>
<td>Outsider</td>
<td>Distant</td>
<td>Inevitable</td>
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<tr>
<td>Pr22</td>
<td><strong>Heaton and Houldsworth Property Company</strong></td>
<td>The owners of Houldsworth Mill.</td>
<td><strong>Established the long-term leasehold of the premises to Stockport MBC (Pu1), Guinness Northern Counties Housing Association (Pu6) and Kingfisher Gym (Pr23). Heaton and Houldsworth Property Company remained distant from the Houldsworth Village, unlike Broadstone Mill’s (Pr1) owner.</strong></td>
<td>Producer</td>
<td>Provider</td>
<td>Outsider</td>
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<td>Inevitable</td>
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<tr>
<td>Pr23</td>
<td><strong>Kingfisher</strong></td>
<td>Kingfisher Gym is a privately owned organisation, and a tenant of Heaton and Houldsworth Property Company (Pr22).</td>
<td><strong>Kingfisher were an anchor tenant funding the development of Houldsworth Mill. Prior to the establishment of the Stockport Sports Trust (PPP2), Broadstone Mill had sought to work with Kingfisher as avenue by which to make the Houldsworth Village area more appealing for tenants (Pr4, Pr11, Pr20) and residents (Vo1, Vo2) by securing discount membership rates. However, the Gym owners remained disinterested in working with Broadstone Mill.</strong></td>
<td>Producer</td>
<td>Provider</td>
<td>Outsider</td>
<td>Immediate</td>
<td>Desirable</td>
<td>Non-supportive</td>
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<tr>
<td>Pr24</td>
<td><strong>Joseph Holts</strong></td>
<td>Joseph Holts admits to being “unashamedly old fashioned”. Its key strategy is delivering – “a quality pint at an inexpensive price” (<a href="http://www.joseph-holt.com">www.joseph-holt.com</a>, 2010).</td>
<td><strong>Given its target market veers towards the lower-end of the social-demographic scale, Joseph Holts had limited interest embracing the cultured, creative sector as sought by Houldsworth Village.</strong></td>
<td>Intermediary</td>
<td>Provider</td>
<td>Outsider</td>
<td>Distant</td>
<td>Desirable</td>
<td>Non-supportive</td>
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<tr>
<td>Pr25</td>
<td><strong>Grey Horse Pub</strong></td>
<td>The Grey Horse pub attracts a regular clientele from the local, existing, resident population.</td>
<td><strong>Broadstone Mill (Pr1) sought to work with the local Grey Horse pub to develop an environment that would meet the rising aspirations of existing and prospective tenants (Pr4, Pr11, Pr18, Pr20) and Millshomes’ residents (Vo1, Vo8). However, the landlord of the pub remained disinterested. Although such initiatives were welcomed from the brewery’s PR agency, it was stressed that the adoption of these ideas remains chiefly dependant on the commitment of the landlord himself and the management of Holts (Pr24), who remained stubborn in targeting their established market segment.</strong></td>
<td>Producer</td>
<td>Provider</td>
<td>Outsider</td>
<td>Immediate</td>
<td>Desirable</td>
<td>Marginal</td>
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<tr>
<td>Vo1</td>
<td>Millshomes Residents</td>
<td>Millshomes residents include those that are renting directly from Millshomes letting and purchasing department and those that have purchased through Savills.</td>
<td>The residents played a critical in promoting positive word of mouth about the project and raising aspirations in the area.</td>
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<tr>
<td>Vo2</td>
<td>Existing residents/traders</td>
<td>Many of whom have lived, worked and rested in the area for the duration of their lives. Many have a close connection to the mills and had family work there when they were growing up.</td>
<td>Many wanted to see improvements within the area but were not vocal in advocating for change.</td>
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<tr>
<td>Vo3</td>
<td>Friends of Reddish Station</td>
<td>Friends of Reddish Station are a voluntary group of residents campaigning to achieve the reopening of Reddish Train Station.</td>
<td>Friends of Reddish Station had an interest in the activities of Houldsworth Village. The greater the population influx and requirement for commuter access from Reddish to Manchester would improve their efforts for reopening the station.</td>
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<tr>
<td>Vo4</td>
<td>Reddish Traders’ Association</td>
<td>Reddish Traders’ Association aimed to improve the trading conditions for the retailers within the Reddish District Centre.</td>
<td>Limited interest from the wider Traders’ network in Houldsworth Village, but significant support received from the Chair.</td>
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<tr>
<td>Vo5</td>
<td>Friends of Reddish Baths</td>
<td>Friends of Reddish Baths sought take over the closed swimming baths from Stockport MBC. However, Stockport MBC declined their offer and suggested that the friends of Reddish Baths make a bid for a new baths to be sited elsewhere in Reddish. The Friends of Reddish Baths are considering this and may go ahead with a feasibility study or the proposal.</td>
<td>The opening of new swimming baths to the area would be a valued leisure provision to the Houldsworth Village community.</td>
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<tr>
<td>Vo6</td>
<td>Community Council</td>
<td>The Community Council was led by a Reddish resident activist seeking to engender support for community improvements.</td>
<td>The Community Council failed to achieve its aims and therefore had limited impact within Houldsworth Village.</td>
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<tr>
<td>Vo7</td>
<td>Redeye</td>
<td>Redeye, the photography network, is based in Manchester, England. It aims to make life easier for photographers and photography in the region, the UK and beyond, by providing information, opportunities, events, training and professional development. It is a voluntary sector not-for-profit company.</td>
<td>Research by G&amp;M Associates(PR10) identified a shortage of workspace for photographers within the Northern region and advocated Redeye as a potential agency through which to reach prospective tenants(PR18) of Broadstone Mill. Although a couple of photographers based their offices in the Broadstone Mill Open Studios(PR4) they were not directly suited to accommodate photographers. Consequently, the degree to which Redeye had a vested interest in Broadstone Mill was limited until further workspace was developed.</td>
<td>Intermediary</td>
<td>User</td>
<td>Outsider</td>
<td>Distant</td>
<td>Necessary</td>
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<tr>
<td>Vo8</td>
<td>Prospective Millshomes residents</td>
<td>Prospective Millshomes residents came from numerous sources including Millshomes' own letting agent, Right Move an online portal listing the apartments and Savills.</td>
<td>Prospective residents consisted of those coming to investigate Victoria and Elisabeth Mill as possible investors, rental and owner-occupiers. A number of prospective residents came from the surrounding tenant base.</td>
<td>Consumer</td>
<td>User</td>
<td>Outsider</td>
<td>Distant</td>
<td>Inevitable</td>
<td>Mixed blessing</td>
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<tr>
<td>PPP1</td>
<td>Stockport Business Incubator Community Interest Company (CIC)</td>
<td>The Stockport Business Incubator was established by Broadstone Mill(PR1), Stockport MBC(PR1) and UMIC(Pu2). The Incubator located on the third floor of Broadstone Mill is a provider of business incubation facilities for entrepreneurs and fledging businesses, helping to provide the tools and support that can enable a new business to succeed and grow. The incubation programme provides client companies with business support services, networking opportunities and resources tailored to young firms, increasing the rate of success for incubating companies in Stockport and spinouts from the University(Pu12). The incubator also provides conferencing and events facilities.</td>
<td>The Incubator is part of a major plan to expand and diversify the economic base of Houldsworth Village. The Incubator aspires to increasingly create a concentrated environment of guidance, technical assistance and transfer of know-how to both new and existing businesses.</td>
<td>Producer</td>
<td>Provider and user</td>
<td>Insider</td>
<td>Immediate</td>
<td>Inevitable</td>
<td>Supportive</td>
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<td>PPP2</td>
<td>Stockport Sports Trust</td>
<td>Stockport Sports Trust is a not-for-profit social enterprise company and registered charity. Stockport Sports Trust operate and run a very extensive mix of sports and leisure facilities across Stockport. The Trust operates a social inclusive approach to ensure equality of opportunity for all sectors of the local communities and openly value diversity so that everyone can enjoy the benefits of participating in sports and leisure activities.</td>
<td>The Stockport Sports Trust in Houldsworth Village is state of the art leisure facility developed as a joint venture by Stockport MBC(Pu1) and Stockport Sports Trust in a re-developed industrial unit owned by Broadstone Mill(PR1). Facilities include three indoor football pitches, 70 piece fitness suite, aerobics studio, spinning studio and multi-use pitch, as well as high specification changing rooms, café/bar and parking.</td>
<td>Consumer and producer</td>
<td>Provider and user</td>
<td>Insider</td>
<td>Immediate</td>
<td>Inevitable</td>
<td>Supportive</td>
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<tr>
<td>PPP3</td>
<td>Houldsworth Mill Business and Arts Centre</td>
<td>Houldsworth Mill Business and Arts Centre was managed by Workspace Centres(Pr7) on behalf of Stockport MBC(Pu1). The landlord is Heaton and Houldsworth Property Company(Pr22).</td>
<td>Producer</td>
<td>Provider</td>
<td>Insider</td>
<td>Immediate</td>
<td>Necessary</td>
<td>Mixed blessing</td>
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<td>PPP4</td>
<td>Reddish Buildings Preservation Trust (RBPT)</td>
<td>RBPT was set up by Stockport MBC(Pu1) in partnership with Broadstone(Pr1) and Houldsworth Mill Business and Arts Centre(PPP3).</td>
<td>intermediary</td>
<td>provider</td>
<td>insider</td>
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<td>Necessary</td>
<td>Supportive</td>
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<td>PPP5</td>
<td>Winning Business Academy</td>
<td>The Winning Business Academy was launched in September 2007 to help businesses reach their full potential by encouraging them to embrace entrepreneurial selling excellence that is underpinned by clear strategy.</td>
<td>Intermediary</td>
<td>Provider</td>
<td>Outsider</td>
<td>Distant</td>
<td>Necessary</td>
<td>Supportive</td>
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<td>PPP6</td>
<td>Houldsworth Village Steering Group</td>
<td>Members of the Steering Group include representatives from UMIC(Pu2), Business Link North West(Pu4), MDDA(Pu7), MIDAS(Pu9), Greater Manchester Chamber of Commerce(Pu5), Stockport MBC(Pu1), CIDC(Pu3) and Workspace Centres(Pr7) on behalf of Houldsworth Mill Business and Arts Centre(PPP3) and Broadstone Mill(Pr1).</td>
<td>Intermediary</td>
<td>Provider and user</td>
<td>Insider</td>
<td>Immediate and distant</td>
<td>Necessary</td>
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<td>PPP7</td>
<td>Stockport Boost</td>
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<td>Stockport Boost is an initiative that brings together the Council(Pu1), its partners and the business community in helping local residents and businesses during this period of economic downturn. It does this by taking action against the effects of the downturn and providing information, advice and support on ways to tackle it.</td>
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<th>PPP8</th>
<th>Manchester Hi-Tech</th>
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<td>Manchester Hi-Tech was made up of partners including One Central Park, a venture led by UMIC(Pu2), Manchester Metropolitan University, and The University of Salford, together with Manchester Science Park (msp) and The Manchester College in addition to Broadstone Mill(Pr1). It sought to foster high-tech activity within the Manchester region.</td>
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<tr>
<th>PPV1</th>
<th>Houldsworth Village Vision Group</th>
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<tr>
<td>Led by Stockport MBC(Pu1), members of the Houldsworth Vision group include representatives from the Council at Councillor, Executive and Officer levels, UMIC(Pu2), Stockport College(Pu11), the local community as well as representation from Broadstone Mill(Pr1) from the MD and marketing department.</td>
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<th>PPV2</th>
<th>Hands on Heritage</th>
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<tbody>
<tr>
<td>The aims of the Hands on Heritage project is to engage local communities experiencing social deprivation/isolation, to raise individual and community pride and respect for self and the area, and to develop sustained interest in and access to heritage through partnership working. The team work with community volunteers to develop and deliver holiday activities, school projects, exhibitions, trips to heritage sites, community learning projects, holiday clubs and fun days. Partners include St. Elisabeth’s School(Pu17) and Houldsworth Mill Business and Arts Centre(PPP3) and Broadstone Mill(Pr1).</td>
<td></td>
</tr>
</tbody>
</table>

| PPP7 | As part of the Stockport Boost campaign, in a partnership between Stockport College(Pu11) and Stockport MBC(Pu1), a Boost Centre was opened in Houldsworth Village, in one of the vacant industrial buildings owned by Broadstone Mill(Pr1). The Boost Centre hosts construction trades basic skills training offering local people the chance to learn new skills, improve the skills they already have and help them find their way back into employment. |

| PPP8 | Manchester Hi-Tech sought to encourage the establishment of high-tech organisations within the incubator space available in Broadstone Mill(Pr1). It was disbanded in mid-2009. |

| PPV1 | The Houldsworth Village Vision Masterplan was drawn up by Stockport MBC to serve a marketing document rather than a formal framework. However it would help to direct activities within the village over a ten year period (Broadstone Mill, 2007). The ‘Vision’ document has been prepared to help outline the achievements made thus far, and to generate ideas, enthusiasm and commitment from the community to complete the task of regenerating the area (Houldsworth Vision Document, November 2007). |

| PPV2 | Through the open Heritgate Days organised by Hands on Heritage Broadstone Mill(Pr1) and Millshomes(Pr2) showcased the plans for Houldsworth Village and developments undertaken to the local community. |
Reddish Crime Panel was established as part of Stockport MBC’s Corporate Strategy and Safer Stockport Partnership aiming to develop “community-based initiatives to improve social cohesion” as part of its work to tackle crime and its causes (mystockport.org.uk, 2010). An elected panel of local community representatives acquire funding which is then, following strict criteria, distributed to local organised groups for projects that are specifically intended to both reduce crime and the fear of crime in the areas of Reddish. In 2002, Reddish Crime Panel acquired £24,000 funding, through the Safer Stockport Partnership, from the Home Office’s Communities Against Drugs (CAD) scheme.

The Reddish District Centre Partnership is one of Stockport’s eight District Centres guided by the District Centres Strategy (2007). The strategy recognises the importance of applying differing levels of resource and effort to each local district centre as per its individual needs whilst engaging in full discussion with local stakeholders.

The aim of the Partnership is to make Reddish a better place to live, work and shop and to help drive those improvements.

Priorities for the Reddish District Centre for 2008-2012 concern reducing rising vacancy rates. Measures proposed include the promotion of Shop Front grants and working with agents (i.e. Agora) and Council Departments to promote Reddish. Equally, car parking and the development of an Integrated transport corridor is considered as a fundamental issue in the area.

Crucially, the Action Plan Review (Stockport MBC, 2008) proposes encouraging development of key sites within and around the Centre and stresses the importance of tying efforts into the Houldsworth Vision. Future marketing priorities relate to raising the profile of the District Centre through an information leaflet for residents, developing and making use of websites.

The Houldsworth Village project sought to endorse many of Reddish District Partnership’s activities. The influx of businesses and residents to Houldsworth Village would improve trade for the District.
4.3 Mapping stakeholder interactions

As argued by Goldsmith (1996:70) “stakeholders are not created equal” and therefore, as advocated by Janic (1996), not all stakeholder relationships are equally important for an organisation. Equally, an organisation cannot treat all stakeholders equally or communicate with them with the same intensity (Podnar and Jancic, 2006). Following the identification of all stakeholders, a stakeholder map can be drawn to depict Broadstone Mill’s(Pr1) stakeholder interactions within Houldsworth Village and illustrate their respective interest and influence.

In Figure 4.1, the interactions of Houldsworth Village stakeholders are mapped out according to the following key:

<table>
<thead>
<tr>
<th>Map key</th>
<th>Nature of interaction</th>
<th>Example</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colour</td>
<td>Type of entity</td>
<td>Purple = public</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Green = private</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Red = voluntary</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Blue = public-private partnership</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Grey = Public-private-voluntary partnership</td>
</tr>
<tr>
<td>Colour density</td>
<td>Degree of interest</td>
<td>The darker the colour, the greater the stakeholders’ degree of interest.</td>
</tr>
<tr>
<td>Size of the circle</td>
<td>Indicates the potential scale and scope of influence</td>
<td>The larger the circle and the deeper the shading, the more supportive the stakeholder.</td>
</tr>
<tr>
<td>Concentric circle lines</td>
<td>Stakeholder’s distance from the project</td>
<td>The longer the line, the greater extent to which the stakeholder is an outsider as opposed to an insider.</td>
</tr>
<tr>
<td>Patterns of stakeholder entities</td>
<td>Degree of their homogeneity</td>
<td>A solid shade suggests solidarity, while shading or patterning indicates heterogeneity in presenting an interest.</td>
</tr>
</tbody>
</table>

The map serves to highlight the complex nature of stakeholder interactions within the urban village.
Figure 4.1: Houldsworth Village stakeholder map.
4.4 Key observations on stakeholders

From Table 4.1 identifying stakeholder types and Image 4.1 highlighting their interactions in the form of a stakeholder map, the complexity of stakeholder interactions is visible. The following key observations can be made.

4.4.1 Few stakeholders hold a very high vested interest in the outcome of Houldsworth Village

It is possible to identify that very few stakeholders hold a high vested interest, a rating considered from nine to ten, in the outcome of Houldsworth Village. Specifically, those that do are public and private sector stakeholders, including the Broadstone Mill(Pr1) family of companies, UMIC(Pu2), and Stockport MBC(Pu1) through its associated involvement in the Stockport Business Incubator(PPP1) and the Stockport Sports Trust(PPP2). Essentially, these organisations are those that stand to gain or lose the most from the developments due to substantial monetary investment made. Subsequently, these few actors were the most active (Medway et al., 2000). This supports Freeman's (1984) advocacy that individuals or groups concerned with equity or economic/market stakes are motivated by self-interest. For example, where there was no assumed financial gain to be made from the stakeholder's involvement there was little stakeholder interest. This was noted with the Grey Horse pub(Pr25) and brewery Joseph Holts(Pr24) who benefitted from the existing culture of Houldsworth Village. The organisations were blinkered to the opportunity it presented, believing the ambitions of Houldsworth Village would make not have a positive impact on their trade.

4.4.2 Low vested interest stakeholders present a mixed blessing

Many stakeholders that have a low vested interest in the project, such as potential Millshomes residents(Vo8) and the Arts Council(Pu18), are frequently a desirable or necessary interaction but present a mixed blessing stakeholder interaction to Houldsworth Village. This can be attributed to where the stakeholder had sought to investigate a relationship with Broadstone Mill(Pr1) but found it
was a non-starter due to the project failing to meet their requirements. Following this unsatisfactory experience, a potential risk from negative word-of-mouth was presented.

4.4.3 Many stakeholders play a number of different roles

It is clear that a number of the stakeholders play several different contributory roles to the regeneration of Houldsworth Village through their active involvement in various public-private and public-private-voluntary partnerships so as to secure influencer stakes. This was clear through Broadstone Mill’s(Pr1) involvement in multiple stakeholder organisations. For example, Broadstone Mill’s MD accepted an invitation to sit on the Stockport Boost(PPP7) board so that he could influence the direction of funding opportunities towards Houldsworth Village. This secured the opportunity for him to become the landlord of a Stockport Boost Centre, which opened in Friedland Mill, a vacant industrial building, previously reserved for residential development.

4.4.4 Alignment to the Houldsworth Village Vision determines the strength of the interaction

If the stakeholder’s aims were closely aligned to the vision of Houldsworth Village the respective stakeholder frequently held a high vested interest in the project and was therefore supportive, irrespective of environmental distance. This was seen with CIDS(Pu3), Greater Manchester Chamber of Commerce(Pu4) and its subsidiary Business Link North West(Pu5) who all served the creative and digital sectors regionally. However, if the respective stakeholders’ objectives were not aligned to the vision, irrespective of their distance to Houldsworth Village, they held a low vested interest in the project and pertained the characteristics of the marginal stakeholder. This was found with the Broadstone Mill Shopping Outlet suppliers(Pr21) and manufacturing tenants(Pr26). For example, in the case of the manufacturing tenants, over time Broadstone Mill attracted higher value-adding activity workspace accommodating the creative and digital industries, which subsequently overtook their floor space as they afforded higher rents. Similarly, the ambitions of Houldsworth Village failed to immediately impact upon the local resident base(Vo2) or District Centre(PPP4) traders, therefore the vested interest was moderate.
4.4.5 **Strong and intense links between producers**

As advocated by Evans (1997), links between producers are strong and intense and mainly focus on particular construction projects. For example, the involvement of Cooders(Pr5) and VITA Construction(Pr6) in the success of Broadstone Mill(Pr1) and Millshomes(Pr2) was high as this would determine the future work flow directed towards the organisations. Consequently, the producers had extensive equity stakes (Freeman, 1984) in the project’s outcome.

4.4.6 **Producers hold considerable links with intermediaries**

Again endorsing research by Evans (1997) Broadstone Mill(Pr1) sought to build links with intermediaries for the purpose of securing access to resource expertise, from planning(Pu1) to property sales(Pr13) and PR(Pr12), many of whom present a mixed blessing.

4.4.7 **Public-private partnerships a dominant regeneration vehicle**

Linked to this, public-private partnerships were a dominant channel through which to deliver the project’s aspirations. Critically, as advocated by Warnaby et al. (1998:17-18) many of the stakeholders actively cooperated throughout the multiple planning and implementation stages of the Houldsworth Village project, in order to drive competitive advantage. For example, Broadstone Mill’s(Pr1) interactions with the Houldsworth Village Steering Group(PPP6) were necessary so as to affect the character and prosperity (Warnaby et al., 2004) of the area.

4.4.8 **Those who stand to gain the most, risk losing the most**

Broadstone Mill(Pr1) and the associated family of companies and Stockport MBC(Pu1) stood to gain the most from Houldsworth Village. For example, due to the reactive culture of Broadstone Mill enforced by its leader, the MD rushed ahead without providing a meaning and operational vision for the future of Houldsworth Village. Consequently, the Shopping Outlet(Pr14) failed to agree and support the final vision statement (Ritchie and Crouch, 2000 in Morgan et al., 2003) and the
organisation clashed with the aspirations of Houldsworth Village. Therefore, through the MD’s short-sightedness, Broadstone Mill’s involvement was in essence a mixed blessing to the project. Although leading the regeneration of Houldsworth Village, the way in which it undertook its activities created complexities. Similarly, in the case of Stockport MBC the organisation was frequently slow to implement initiatives which prevented Houldsworth Village from delivering its ambitions.

4.4.9 **Not all stakeholders who hold a high interest in the project are supportive**

A critical observation is that many stakeholders who had a high interest in the project were also a mixed blessing. In some cases this was as a result of duplication of the role, for example, as with Business Link North West duplicating many of the services offered through UMIC. Duplication created confusion and fuzziness over the service. Despite this challenge, however, competition forced duplicated services to differentiate and improve their service offering.

4.4.10 **Non-representation from the voluntary sector**

Linked to observation number one, the many voluntary organisations involved in Houldsworth Village did not achieve full representation from the neighbourhood and its various constituencies. Many of these stakeholder groups had a marginal interest in the ambitions of Houldsworth Village as opposed to being active supporters. This can be attributed to the fact that the agendas of the voluntary stakeholders such as the existing residents ensued that they were not direct, nor immediate, beneficiaries of Houldsworth Village. Consequently, the voluntary organisations relied on one or two pivotal individual actors through which to raise awareness of the area’s regeneration plans and disseminate the message and engender support for the project.

4.5 **Summary of the chapter**

This chapter has identified the plethora of stakeholder entities and the nature of their interaction with Broadstone Mill in the context of Houldsworth Village. From the observations above the researcher has identified that Broadstone Mill had an intense interaction with few Houldsworth Village
stakeholders. Many desirable stakeholders, who Broadstone Mill aspired to interact with, had a low vested interest in the project due to the agenda of Broadstone falling out of line with their own missions. Further analysis is required to understand the factors determining this variance of agenda. Equally, understanding is required into the factors which blur stakeholders’ identification of opportunities driven by equity stakes. Where stakeholders are playing an active role, further insight is required to identify the driving forces behind partnerships and how to ensure a supportive interaction. Finally, additional analysis is required into the influence of individuals in determining stakeholder interactions. In summary, despite highlighting the multitude of stakeholder interactions, the findings fail to highlight the influences affecting the complexity of stakeholder interactions. Chapter Five will seek to understand the nature of these complexities.
CHAPTER FIVE

5. Achieving objective two

5.1 Introduction to the chapter

Having outlined ten key observations from Broadstone Mill’s interactions with Houldsworth Village stakeholders, there is a requirement to explore and conceptualise such stakeholder interactions, so as to set priorities according to their time, allocation of resources and the importance placed upon various issues (Podnar and Jancic, 2006) for the effective marketing of Houldsworth Village. This chapter applies services marketing as a conceptual framework through which to understand stakeholder interactions and achieve objective two.

5.2 The application of services marketing as a conceptual framework

Much of traditional marketing thought is driven by the concept of the marketing mix, which identifies controllable marketing variables that organisations should use to satisfy consumers. The most common version of the marketing mix, known as the four Ps, emphasises the key roles of product, price, promotion and place in the development of marketing strategy. Acknowledging the inherent difficulties in defining the place product, services’ marketing provides an appropriate marketing discipline to enhance our understanding of place marketing. Booms and Bitner (1981) augment the four Ps with three additional elements – process, participants and physical evidence. These three Ps provide a framework for thinking about service expectations and highlight the critical components that characterise service exchanges (Fisk et al., 2008).

According to Booms and Bitner (1981) process refers to the procedures and flow of activities that contribute to the delivery of the service. Participants refer to all people, whether customers or workers, who are involved in the service production. Physical evidence means the service environment and other tangible aspects of the service that facilitate or communicate the nature of...
the service. In any given service experience, each of these additions to the traditional marketing mix may affect the responses of service customers. Like the traditional four Ps, the additional three Ps are interrelated. Any effort to affect consumer response by stressing aspects of one element, may require changes to the others. As highlighted in the literature review, the “complex and kaleidoscopic nature” (Warnaby, 2009:408) of the place marketing environment draws a resonance with a number of service-dominant logic’s (S-D) (Vargo and Lusch, 2008) founding principles. Throughout this chapter the presence of these principles is threaded into the discussion.

This thesis argues stakeholder interactions in marketing the urban village can be conceptualised through the interrelation of the three additional service relevant Ps, and therefore adopts the services marketing mix as a first base stage to framing the analysis of stakeholder interactions. Although Morgan et al. (2002) argue the destination marketer has limited control over the different components of the destination brand, and yet each component represents the varying interests of different stakeholders within the destination brand, this thesis challenges this argument. It is asserted that effective place marketing can be achieved by controlling the various components of the destination brand through the effective management of the seven Ps. In particular, the thesis highlights the importance of processes and participants, which in turn determine the physical evidence delivered within the project to understand stakeholder interactions. Within these three basic variables, more complex thematic influences are drawn out in a second stage of analysis. These thematic influences are explored within this chapter in the context of Houldsworth Village and determine the nature of stakeholder interactions.

5.3 Product

Defining urban activities is problematic, and therefore leads to one of the major problems inherent in the application of general marketing principles to city marketing regarding the applicability of places as products. Within a context of city place marketing, Ashworth and Voogd (1994) identify
a number of issues which militate against a simple definition of the place product. The place product has an inherent dualism - consisting of the place as a holistic entity, and of the specific components such as the services, attributes and facilities that occur within the place. As Ashworth and Voogd (1994a:12) state:

“The best that can be done is to be constantly aware of the parallel existence of both meanings and the practical results that stem from this.”

A unique product is created by each person, leading to a situation whereby a place may be marketed by the relevant agencies without any clear idea of the nature of what is being consumed. The place product is assembled by the consumer from the variety of services and experiences obtainable there. The core product of Houldsworth Village concerned the activity residing within Broadstone(Pr1), Houldsworth(PPP3), Victoria and Elisabeth Mills(Pr2), as these buildings were leading the regeneration of the area. Each sub-segment of stakeholder had a different association with these buildings which formed their place product. The complexity of the place product is summarised by Millshomes’ Marketing Manager who commented:

“We came across one family where there has actually been three generations exposed to the brand. The child had been involved in naming the apartments, the mother who was interested in purchasing one of the apartments brought the child along, and the mother brought her mother who had worked in Elisabeth Mill... They all had exposure to Houldsworth Village in such a different way.”

The same physical space and many of the facilities and attributes of that space are sold simultaneously to different groups of customers for different purposes. This could be attributed to each stakeholder’s respective agenda as outlined in Table 4.1. Adopting the research of Van den Berg and Braun (1999) to the case of Houldsworth Village, Broadstone Mill(Pr1) is selling three levels of the place product, contributing to each individual's unique space. The first level comprises the individual urban goods and services. So, for potential residents(Vo8) this concerned the quality of the residential apartments and the quality of workspace for tenants(Pr4,Pr11,Pr20). The second level comprises the clusters of related services. For tenants this concerned the provision of other tenants in the mills to network with. For Millshomes’
residents (Vo1) this concerned the quality of other properties for sale within the vicinity. The third level constitutes the urban agglomeration. In the case of Houldsworth Village this could be regarded as the social provision. Combinations of individual urban goods/services and clusters are promoted to distinct market segments (Ashworth and Voogd, 1990a). Van den Berg and Braun (1999) assert that this level is mainly concerned with identity and image building for the urban place as a holistic entity.

The issue of the multifaceted nature of the place product is a crucial one. It creates conflict in terms of those individuals concerned with shaping, marketing and managing the place product and those who consume it (Warnaby and Davies, 1997). The place product around which marketing activity is focused is further complicated as it can extend beyond its visible, tangible boundaries (Paddison, 1993). An organisation provides both visible and invisible products and services and this is true of places. The visible part consists of the contact personnel and the inanimate environment. In Houldsworth Village this concerns the individuals who interact with the internal employees and consumers, as well as the consumer-to-consumer oriented interactions and the wider “social milieu” (Warnaby and Davies, 1997). The inanimate environment concerns the workspace developed by Broadstone Mill and residential apartments by Millshomes (Pr2), the Broadstone Mill Shopping Outlet (Pr14) and the wider Houldsworth Village amenities, as well as the general ambience of the area from which the place consumer could create his/her own place product. Respectively, these will be discussed in the sections on participants and physical evidence. The invisible element is underpinned by a range of support-service and logistical operations, referred to in this thesis as ‘processes’ that influence the individual elements of the place product’s ‘physical evidence’ and ‘participants’.

The complexity of the Houldsworth Village product is mitigated by its existence as only one component sitting in a spatial palimpsest. Houldsworth Village exists within local, regional and national contexts, which may not bear any relation to the jurisdictional boundaries of those agencies responsible for the area’s marketing. As a result, there may be major scale
discrepancies in the definition of the product between those concerned with shaping, marketing and managing it and those who consume it. Houldsworth Village project is part of wider regeneration initiatives for Stockport, Greater Manchester and the wider North West region. CIDS’ (Pu3) involvement with Broadstone Mill (Pr1) sought to support the creative industries beyond the boundaries of Houldsworth Village. CIDS’ Development Manager commented:

“We are supporting Stockport as a whole. Broadstone Mill may be one important pillar within that which helps us to achieve that goal. Obviously within the Houldsworth Village area Broadstone Mill could become a critical district for the creative sectors, then this importance goes further and further up the list of priorities as a place where you go as a destination to do things.”

Consequently, the Houldsworth Village product contributed an important element towards Stockport MBC’s (Pu1) (2005) Mills Strategy by growing the emerging cluster of digital and creative industries locating to the area and producing economic benefit which extended into Greater Manchester and the North West region.

5.4 Place

In this thesis, place refers to the ease of access that potential customers have to the Houldsworth Village and its contributory actors and relates to the logistical infrastructure supporting the various venues and activities that comprise the physical setting of the destination (Warnaby and Davies, 1997). In the case of Houldsworth Village this involved undertaking processes to improve the provision of transport through re-opening Reddish Train Station and increasing the frequency of buses. On a components level it involved physical location decisions. For example, the decision to remove the sales office from Victoria Mill (Pr2) so that Savills (Pr13) did not have onsite access for prospective residents (Vo8) was a way to reduce costs but restricted the availability of the Millshomes’ product.

Baron and Harris (1995:29) advocate where customers have to travel to the service organisation to benefit from the service, the location of the service becomes a critically important and a major
source of competitive advantage. In terms of drawing prospective tenants to Broadstone Mill, stakeholders expressed concerns that the geographical location of the village on the edge of Stockport could be a hindrance. CIDS\'(Pu3) Development Manager commented:

“It was interesting to do the Christmas event at Broadstone because my worry was that we might not get the same level of attendees because of the difficulty of finding the Mill and trying to get there but I was agreeably surprised. It was a good turn out and it was encouraging that people from other parts of the Borough were prepared to come into Reddish. That underlined the importance of that particular relationship.”

Place also concerns the territorial proximity of organisations locating within Houldsworth Village which had a considerable influence with respect to stakeholder interactions. The interconnected nature of Houldsworth Village was seen as an attractive factor by both Millshomes residents(Vo1,Vo8) (who had amenities close on foot) and tenants(Pr4,Pr11,Pr20) (who were keen to source partners from within Houldsworth Village). One workspace tenant(Pr20) described the networking activities organised by the Houldsworth Village Steering Group(PPP6) and potential for inter-trading as a positive factor, which sought to overcome the previous “staid” and “rabbit warren” like culture.

“I would certainly feel more comfortable with giving business to somebody in Houldsworth Village. If I knew someone was in that area, I’d certainly be more inclined to give them the work than to go looking really. I think that’s a really important thing. I think it’s great in terms of where it is going.”

With over 80 businesses located within Houldsworth Village the potential for developing local supply-chains is immense. Network meetings actively encouraged inter-trading opportunities. A number of the tenants shared ideas and developed partnerships, with links between producers and intermediaries prevalent amongst tenants. For example, incubation tenants(Pr11) Mickey and Mallory sourced web video production from tenant BellyFlop.tv and copywriting resource from Wordsworks. This supports the idea of a “complicated networking community, comprising consortia of firms with complementary functions” (Crewe, 1996:261). Furthermore, the open studio tenants(Pr4) who operated as a collective could “rely on each other to enhance their visibility and voice… and improve their confidence by reducing isolation” (Bell and Jayne,
The creative supply-chain relationships of the open studio tenants are highlighted in the floor plan in Appendix VI.

Many of the interdependencies were driven by convenience and geographical proximity reduced transaction costs. Furthermore, inter-trading intensified the propensity for innovation, localised intelligence and competitive advantage (Crewe, 1996). Notably, links between the Houldsworth Village Open Studio tenants(Pr4) and retailers were substantially less integrated. In particular, the studio tenants(Pr4) did not believe the retail provision both inside the Mill's Shopping Outlet(Pr14) and the wider District Centre(PPP4) provided the right platform to distribute products and therefore distributed artwork in galleries and restaurants located in nearby neighbourhood districts such as Heaton Moor, Didsbury and Chorlton.

5.5 Price

The price mix decisions relating place marketing might include decisions about the level of prices to be charged for place usage and location, discount structures, terms of payment and the extent to which price discrimination between different groups of place customers is to take place. In Houldsworth Village, many elements of the place product were offered at no cost given that they were a public service. However, prices were charged for Millshomes’(Pr2) apartments and Broadstone Mill(Pr1) workspace. This determined the outcome of processes. Given the equity interests of Broadstone Mill as a private-sector organisation, the MD continuously sought to increase prices. The MD would argue that a Victoria Mill apartment with an unsightly outlook onto wasteland, receiving little interest, was underpriced on the basis that the canal basin was to be reinstated in 15 years. Accordingly, he increased the price once a potential buyer was found, creating tension between Millshomes and Savills(Pr13) who believed the asking price of properties was overvalued by the MD relative to the apartments’ quality and slowing market conditions. A fuller discussion of the rationale and implications of pricing decisions is reviewed in the following sections.
5.6 Promotion

The creation of an umbrella brand which encompasses a multitude of stakeholder interests (Iverson and Hem, 2008) was perceived as an effective strategy to deliver a clear value proposition (Warnaby, 2009). As per Kavaratzis and Ashworth (2005:512) in Warnaby (2009:413) the place “becomes a multitude of brands, a brand line similar to a product line”. In the case of Houldsworth Village sub-brands were developed under the Houldsworth Village umbrella brand (Appendix VII) to acknowledge the complex range of facilities available within the area. This approach to branding encompassed both the “functional-rational” aspects of the place and sought to reflect the “mental, psychological and emotional ties” to Houldsworth Village as reflected by one long-standing resident:

“We want progress, but we don’t want to lose sight of our heritage.”

Houldsworth Village representatives were invited to participate in the co-creation of the brand identity by participating in a workshop. As highlighted by Hankinson (2004:116):

“The ultimate success of a place branding strategy relies on the effective extension of the core brand through effective relationships with stakeholders, each who extends and reinforces the reality of the core brand through consistent communications and delivery of services.”

Brodie et al. (2006) demonstrate this through the service brand-relationship-value (SBRV) triangle which is critical to the co-creation of value. Warnaby (2009) advocates the concept’s applicability to urban place promotion. This is illustrated below in the context of Houldsworth Village in Figure 5.1.
In the place marketing process there is internal interaction between those responsible for marketing the place as a holistic entity and those responsible for marketing and managing individual elements of the location in order to develop appropriate value propositions which seeks to be consistent and coherent in terms of the place image sought. In the case of Houldsworth Village, the KTP Associate was responsible for marketing the holistic place product of Houldsworth Village and this required effort to influence individuals responsible for the promotion of individual place product elements such as the Millshomes and the Broadstone Mill Shopping Outlet Marketing Manager, to co-create messages which related to the meaning of Houldsworth Village. The Houldsworth Village brand constituted the two-way interface between the place and the consumer. The extent and nature to which this was achieved in practice was determined through effective processes and people leading the project.
As outlined in the introduction to this chapter, the following sections explore in depth the complex influence of process, participants and physical evidence on stakeholder relationships.

5.7 Process

A fundamental element of services marketing is the process nature, in which stakeholders interact with production resources. Even though participants may not be directly involved in the exchange process, they hold the potential to have a significant impact on the overall exchange network (Atkinson et al. 1997, Rowley, 1997). The most important characteristic of Houldsworth Village is the structural interactions (Lacobucci, 1996 in Warnaby, 2009) or process patterns produced by stakeholder interactions.

In the context of Houldsworth Village, the influence of these exchanges is explored below. Each stakeholder would have their own stakeholder diagram, and thus, there is a broad network of interconnecting exchange models with elements in one model potentially interconnecting with elements in the others’ models. Specifically, internal consumers of the place product may also be external consumers. Given the plurality of actors in the place marketing environment there is a need for a consensual approach (Ashworth and Voogd, 1990a, Van den Berg and Braun, 1999). Therefore, effective processes over process inhibitors are essential if the variety of resources within Houldsworth Village are to be integrated (Warnaby, 2009).

5.7.1 Process enablers

In the case of Houldsworth Village process enablers include process formalisation, economic and political drivers, gateway to resource expertise, competition and cooperation, process efficiencies and process replication.
The strategy process is under a continuous cycle of development (Polonsky et al., 1999) which marketers can control and/or influence through effective processes determined by wider stakeholder exchanges (Rowley, 1997) within the external environment to achieve a more effective outcome. By adopting the approach that the environment is interrelated with strategic activities, Houldsworth Village can move from adopting a reactive posture to one where it proactively formulates processes to attack the environment.

a.) Process formalisation

As is often the case with services marketing, Houldsworth Village is consumed as it produced, and there is direct contact between operations and the customers (Baron and Harris, 1995). Stakeholders take part in the production process and interact with employees, physical resources and the production system. Fundamentally, the individual stakeholder not only sees and experiences how the process functions but also takes part in it and interacts with the resources that the firm directly controls. The servuction system model (Langeard et al., 1981 in Lovelock, 1992) advocates stakeholders receive a bundle of benefits from each service experience, as a result of their interaction with front and backstage elements of the service system.

The coordination of stakeholders in a unified backstage agenda materialised in the formalisation of public-private, area-based and thematic based partnership processes which facilitated the development of Houldsworth Village. Formalised processes enabled the exploitation of strategic networks, “patterns of interaction between mutually dependent actors that evolve around policy problems or projects,” (Van den Berg and Braun, 1999:996).

As incubator tenants(Pr11) outgrew their workspace, the Stockport Business Incubator(PPP1) sought to drive loyalty to the area by establishing a policy for moving businesses on from the incubation scheme in order to provide space for others by identifying clear links with follow-on space(Pr20) within Broadstone Mill(Pr1), Houldsworth Village or the wider Stockport Borough.
Supporting research by Reilly (2008) and Warnaby et al. (2004), private-public partnership processes were pivotal to the regeneration of Houldsworth Village. As advocated by Peck and Tickell (1994) in some cases the development of partnerships was a prerequisite for securing funding. From Stockport MBC’s(Pu1) perspective, formalised processes with Broadstone Mill(Pr1) enabled access to funding only available through private-public partnership working. Driven by economic/market stakes the self-interest of the Council was visible. Conversely, Broadstone Mill was driven by equity stakes and actively sought to develop a relationship with Stockport MBC as these were identified as the organisations “who are in positions to allow or fund”. Consequently, both stakeholders had binding ties driven by shared priorities (Wolfe and Pulter, 2002). Cooperation between the Manchester Hi-Tech(PPP8) group (Manchester Hi-Tech, 2009) was driven by bids to secure opportunities with Vision+Media(Pu17) (Houldsworth Village, 2009). Formulating strategic alliances in this way could enable organisations to meet their goals (Jenkins, 2008) and face up to increasing competition found from other hi-tech led regeneration projects within the UK.

As argued by Warnaby et al. (2004), the prime motivation for interaction, from the perspective of the public sector, was the imperative to show evidence of collaboration as a precondition for obtaining financial resource. Collaboration within the stakeholder network co-created value (Warnaby, 2009:410) which delivered economic benefits between all members.

c.) Gateway to resource expertise

Synergy was achieved by combining private and public stakeholders’ distinctive resources (Mackintosh, 1992). This delivered increased profit for Broadstone Mill(Pr1) and produced new resources to advance the social goals of each public sector organisation.
Broadstone Mill and Stockport MBC(Pu1) recognised the importance of establishing backstage processes with organisations that could provide a gateway for the project’s development through resource expertise. G&M Associates(Pr10) concluded key partner agencies would provide a potential gateway for highly targeted marketing activities and provide access to high quality intelligence about how best to arrange and develop the facilities at the Mill.

Agencies that were identified by G&M Associates as the key bodies by which to reach prospective tenants and users of the mill included: Arts Council(Pu18), CIDS(Pu3), Design Initiative(Pu15), MIDAS(Pu9), Redeye Photography(Vo7), Stockport MBC(Pu1), UMIC(Pu2) and Vernon Mill Artists(Pr19). As argued by Jenkins (2008) the establishment of formalised processes enabled Broadstone Mill and partners to seek more broad-based support and secure access to a wider variety of skills. In response to G&M Associates advice, the Houldsworth Village Steering Group(PPP6) was established In July 2007 to search for ideas and pioneer the project’s delivery by engaging with these stakeholders. Supporting research by Bowers (1989:18) the formal process enabled Broadstone Mill to be responsive to changes in the environment and seek to, “anticipate the moves of regulatory agencies and gain time on their competitors”. For example, the main competitor within the immediate environment was Houldsworth Mill Business and Arts Centre(PPP3) as the two organisations fought to secure funding provisions available.

Houldsworth Mill received funding for redevelopment of the engine room into a café available through RBPT(PPP4) over Broadstone Mill’s(Pr1) aspirations to restore the copper cupola accommodating a rickety lift shaft. Developing and maintaining strong links with influencer organisations endorsed the project and demonstrated that Broadstone Mill(Pr1) was a credible stakeholder leading the project (Baron and Harris, 1995). For example, CIDS(Pu3) provided prospective Broadstone Mill tenants with assurance, which in turn inspired trust and confidence, key service quality dimensions (Parasuraman et al., 1991). The cluster of skills accessible within Houldsworth Village served as a basis for competitive advantage for attracting the creative class (Fernandez, 2010) who consisted of scientists, artisans, artists, handcrafters and entrepreneurs (Vargo and Lusch, 2008).
Formalised processes established as a result of differences between partners enabled Broadstone Mill(Pr1) to solicit innovative ideas for new services (Bowers, 1989; Mackintosh, 1992) which created opportunities for the wider Houldsworth Village community. Working with Stockport College(Pr11), Broadstone Mill provided students with apprenticeship opportunities and as part of the Stockport Boost(PPP7) campaign, the Boost Centre opened in Friedland Mill offered local people the chance to learn new skills, improve the skills they already had and help them find their way back into employment. Equally, a number of tenants(Pr11,Pr20) sourced labour resource directly from Stockport College(Pu11). Such efforts sought to provide local people with up-skilling opportunities and improve the community’s long-term job prospects.

Formalised processes delivered reciprocal benefits. CIDS(Pu3) saw the relationship with Broadstone Mill as a collaborative one, in which both organisations could support each other in meeting their own objectives. Discussing the importance of working with stakeholders who could provide a gateway, the Economic Development Manager at Stockport MBC(Pu1) asserted:

“We interact with key partners to encourage them to see what Houldsworth Village has to offer and make them aware of what we are trying to achieve. MIDAS is keen to see what we are doing here, especially to the fact that they are keen to attract high growth and creative businesses… it supports their target companies.”

In light of this, Broadstone Mill sought to re-package existing services creatively by positioning itself as a cost-effective, accessible and well connected business location for foreign organisations looking to re-locate to the North West.

d.) Competition and cooperation

In some cases stakeholders established co-operative arrangements with competitors, or organisations representing competitors, with a view to add value. This supports research by McLaughlin et al. (2010:36) that:
“Network-based organisations that paradoxically compete by collaborating with each other…, in order to lever in information, resources and capabilities.”

As found by Crewe (1996) some tenants were more active than others. The advantages of these localised network structures, founded on “informal mutual understanding, personal connection and... interdependency”, was the development of relationships which offered “flexibility, adaptation and mutual convenience,” (Crewe, 1996:261).

Despite providing a positive contribution to the process, in some cases these relationships were contentious. This was found with the processes enforced by Stockport MBC(Pu1) between Broadstone(Pr1) and Houldsworth Mill Business and Arts Centre(PPP3). Notwithstanding the ambitions for the two to work cooperatively in pursuit of developing Houldsworth Village as a hub of activity for the creative and digital sectors, there was an element of competition and tension between the two as both provided managed workspace facilities, managed by Workspace Centres(Pr7). Had the Stockport MBC not been involved, there was the perception held by the Council that Broadstone Mill could have charged slightly lower rents and poached tenants from Houldsworth Mill. The Council believed they were a key link in averting potential conflict. However, in reality, the relationship remained constrained. This supports the concept of jurisdictional fissures developed by Warnaby et al. (2010). These differences were accentuated by differing budgets, priorities and strategies. These issues had significant operational implications and presented Houldsworth Mill as a mixed blessing stakeholder.

e.) Process efficiencies

A key motivation for the Stockport MBC(Pu1) to engage with the Broadstone Mill(Pr1) is driven by the need to generate process efficiencies, meet the end users’ requirements more effectively and control process outputs.
The private sector could bring about more streamlined decision-making processes and cut through the layers of bureaucracy encountered within the public sector and prevent a development from becoming predominately policy led. CIDS’(Pu3) Development Manager endorsed this argument:

“The relationship with Broadstone Mill is particularly important because it is a private sector initiative. It is very easy to keep this kind of business development that we do within the confines of the public funded sector, where you get more competition conflict because people are all chasing the same bits of European funding. The agendas begin to get skewed when it is always in that one sector and it begins to follow a political agenda, because you are worried about what policy is trickling down from government. Policies aren’t always what businesses want.”

Process efficiency served directly as a means of control over the outputs delivered by the stakeholder groups, and the extent to which these groups and individuals held the potential to influence the project. Supporting research by Polonsky et al. (1999), some processes were to the benefit of Broadstone Mill through the interaction of Stockport MBC with secondary, indirect stakeholders such as central government. For example, Stockport MBC secured funding for Houldsworth Village through the government’s Local Authority Business Growth Incentives Scheme (LABGI). The scheme incentivised local authorities to maximise local economic growth by allowing them to receive a proportion of increase in local business rate revenues to spend on their own local priorities (LABGI, 2004). The scheme created financial incentives for Stockport MBC to work in partnership with local businesses. Businesses were major benefactors of the scheme, as it would increase Stockport MBC’s responsiveness to their needs.

Partnerships reduced associated risk, increasing the potential of revenue streams and generating greater commitment for projects. Working with Stockport MBC insulated Broadstone Mill from some of the external economic realities, and assured the bank(Pr3) of Broadstone Mill’s stability as a developer. The relationship enabled Broadstone Mill to exert pressure on other direct stakeholders (Westley and Vredenburg, 1991; Rowley, 1997) and served as a type of collateral.
f.) Process replication

The success of the partnerships was mutually reinforcing (Ward, 2000). The modus operandi focus centered on establishing further partnerships with stakeholders. As advocated by Westley and Vrenburg (1991) and Rowley (1997), these links were extremely important to the development of Houldsworth Village, notably as Stockport MBC(Pu1) had the ability to exert political pressure on other stakeholders. For example, the Houldsworth Village Vision group was established by the MD(Pr1), in conjunction with Stockport MBC, to influence stakeholders who could determine the regeneration of the area. The more partnerships that were formed, the more successful stakeholders became at procuring funding and support.

On the back of successful process benchmarking, many stakeholder relationships developed on the basis of successful stakeholder relationships seen elsewhere in the project. Evidence of successful stakeholder interactions provided incentive and encouragement for others to buy into the project.

5.7.2 Process inhibitors

Barriers to the establishment of effective processes can be summarised as insularity, bureaucracy, process misalignment, fuzziness and apathy. These factors will now be discussed in more detail. Broadstone Mill(Pr1) must seek to weaken the strength of process inhibitors.

a.) Insularity

As found by Peck (1995) with public institutions and seen in the case of Stockport MBC(Pu1), lines of accountability were limited and sectoral remits were constrained across the Council’s departments. The individual actors operated within the strict confines of their departmental roles and consequently became too inwardly focused on their own objectives. With respect to the Economic Development team’s work with Houldsworth Village linking to the AGORA
project(Pu14) led by Stockport MBC’s District Centre team, the Economic Development Manager noted:

“I don’t think they did enough to realise that they have got all these employees of businesses in two mills within a ten minute walking distance that could potentially be just as important clients as the local residents. They spend a lot of time doing promotion to residents within the area about ‘this is what retailers you have on your doorstep, the local traders’, and yet they don’t do anything with local tenants.”

“It’s just because we are so busy with other projects so we are not really that great at linking in to everything else that goes on. But there are probably opportunities there. I don’t even know if the Mill tenants have actually participated in that project or not, or if it is just focused on the retailers within the District Centre.”

This culture hindered the development of the project as departments focused on a narrow economically-led agenda. It failed to establish collaborative working across Stockport MBC and therefore enable processes which could deliver reciprocal benefits across inter-departments. Despite undertaking small-scale efforts to engage the local community, such as Stockport MBC’s Heritage Department, Hands on Heritage(PPV2) events, in reality attracted few visitors. Many perceived Stockport MBC’s regeneration efforts as representing a narrow range of local interests (Peck, 1995) and specifically the privileging of a business-led agenda (Sadler, 1993). As argued by Loftman and Nevin (1996), the pursuit of growth-orientated economic development policies has limited impact on the economic position of residents. The annual Heritage Days hosted by Stockport MBC were half-hearted and tokenistic, poorly resourced and badly planned (Alcock, 2004), public attendance was therefore limited. Hands on Heritage received limited human and economic resource from Stockport MBC which highlighted the Council’s lack of real commitment to establishing resident participation.

With stakeholder groups becoming internally compartmentalised, Broadstone Mill(Pr1) experienced difficulty in establishing processes (Wolfe and Putler, 2002) as the nature of interactions varied substantially within stakeholder organisations. Insularity was visible across stakeholder organisations, inter-departmental functions, as well as across internal hierarchies with respect to the variance of stakeholders’ motivation, interest and commitment levels for the Houldsworth Village project. Insularity created delays to the delivery of the project.
b.) Bureaucracy

As a result of bureaucratic red tape, Stockport MBC(Pu1) delayed the implementation of a Local Development Framework (LDF). The LDF is made up of two key parts. The first is focused on the core strategy focusing on housing, retail and leisure at a general level. The second part is focused on specific proposals, for which Stockport MBC had not set a date for consideration. The LDF was set out to be adopted in late 2011, until this framework comes into play the pre-existing Unitary Development Framework (UDP) would continue as the statutory land use development plan. Despite efforts by the Houldsworth Vision Group(PPV1) for their ten year ‘Masterplan’ (2007) to be recognised as contributing to a statutory land use planning document, it was pointed out by the Council that the Vision would be an informal promotional document with no formal planning status. The Council reiterated that the relevant policy coverage for Houldsworth Village was largely set out in the UDP detailing the Conservation Area Local Centre boundary. This outlined support for maintaining the canal line and increasing the use of the Reddish Train Station (see Figure 1.1). The Masterplan was tied to reflecting and or reiterating on the existing UDP planning framework which failed to address present day problems with the retail offering. As one resident articulated:

"It's like a ghost town – the shops are becoming boarded up and others are opening that we don’t want. We have too many electric shops, estate agents, betting shops and tanning salons. There are five tanning and hair salons around Houldsworth Square. We don’t need five! It used to be a nice centre."

Despite feedback for necessary improvements, the Council reinforced that this stance was unlikely to change with the implementation of the LDF in 2011 on the basis that an earlier retail study had not indicated a requirement for retail expansion. The process highlighted the barriers enforced by the Council’s Planning Team and Regeneration Services, and identified the bureaucratic hurdles the project would need to clear for certain physical and environmental regeneration aspirations to be undertaken. It demonstrated the “inflexible… attenuated [reconstruction and renewal] process” (Paddison, 1993:342) that actors had to endure and the
“difficulties in altering… physical attributes… in line with the changing requirements of place customers,” (Warnaby, 2009:408).

The bureaucratic culture of Stockport MBC clashed with the responsiveness of Broadstone Mill(Pr1). Both organisations had differences in “backgrounds/agendas/perspectives of stakeholders” which influenced the outcome of processes and created strategic fissures (Warnaby et al., 2010:21). The Council focused on social benefits, whereas Broadstone Mill’s focus was driven by economic stakes and financial gain. CIDS’(Pu3) Development Manager asserted:

“A private sector organisation has its own agenda and that is to make money. It’s very, very clear, and it is very transparent and that’s fine.”

Acknowledging the bureaucratic hurdles that Broadstone Mill had to overcome in order to establish effective processes, the MD commented:

“Of course the partnership can be improved upon, we would like to have more influence over the Council, we would like a contribution that isn’t so piecemeal, but at the end of the day we understand they probably have 20 other situations in the Borough that are all after their bit.”

**c.) Process misalignment**

Process misalignment held the potential to hinder the development of a project. Broadstone Mill’s MD approached elements of the project without a planning process in place. As advocated by Baron and Harris (1995) employees need to have a shared understanding of the mission of the organisation to work towards a common goal. However, as a result of the MD’s personality, conflict existed internally within the organisational structure which ultimately hindered the development of the project. There was no alignment between marketing, customer service and quality which failed to ensure the project was customer focused (Baron and Harris, 1995). There are three strong examples of process misalignment which concern: process misalignment over pricing decisions, service specification and service recovery.
Firstly, in the case of Millshomes(Pr2) the pricing process of the apartments was not aligned to market conditions. Despite criticism received that the apartments were overpriced, the MD remained unwilling to lower prices and frequently entered into a price bargaining process with the interested purchaser for a negligible sum. The MD failed to acknowledge the trust and expertise of the estate agency and did not want to reduce the brand positioning by discounting the property. However, from the perspective of Savills’(Pr13) sales team who were marketing competitor sites of comparable quality, at lower prices, Millhomes were perceived by both agent and purchaser to be wasting their time. The MD failed to recognise the negative impact of these critical incidents (Baron and Harris, 1995). Potential purchasers walked away disinterested and Savills’ sales team motivation dwindled as prices were unrealistic. The Millshomes Marketing Manager noted the friction in the relationship created by the process misalignment:

“Savills is the face of the brand when they are speaking to a customer and they are coming to do a viewing. If they don’t speak positively about it, this raises serious issues. In the case of Millshomes there is a conflict of interest.”

Despite the efforts of Savills’ Sales Manager to restore the relationship by implementing a joint marketing strategy with Millshomes, this was ineffective given that the Sales Manager was not based on-site and therefore failed to appreciate the day-to-day difficulties which directly affected the motivation of the sales team. Millshomes struggled to build effective relationships across the different levels within the organisation. Consequently, the pricing process misalignment provided prospective Millshomes residents with a negative frontstage service experience.

Secondly, process misalignment prevailed with the failure of Broadstone Mill to deliver service specifications responsive to customer requirements. Despite trying to educate the MD as to the broad nature of the creative industries and cautioning against the discount Shopping Outlet(Pr14) as a suitable platform to launch a creative hub, he remained insistent on rushing in to develop creative studios suitable for dirty work dependent on footfall, rather than thinking strategically about Broadstone Mill’s positioning and developing the most appropriate creative accommodation
which would suit under resourced markets. By failing to acknowledge employees’ expertise, consumer insight from Redeye(Vo7) and Vernon Mill(Pr19) artists and undertake concept testing the MD struggled to align the service to customers’ needs. CiDS(Pu3) were sceptical over the ability of Broadstone Mill to be perceived as a credible creative destination. CiDS’ Development Manager asserted:

“I have a slight fear of beginning a space like that with no curatorial or critical overview and taking things without a strategic view… as to where it fits in the infrastructure. Which market is it for? What are they going to encounter when they get there? Is that going to be something that a professional artisan would be happy exhibiting their work in? Some artisans won’t if the quality is not up to scratch. It would be easy for Broadstone Mill to waste the fantastic opportunity it has. It could be a really interesting project if he gets it right, but he could throw it away very easily.”

By failing to make workspace to an appropriate specification, Broadstone Mill failed to satisfy marketplace needs and struggled to demonstrate operational viability and financial feasibility. Consequently, potential and established tenants(Pr11,Pr18,Pr20), were dissatisfied with the inanimate environment (Baron and Harris, 1995).

Thirdly, process misalignment was apparent through the inadequate implementation of service recovery processes. Due to a desire to cut costs, the management agencies were not empowered by the MD to respond flexibly (Baron and Harris, 1995) to resolve problems and undertake necessary maintenance. A game of pass the buck ensued between Millshomes and Broadstone Mill and the respective management agencies, Encore(Pr9) and Workspace Centres(Pr7) regarding maintenance. As a result of this contrived relationship, residents and tenants became confused about whom to approach about these matters which contributed to a negative consumer experience, leading to bad word of mouth for the brand and failing to enhance the brand’s quality perception. This was driven by the MD’s reluctance to relinquish control and trust the recommendations of secondary parties. Encore became increasingly reluctant to acknowledge shared responsibility for resolving issues. The Millshomes Marketing Manager argued:
“There have been quite a few cases where we have not responded to customers for several weeks because we have not either got the resources, again because we are cutting corners and we only have one person in customer care, and that same person is trying to handle customer care, rentals and manage projects onsite, trying to resolve numerous issues. If we had more people in place, all these issues would be resolved quicker and more efficiently, and at the other end customers would come out with a more positive response. If you handle customer care well, you can come out unscathed from tarnishing the brand.”

Similarly, as Workspace Centres became confronted with an increasing number of unresolved problems, the service quality offered to tenants fell. Workspace Centres became de-motivated, providing negative onsite interaction (Baron and Harris, 1995) to existing tenants and visitors. The Marketing Manager noted:

“By failing to respond to problems in a positive way, the management agent has developed a more hands-off approach where they are unresponsive to issues and tenants are now complaining to us about the management agent. We should be resolving these problems together.”

Workspace Centres retracted itself from the project choosing to brand Houldsworth Mill Business and Arts Centre (PPP3) independently from the Houldsworth Village rebrand (Appendices VII and VIII). This supports research by Stubbs et al. (2002:324) who advocate that there is scope for conflict amongst members of partnership initiatives, between the partnerships themselves and any groups who feel marginalised. In practice, Workspace Centres were not provided with the job products (Berry and Parasuraman, 1991) that they needed to delight the customer and therefore they remained unconvinced by Broadstone Mill’s capability to deliver the project. After the presentation of the brand audit findings to the key stakeholders in Houldsworth Village the Project Manager of Workspace Centres commented to the KTP Associate:

“I think you were really brave in saying some of those things. It has been a long time overdue,” (Diary, 27/06/08).

In turn, inadequate process alignment created a chain of consequence for stakeholder interactions. Given the decision of Workspace Centres to create an independent identity for Houldsworth Mill Business and Arts Centre, this failed to drive forward a consistent and coherent
brand identity for Houldsworth Village and deliver the potential benefits articulated by Hankinson (2004:116). Failing to implement effective service recovery for tenants created an unpleasant and unprofessional work environment for their clients and contractors. One workspace tenant (Pr20) from a high-profile technology-driven organisation stated:

“I think of one of the problems we have had is getting things fixed. We report a leak in the roof, and we get our local fix done, but we are not really kept up to date when the permanent fix is going to be resolved. We might have tiles missing from our roof, there may be a perfectly good reason that they are drying the roof out, but for our business it does not look good. It looks as though there is a hole in the roof and nothing has been done about it... On our part we need to present a good image and we do have lots of clients visiting us. 60 per cent of our workforce is made up from contractors who are highly paid and technically specialised. We have had many leave with as little as a week’s notice as a result of the problems with the leaky roof.”

The tenant in question left Broadstone Mill within three months of this statement being made. This failed to drive credibility and conviction that the project’s ambitions and theoretical benefits could be delivered in practice. Consequently, beyond tenants terminating their tenancy it had wider implications. The Millshomes Marketing Manager commented:

"On the live/work side of it, if someone has had that negative experience, then they know Millshomes is a sister company to Broadstone Mill [and] it has a knock on effect on the overall brand. The customer might question, ‘If I’ve had that experience in my apartment what is it going to be like in the office or creative space I might rent out, and then if I have these issues how efficiently are they going to be dealt with?’"

This perception was reflected in the findings of the brand audit undertaken. When asked to describe the project as a metaphor, one tenant highlighted process misalignment as a critical inhibitor:

"It would be a square dowdy politician. A wannabe. David Cameron perhaps. Someone with so-called good intentions but no concept or conviction of getting the ideas off the ground."

Consequently, stakeholders failed to benefit from a positive experience of Houldsworth Village due to inadequate process coordination.
d.) Fuzziness

Fuzziness reflects the debate outlined by Bassett (1996) of whether a proliferation of partnerships represents an advance in urban governance or the fragmentation of local policy and disorganisation of local politics. There is the risk that the complexity of organisational mechanisms (Warnaby et al., 2010; Warnaby, 2009) fail to facilitate the regeneration process of Houldsworth Village and that the plethora of parties involved undermine the process enablers outlined above by creating fuzziness around the project, both in terms of fuzziness concerning clarity over role responsibilities, how stakeholder organisations interacted together and the duplication of organisations. The three examples below illustrate the impact of fuzziness as an inhibitor to establishing effective processes.

In the case of Houldsworth Village, assessing stakeholder relationships, the multitude of partnership interactions manifested itself in a form of role fuzziness over which stakeholder group was responsible for what. This was prevalent both with respect to the regeneration activity undertaken outside of the mills and within the mills. Outside of Broadstone and Houldsworth Mill, existing residents (Vo2) understood that efforts were being made to improve the area, and there was a perception that many groups were doing something in the area, but there was limited understanding as to what each was doing. One resident commented:

“No one knows what's going on – there are lots of groups in existence that people would support if they increased their advertising.”

Fuzziness was also prevalent as to how the stakeholder groups interacted with each other. Within the mills tenants were confused as to how Workspace Centres(Pr7), interacted with Stockport Business Incubator(PPP1), and within this private-public partnership the interactions between Broadstone Mill(Pr1), Stockport MBC(Pu1) and UMIC(Pu2). Some of the tenants(Pr11,Pr20) struggled to identify the role of each stakeholder group, notably as each party insisted upon having its own independent brand identity. Combined with a complicated
complaints resolution process, tenants became confused over roles and responsibilities of individuals within the project. One tenant commented:

“What I would complain about the most is that there are lots of different people, who have lots of different roles with different titles to their name, and you don’t know who’s who and who is doing what. It is very fuzzy as to who is in charge.”

In preference to dealing with so many parties, tenants advocated the role of one central hub to overcome the fuzziness. In practice, however, this was unachievable, due to jurisdictional fissures (Warnaby et al., 2010) which complicated defining a simple process structure. In the case of Houldsworth Village there was not one person dedicated to the role. In part this could be attributed to the inhibitors created by process misalignment. Consequently, prospective and existing tenants met with a chain of different contacts throughout the tenancy process. The fuzziness was further intensified by the decision of Workspace Centres to reject full participation in the Houldsworth Village brand.

Fuzziness could equally be attributed to the duplication of stakeholder groups and the overlap of their agendas. The various business support provisions available to tenants within Houldsworth Village meant that a number of the providers were, to a degree, competitors. The Chamber(Pu4) was keen to promote its business support partner Business Link(Pu5) to Houldsworth Village tenants(Pr4,Pr11,Pr20). However, Business Link referred businesses towards the University of Central Lancashire for commercialisation support, instead of towards UMIC’s(Pu2) business support service offered by the Winning Business Academy(PPP5). Although Business Link argued it provided a differentiated business support service, from a tenant(Pr4,Pr11,Pr20) perspective, the service appeared duplicated causing confusion. As advocated by Medway et al. (2008) where administrative jurisdictions overlap contestation is likely to appear in the form of fuzziness. By initially failing to effectively manage the process, the various networking events and business services were frequently poorly attended and supported due to the subject of the sessions being repeated across the support providers. Consequently, Houldsworth Village became a battleground where interest groups sought to push their competing agenda and
strategies (Kotler et al., 1999:106) creating contention in the process. Crucially, the essence of a good partnership process involves clarity in terms of what each component adds to the relationship, justification as to why it exists, and understanding how it relates to other stakeholder components.

e.) Apathy

Apathy failed to engender efficient processes and was prevalent in a number of the partnerships established. Three of these included the Houldsworth Village Vision Group(PPV1), the Reddish District Centre Partnership(PPV4) and Manchester Hi-Tech(PPP8). The organisations struggled to achieve regular commitment from participants leading to postponed meetings for a sustained period. When the meetings did recommence they were sluggish and failed to achieve developments of strategic importance. Specifically, the question was raised in the Manchester Hi-Tech meetings as to the purpose of the group in terms of what it hoped could be achieved given the limited time and commitment by partners. Meetings became more of an update for each party to demonstrate their own independent achievements rather than identifying clear actions to take the project forward. Eventually the group was disbanded in mid-2009.

Some organisations remained at a peripheral level. Two such examples are the Arts Council(Pu19) and Redeye(Vo7). Despite wishing for them to become actively involved within the project, a relationship did not materialise due to process misalignment in the service specification.

f.) Sectoral and organisational restructuring

Due to contractual changes some relationships came to an end as a result of sectoral and organisational restructuring. Sectoral restructuring occurred with the demise of CIDS(Pu3) and with the appointment of Vision+Media(Pu18). The NWDA's(Pu16) decision to appoint a single
support sector organisation for the creative sector presented a number of implications. Vision+Media was anticipated to focus predominately on the TV, film, radio, creative digital and games industries, falling short on supporting the dirty end of the creative sector, previously represented by CIDS(Pu3) who were instrumental in guiding the development of Broadstone Mill(Pr1). Despite such concerns, it was hoped that over time, the relationship with Vision+Media would develop.

Effective processes with key stakeholder organisations ground to a halt, when individuals were made redundant and/or moved on to new employment. New contacts needed to be re-established and were frequently not being restored to their previous status. Replacement contacts often failed to have the same level of interest and consequently the stakeholder relationship weakened. This was experienced with a creative and digital sector Broker at Business Link North West(Pu5) who had been particularly active in generating leads for Broadstone Mill. Similarly, Broadstone Mill had established contact with the previous captain at Houldsworth Golf Club(Pr16) with a view to provide Victoria Mill residents with discounted membership. However, this relationship “drifted off” due to disputes concerning territorial boundaries that were experienced with the replacement captain.

Through the interrelation of the factors above, processes have the ability to either facilitate or impede stakeholder relationships and therefore the development of the project. The prevalence of process enablers over process inhibitors and their interrelation with participants in the process, determined the nature of the physical evidence contributing to Houldsworth Village.

5.8 Participants

The role of participants in marketing Houldsworth Village can be understood through four key factors: formal versus informal human interaction, individual motivators, lynchpins versus laggards and personality and aptitude.
5.8.1 Formal versus informal human interaction

As identified by Stubbs et al. (2002) processes can be both formal, from those who look after and develop the project through their job roles and involvement in steering groups and sub-groups, and informal, through a process of networking and contribution from opinion leaders.

At a formal level, Broadstone Mill(Pr1) perceived individuals working at an Executive and Senior level within Stockport MBC(Pu1) and UMIC(Pu2) as fundamental stakeholders, who generated kudos for the project and served as vehicles for expansion and a gateway to secure the project's future development. The MD asserted:

“They are the people who were in positions to fund, or allow and fund. They are all the main people that have the influence on what the outcome is going to be. UMIC and the Council are integral to the future plans. Specifically, working with these individuals facilitates the process of obtaining planning for projects.”

Supporting the perception of Ward (2000), Warnaby et al. (2004) and Weingaertner and Barber (2007) formal networks were often fostered by informal relations. UMIC’s Incubator Manager advocated:

“I think in any ‘vision’ project you tend to have one or two people who lead it. You get your professional people coming in advising you on how it should be shaped and then you get the actual delivery of that and whether or not it fits the customers. Then the customers tend to populate that and then take it over. You always know the vision is working because it goes beyond the one or two individuals who did it. It starts to grow itself, it self-generates. I think we are at this stage at the moment where it goes outside of the originators, the originators step back and just change a few things round the edges and let people manage it and move it on and own it.”

As advocated by Warnaby et al. (2004) given the gaps between the frequency of formal Houldsworth Village Vision(PPV1) group meetings, informal interaction with participants played a critical role. Neighbourhood actors became part of formal stakeholder groups in order to ensure that their interests were effectively represented. This was the case of Houldsworth Village Vision Group(PPV1), where representatives were invited from the existing resident and trading community(Vo2) to serve as an intermediary between the formal processes and the wider
Houldsworth Village community. They stood to assert the integrity of the formal stakeholder’s actions. Similarly, the networking meetings established following feedback from the Houldsworth Village Steering Group (PPP6) enabled tenants (Pr4, Pr11, Pr20) to provide feedback on the direction of the project and generated enthusiasm for being part of Houldsworth Village. Two tenants noted:

“With the networking, we can make people more aware of what we do. If you have to travel, you may put it off, but with everything on your doorstep it’s really convenient. Not just that, it’s being part of the system. It’s great that it’s all in one area and that we have that close relationship. It is a kind of community. We are all separate businesses and we do our own day-to-day business but it’s nice that you feel you can speak to other businesses.”

“The exhibitions and networking events speak volumes… we know so many different people. Seeing everybody that’s got these close links, it’s like wow! Houldsworth Village has started and it has already changed a lot. It is nice to know that we are in with different sectors and different people.”

As argued by Bennison et al. (2007:636) in the case of cultural quarters, Houldsworth Village “should grow through [its] own endogenous creative spirit” through informal human interactions between actors. Despite being located in a competitive environment, established tenants benefitted from informal interaction based on mutual understanding and personal connections (Crewe, 1996). The conversation-enhancing properties of proximity developed a shared identity amongst the tenant actors (Pr4, Pr11, Pr20) and built “word of mouth networks” (Crewe, 1996:265). This was a powerful force which could prove either progressive or destructive for Houldsworth Village dependent on the extent to which Broadstone Mill delivered on its promises.

5.8.2 Individual motivators

Individuals have various motivations for engaging in relationships (Swanson et al., 2010) and this determines the level of their involvement in the project (Corcoran and Thake, 2003) and the nature of the relationship (Voss and Voss, 1997). As argued by Warnaby (2009:409) people reside in a particular place to realise a variety of experiences and benefits attracted therein. Swanson et al. (2010) identify key four drivers that influence the outcomes of a relationship:
aesthetics, eustress, recreation and self-esteem. These motivations are indirect antecedents to the relational benefits of word-of-mouth and supportive behaviour and are applicable in the context of Houldsworth Village. The extent to which the individual identifies with a project through these four motivators (Swanson et al., 2010), and thus as the beneficiary perceives value in the project (Warnaby, 2009:410), determines their level of involvement.

Where involvement was low a passive relationship prevailed, while a highly involved Houldsworth Village individual was extremely loyal (Swanson et al., 2010). According to McCurley and Lynch (1994) the key to retaining volunteers is to meet their personal mix of motivational needs. It was critical for Broadstone Mill to actively develop processes with key individuals that were influential actors. The extent to which this was achievable was dependent on fulfilling these four antecedents in each individual.

a.) Aesthetic value

Aesthetic value manifested in the form of physical evidence, influences an individual’s motivation. As argued by CIDS’(Pu3) Development Manager:

“…the creative industries gravitate to where is cheap, where they can network… and where looks good”.

The Broadstone Mill Shopping Outlet(Pr14) conflicted with the vision for the area as a creative hub seeking to attract younger, image sensitive customers. Given the Outlet’s focus on an older market interested in discounted goods, creative tenants were discouraged from displaying their artwork in the shop. One open studio tenant(Pr4) noted:

“I have to be very careful with what image and message I put out when I exhibit my artwork and there is no way on this earth that I would exhibit my artwork in the Shopping Outlet because it is putting the wrong message out. If it was a completely different type of establishment then by all means I would…but absolutely not there.”
As highlighted in Image 5.1 the creative studios promoted independent artists, but their unique labels conflicted with the mass produced discount labels of the Shopping Outlet illustrated in Image 5.2. Consequently, as the consumers of the creative studios walked up to the upper ground floor via the Shopping Outlet, Broadstone Mill struggled to motivate the creative class through aesthetic value.

Image 5.1: The creative studio space located on Broadstone Mill’s Upper Ground.
b.) Eustress

Eustress is outlined by Swanson et al., (2010) as a form of excitement association with the consumption experience. Prospective tenants (Pr18) and residents (Vo8) were drawn to Houldsworth Village on the basis of the area’s aspirations for development, that it was an area undergoing regeneration and was to become a vibrant hub of creative activity. One incubator tenant claimed:

“It’s almost on the cusp of something happening and we want to be one of the first people here.”

This supports Baron and Harris’ (1995:28) advocacy that people themselves are elements being processed, entering into the process voluntarily to be transformed by Houldsworth Village. Warnaby (2009:409) asserts:

“People and organisations reside in/locate to a particular place in order to realise a variety of experiences and benefits, arising from their use of the configuration of physical and social resources and attractions therein.”
This was endorsed by the tenants:

"It's being part of the system. It's great that it's all in one area and that we have that close relationship. You can see it as a community. We are all separate businesses and we need to do our day-to-day business, but it's nice that you feel you can speak to other businesses in the mills."

This supports the idea of the power of networks and networking between firms in various production and creative processes as, "the magic ingredient behind the nature and genesis of many cultural quarters and production facilities" (Bell and Jayne, 2004:81). Creative space provided the opportunity to organise exhibitions for resident and external artists and was an effective way to produce physical evidence which showcased the project's developments. It acted, both in terms of generating individuals' enthusiasm for being part of Houldsworth Village and attracted new tenants by drawing in a number of visitors on the preview evenings. By inviting Stockport College (Pu11) graduates to exhibit within the Gallery in the Open Studios (Pr4), Broadstone Mill (Pr1) could showcase the wider development plans for Houldsworth Village and provide tours of the Mill's creative space, which enabled Broadstone Mill to raise awareness of the studio facilities. Supporting Warnaby's (2009) S-D logic place marketing logic, the place marketing actors could showcase the Houldsworth Village "value proposition" that arose from an assemblage of place product elements. These could be viewed in terms of the resource integration of all the social and economic actors to create an attractive value proposition aimed at the creative class (Fernandez, 2010).

c.) Recreation

Recreation refers to the extent to which the individual is entertained. To build stakeholders’ commitment to the project, Houldsworth Village needed to increase the extent to which individuals felt entertained by the amenities within the village. Supporting the idea of partial employees (Baron and Harris, 1995) in efforts to overcome the negative perception held by a number of the tenants (Pr4, Pr11, Pr20), monthly meetings were established to review and respond to their requirements and manage expectations when requirements were unachievable.
Relationships were nurtured with tenants through a monthly e-newsletter, networking events and one-to-one business advice based in Houldsworth Village. Stockport MBC(Pu1) argued:

“These tools served as an effective way in which to make the tenants aware that they have not been forgotten and that we want to encourage them to grow and develop.”

This drove them up the ladder of loyalty and sought to build a relationship built on “shared values, mutual knowledge and interaction” (Bussell and Forbes, 2006:153). Being responsive to tenant requirements ensured that the individuals were rewarded for their time contribution. Furthermore, it sought to leverage positive word-of-mouth. The tenants became a gateway to market the project through their own networks. It was a critical mechanism to learning what was important to the sector.

d.) Self-esteem enhancement

Self-esteem enhancement is described as the individual coming to define themselves in terms of an activity. As identified by Freeman (1984) and Wolfe and Pulter (2002) self-interest is a common theme in the nature of stakeholder interactions and determined the extent to which stakeholders had a motivation to drive forward the project for their own benefit. In practice, self-esteem enhancement manifested itself in three forms: the desire to give something back, a motivation driven by financial gain and the aspiration to assert self-importance.

The desire to give something back was highlighted by one retired trader who worked tirelessly for the regeneration of Houldsworth Village and played an active role within the District Centre Partnership(PPV4) and the Reddish Traders’ Association(Vo4) amongst others. Her participation surrounded issues that had personal relevance to her, that were not driven by financial gain. This supports research by Bussell and Forbes (2006:152) that:

“Volunteers receive benefits that are not economic in nature. These benefits are often intangible with the social rewards becoming most valued for the volunteer.”
She wanted to give something back to the area that she had lived in throughout her life, and give the opportunity for the community to feel proud of Houldsworth Village.

A motivation driven by financial gain, or equity stakes, was highlighted by the self-esteem enhancement of the MD. The plans of Houldsworth Village to move from manufacturing space to higher value-adding activity would enable Broadstone Mill to charge tenants and residents higher prices. The Open Studios(Pr4) would serve as a visitor attraction, enticing people to shop in the Shopping Outlet, generating further revenue. The MD saw himself as a “catalyst to regeneration”, bringing together all the stakeholders and focused on working with those that could facilitate the delivery of his personal aspirations. Should the project fail to materialise, the potential repercussions to him personally were significant and negative outcomes (Wolf and Pulter, 2002), namely bankruptcy, presented a risk.

The MD played a role of “local rentier” in Houldsworth Village and sought to influence politics for enhanced profits (Harding, 1991:297). By maintaining a close relationship with the leader of Stockport MBC, an actor that controlled development decisions within the Stockport Borough, the MD could act as a “structural spectator” and move along the political and policy process, influencing the location and development decisions. Following the establishment of the Stockport Business Incubator(PPP1), the MD capitalised on the links built with the leader to encourage the location and development of the Stockport Sports Trust(PPP2) and Stockport Boost(PPP7) centre in two presiding warehouse units that he owned within Houldsworth Village. To this extent the MD was driven by self-interest. Despite the motivation of self-esteem enhancement, there were risks that in some cases selfishness exceeded mere self interest. For example, in aspirations to cut costs and boost revenue, unresponsive maintenance combined with overpriced properties, provided the consumer with poor customer service.

In some stakeholder groups, self-interest was driven by individuals’ desire to assert self-importance and secure recognition. This is highlighted in three different ways. The Business
Development Manager was instrumental in managing the Houldsworth Village project. Given the objective of the Economic Development department to support enterprise, innovation and competitiveness and to promote Stockport as an attractive visitor and business location; the successful delivery of the project would determine the Business Development Manager’s future career opportunities. Conversely, although not involved on a day-to-day basis of delivering the Houldsworth Village project, for the Leader of Stockport MBC(Pu1) the success of the Stockport Business Incubator would be viewed in the context of his achievements as leader and would influence his feasibility to initiate future projects. Unlike the Economic Development Manager he viewed it more as a “photo opportunity in which to gain publicity”. Critically, however, self-importance often drove partnerships that served the needs of an individual’s status more than the needs of those that the partnership represents. This was prevalent with the existence of the Community Council(Vo6). Despite being confronted with disinterest from the Houldsworth Village community, the Chair wished for the Community Council to continue in order for his own self-promotion.

Finally, having reviewed the influence of motivations of aesthetics, eustress, recreation and self-esteem on individuals’ behaviour, it is important to note that motivations can change over time (Starnes and Wymer, 2001). An individual’s motivation and subsequent commitment (Bussell and Forbes, 2006) to Houldsworth Village was determined through the combination of effective processes, participant involvement and physical evidence. There was a risk that their motivation would weaken if the benefits that individuals sought after were not satisfied (Bussell and Forbes, 2006). Consequently, it was essential for Broadstone Mill to develop an environment which motivated stakeholders to overcome their limited shelf-life.

5.8.3 Lynchpins versus laggards

Stakeholders can be mapped according to the extent to which they were a lynchpin or laggard in driving forward the project. Lynchpins can be defined as key individuals who acted as champions
for Houldsworth Village. As found with other urban partnerships, many were actively involved across a number of stakeholder groups (Warnaby et al., 2004; Medway et al., 2000; Duncan and Moriarty, 1998). Laggards can be defined as individuals who remained distant from the Houldsworth Village project and therefore had limited interaction with stakeholders.

a.) Lynchpins

In the case of Houldsworth Village, hegemonic groups dominated the project. Two excellent examples highlight the prevalence of lynchpins.

Firstly, the MD of Broadstone Mill (Pr1) was Chair of both of the Houldsworth Village Vision (PPV1) and Steering Group (PPV6), a Trustee of RBPT (PPP4) and a member of the Stockport Boost (PPP7) taskforce. Forging relationships in this way, enabled the MD to establish “coalitions” (Ward, 2000; Savage et al., 1991) and influence stakeholders’ agendas and overcome the inhibitors to process formalisation (see section 5.7.2). For example, in practice, the MD was able to influence the allocation of LABGI funding under review, by sitting on the task force of Stockport Boost.

Secondly, a community activist who devoted her retirement to volunteering across five stakeholder organisations commented:

“Someone said to me a long while ago, ‘There’s a clique of people who do this kind of thing.’ I said ‘Yes, it’s sad isn’t it?’ and she sort of looked at me. I said, ‘Yes, it is sad, we would embrace anyone who wanted to come’. The daft thing is they start to think I am some of kind of superwoman who is into everything. Probably some people think that ‘Oh it’s her again’.”

These findings support research of the formation of an elite representation of stakeholders, encompassing a thin layer of activists (Bassett, 1996) or in the case of public participation the usual suspects (Burton, 2004) due to the apathy of others. These findings endorse research that active citizens typically exhibit a strong sense of attachment to community and heightened place
identity (Denhardt and Denhardt 2001), driven by self-esteem enhancement. Furthermore, the findings imply those already engaging in civic participation know where to go and whom to speak to, suggesting that this experience has been acquired through personal experience within the participation process (Van der Hoven, 2004 in Piasecka et al. 2010). A lack of knowledge and barriers to participation should be addressed to enhance broader engagement Piasecka et al. (2010) or the findings beg the question as to whether any form of partnership can ever be truly representative of the mass of indifferent and uninterested, laggards.

b.) Laggards

At a polar opposite to the lynchpins, some stakeholder groups behaved as laggards. Two examples of laggards highlighted below are the role of the Reddish District Centre traders and the local community.

Supporting research by Medway et al. (2000), that few actors are actively involved in the context of TCM, in the Reddish District Centre Partnership(PPV4) there was no attendance from the traders themselves. Even when community events were organised specifically for traders’ benefit, and to address the area’s crime and deprivation problems, the retail owners showed a lack of support and an apathetic attitude. Commenting on attempts to organise an event for a Christmas lights switch on, the chair of the Partnership commented:

“We had six stalls for the District Centre traders, and it was only five pound, but we only got three traders. I went into the local butcher and said, ‘Are you not having a table? It would be good,... hot sausage rolls and warm mince pies, you will make a fortune!’ He said, ‘No, staff don’t want to do it’. Consequently, we opened it up to others from outside the District Centre. It was the same thing last year. You can’t get them to move to put anything into the community. If I wasn’t so pig headed I would have jacked it in years ago, but I’m passionate about the area I live in.”

Within the wider Houldsworth Village community, despite aspirations for improvements and marketing campaigns to promote participation, few individuals actively supported the many
groups driving forward the area’s regeneration. As noted by Mortimore (2003), in the case of Houldsworth Village the community distrusted the local politicians (Pu1) and felt neglected by and disengaged from political parties, and a lack of involvement could be attributed to a conviction that their contribution would make no difference (Piasecka et al., 2010). When processes failed to support individual contributions, for example, where residents and traders (Vo2) had argued for improvements and these were not made, they became despondent and dismissive of the supporting stakeholders such as Stockport MBC (Pu1). Consequently, few residents or traders therefore showed the long term commitment and resolution for the area to improve:

“In the past, maybe a couple of them have tried something but people give up. I mean that’s the thing, if people say, ‘no’ then they leave it at that. I’m different, until I go up to the top and get a no then I don’t stop.”

The extent to which traders and the local community were apathetic in expressing opinion or actively supporting the project could be attributed to the failure of the project to satisfy individual motivators (outlined in 5.8.2). Given the focus on Houldsworth Village attracting inward investment from high value-added economic activity driven through creative and digital activity, the existing residents and traders were seen as peripheral stakeholders to the project. Supporting the perception of Bassett (1996), the trickle-down of employment benefits to disadvantaged groups was seen essentially by Stockport MBC as a by-product of the economic activity created by Houldsworth Village, therefore the existing retail base and residents were not immediate benefactors. This raises the question as to whether the vision for Houldsworth Village as a creative and digital hub was a viable proposition as barriers to participation needed to be removed to motivate all.

5.8.4 Personality and aptitude

As argued by Warnaby et al. (2010:16) effective networks rely on “effective leadership to facilitate and ensure coordination/direction” and are determined by a stakeholder’s “human will, skill,
energy, values, and organisation” (Kotler et al., 1993:20). A key barrier to the establishment of “organising capacity” and therefore the implementation of effective stakeholder management can be attributed to an individual’s personality and aptitude, determining their leadership style and strategic approach. Organisations need to have suitable skills sets if they are to be effective and valuable, without these they can end up causing greater damage to partnerships than good. The degree of cooperation, interdependence and relationships amongst actors participating within the process and the clarity of the goals are of critical importance (Welker and de Vries, 2005). However, in the case of Broadstone Mill there was no alignment between marketing, customer service and quality, which failed to ensure the project was customer focused (Baron and Harris, 1995). Internal marketing should “originate at the top and be communicated down to the bottom of the firm” (Greene et al., 1994:5). In this respect, the MD lacked people interaction along these lines due to the complexities that his personality and aptitude presented. The challenges that his entrepreneurial aptitude combined with a lack of enigmatic leadership, short-term strategic perspective and production-led orientation presented are explored below.

a.) An entrepreneurial aptitude

Despite his reserved personality, the aptitude of the MD was entrepreneurial and opportunistic. A journalist (Anon, 2006) interviewing the MD at the start of the regeneration of Victoria Mill wrote:

“[He] doesn't actually use the expression ‘impulse buy' but he leaves the strong impression that that's what it was. [He commented,] 'It was just a business opportunity, the kind of opportunity that comes along every minute of every day if you're looking for them, and sometimes you take those opportunities and sometimes you don't.'”

The MD was actively seeking out new opportunities for Houldsworth Village and therefore the business plan for Broadstone Mill was dynamic. This established a reactive culture within the organisation. The Millshomes Marketing Manager commented:

“Strategic decisions are made and changed very flippantly by the MD and other departments are not informed. There is no one there to say ‘this is what we are doing now, and we are sticking to.’”

142
Consequently, this presented challenges in terms of process formalisation.

b.) Instilling enigmatic leadership

Comparing Broadstone Mill (Pr1) to Islington Mill in Salford, a similar development, CIDS’(Pu3) Development Manager accredited its success in part to the enigmatic leadership of the owner-manager:

“Islington Mill has created ‘cool’ for itself, it’s kind of indefinable, it’s hard to achieve. Part of that comes from the persona of Bill who owns and runs the mill. It’s almost got an underground vibe going on [which] sort of virally markets it. I suspect the rules at Islington Mill get broken on a regular basis whereas Broadstone Mill’s MD is in a rather different kind of position. The trouble is you can end up putting up a barrier.”

The MD was perceived as quiet and introverted, with many tenants (Pr4, Pr11, Pr20) and residents (Vo1) not knowing who he was and employees remarking that he was “hidden behind a shut [office] door” and gave “little thanks for their efforts”. The impact of his personality on external and internal relationships is explored below.

From an external perspective, the MD did not see his own persona as an introvert leader detrimental to the project’s success, or as a contributory factor to the value proposition. When asked by the researcher whether he felt if he had a positive interaction with tenants and residents he answered that he didn’t believe it was his role and sought to hide from attention. Greene et al. (1994:6) propose:

“Image is one of the greatest potential enhancers of personal communication; correspondingly, it is one of the most dangerous potential detractors.”

As discussed by Mitchell et al. (1997) legitimacy refers to the extent to which there is a perception that an organisation’s actions are appropriate within some socially constructed systems of norms, values, beliefs, and definitions. As the MD hid away and was reluctant to attend tenants’ drinks
evenings and networking events, his deeds, lack of words, actions and appearance (Greene et al., 1994) failed to live out the aspirations of Houldsworth Village.

From an internal perspective, the MD didn’t believe it was his role to ensure all business areas bought into the Houldsworth Village vision. Consequently, divisions adopted independent strategies and the vision was not embraced across the organisation (O’Regan and Ghobadian, 2002). The Shopping Outlet Retail Manager believed that the Shopping Outlet could be all things to all people:

“We have to move forward but we can’t neglect what we have established. Long before we opened seven years ago there was a factory shop on the site. We gained that customer base. Obviously that is our ‘bread and butter’ so to speak. We wouldn’t ever turn our backs on that. However, equally, we want younger people to come in because they are going to be shopping here in twenty years.”

Although a popular shopping destination for many of the older existing residents (Vo2), the market clashed with the image sensitive clientele of residents and tenants that Houldsworth Village aspired to attract. Continuing to exist by hiding away and avoiding difficult decisions proved increasingly divisive (Bassett, 1996). As argued by Sasser (1976) in Greene et al. (1994) the successful company must first sell the job to employees before it can sell its services to consumers. Employees need to have a shared understanding of the mission of the organisation to work towards a common goal (Baron and Harris, 1995). However, as a result of the MD’s personality, substantial conflict existed internally within the organisational structure between employees which hindered the development of the project. Stakeholder loyalty became weak and turnover grew with employees stating they didn’t feel “valued or appreciated” (Diary, 26/03/08). The Marketing Associate commented:

“It's really infuriating, hence my decision to leave. The MD really needs to change his management style if this place is going to achieve its full potential.”

Consequently, both externally and internally the MD failed to instil feelings of trust and satisfaction, key components of relationship quality (Dorsch, Swanson, and Kelley, 1998;
Garbarino and Johnson, 1999; Hennig-Thurau, Gwinner, and Gremler, 2002). Had the MD achieved “organisational harmony” (Greene et al., 1994) and inspired loyalty this could have established stakeholders’ time and financial loyalty (Sutton et al., 1997).

c.) Short-term versus long-term perspective

The aptitude of the MD frequently focused on a short-term agenda and created an element of conflict with some stakeholder groups when trying to establish effective processes. The following two examples highlight his nature.

Firstly, the MD was hesitant to invest in the complete refurbishment of the mills’ floors and adopt a longer-term strategic view. Instead units were created in stages which had the unintentional consequence of creating an unsettled environmental for tenants. Despite being faced with qualitative findings from the brand audit and customer surveys, to justify such expenditure in building improvements he wanted an immediate return on the investment.

Secondly, working with marketing agencies PEM(Pr12) and BarkerPR(Pr8), the MD believed both organisations had an interaction with the project in terms of an “advisory capacity, but to a limited extent”. On numerous occasions PEM worked with Millshomes to establish strategic marketing activity, however, the MD would ignore agreed long-term plans in turn for adopting a reactive approach. Consequently, as demand fell for apartments, the MD halted marketing expenditure as he believed there should be a direct correlation between promotional spend and sales.

d.) Production-led versus consumption-led focus

Mitigated by his short-term perspective, the MD adopted a production-led focus and created apartments and workspace whereby quality specification requirements outlined by marketing were ignored, and the organisation adopted low cost production methods in preference which
failed to serve consumption requirements. Consequently, the MD vied with the recommendations of VITA Construction(Pr6) and Cooders(Pr5). This culture created tension internally within the organisation, resulting in failure to deliver a product responsive to customer requirements.

His hesitance to adopt a more strategic perspective could be linked directly to his manufacturing career history whereby efficiency was driven by lowering the costs per unit. As identified by Palmer (2005) employees are dependent on internal services provided by other departments. 

The Marketing Manager became frustrated:

“From a marketing perspective, with Elisabeth Mill we cannot plan a whole development just because the MD wants to use a particular production method. We have to think longer-term. Even if it is more expensive to get an individual plumber or tiler in to actually build a bathroom, than organising production of say one hundred bathroom pods and they all come ready, that’s not the point if its restricting the actual end product’s long-term value and sale potential. That’s a key thing: often marketing is looking at things longer term, whereas production, often see things as short term, saving costs.”

Although, a service line approach to development created process efficiencies, in turn delivered a uniform end product that failed to meet the requirements of the potential residents and presented a “McDonaldization” (Ritzer, 1996) of the space. Given the nature of the creative class to embrace originality, the absence of uniqueness would fail to drive live/work opportunities across Houldsworth Village.

As identified by O’Regan and Ghobadian (2002), due to a shortfall in the MD’s leadership capabilities communication barriers were created. This ensued an ineffective logistical control on an operational process level (Welker and de Vries, 2005). The combined influence of the leadership aptitude and personality ensured that overall goals were misunderstood by staff and collaboration and coordination (Green et al., 1994, O’Regan and Ghobadian, 2002) were weak. Consequently, product specifications failed to meet requirements and did not deliver on the promises advertised (Green et al., 1994). For an effective value proposition it is important to achieve a balance between production-driven versus consumption-led interests.
5.9 Physical evidence

Physical evidence manifested itself in the form of partnership conquerors versus partnership outcasts, the social milieu of Houldsworth Village and the service delivery environment.

5.9.1 Partnership conquerors versus partnership outcasts

Overtime the physical make up of the village changed, as some stakeholders became more important and influential as partnership conquerors. Others became victim to the project’s development as they became less critical to Broadstone Mill’s (Pr1) income and became partnership outcasts. This was the case of manufacturing tenants (Pr2) as they became pushed back into smaller workspace to accommodate higher value-adding activity. Similarly, the makeup of the Millshomes customer base (Vo1) changed, with owner-occupiers and investors on a buy-to-let basis being overridden by customers renting directly from Millshomes letting provision and residents from the social housing sector. At the peak of the property boom, the MD had hoped to build a cheaper development as part of the third and final phase specifically for affordable housing but the recession drove forward this decision. He had been keen to avoid selling the units below the private-market value which would deter potential residents from purchasing and renting, due to the social stigma he believed was attached to affordable housing. However, faced with the property market crash he viewed social housing as an effective way to clear the remaining stock units within the first phase.

Despite aspirations that by linking closely with other workspace in the area would benefit the local community indirectly through economic growth and employment opportunities, the local community felt isolated by the agenda and the anticipated benefits would be delivered over the longer-term. Although Stockport MBC (Pu1) was perceived as proactive in developing and attracting high-technology business to the Houldsworth Village community, there was a general perception that processes to support the regeneration of the local community were inadequate. One existing resident (Vo2) complained:
“We’re always being approached to fill in this survey and that survey to give our opinion on such and such improvements, but the Council doesn’t listen to what we ask for! When are we going to start seeing some changes?”

Consequently as a result of the narrow regeneration focus adopted by Houldsworth Village on knowledge-based economic development, the District Centre and existing resident base can be perceived as an outcast.

5.9.2 The social milieu of Houldsworth Village

The potential for the area to become recognised as a creative hub is reliant on more than tenant occupancy levels and business support provisions alone. Stakeholders recognised the importance of the area developing a thriving social system in place, CIDS(Pu3) Development Manager argued:

“People search for physical signifiers, the way people dress, spaces where you can meet, spaces where you can have a meal or lunch, spaces where you can go for a drink or listen to live music, they are all human things,… in the Northern Quarter there are lots of opportunities for doing that… it needs to be locked into a kind of more general creative milieu.”

This draws on research by Warnaby and Davies (1997) that the visible “social milieu” needs to be conducive to the project’s development. G&M Associates stressed the dependence of the creative industries locating to the area would be dependant upon a relationship developing between the mill and the proposed development of the wider Houldsworth Village area:

“Tenants will want to feel connected to an area that has: social as well as business potential, clear market potential, places to meet [and] positive associations, which is not off the beaten track.”

This was reinforced from research findings from the brand audit undertaken by Broadstone that residents(Vo1) and tenants(Pr4,Pr11,Pr20), hoped to see a night time economy develop and café
culture develop. Many tenants came to work and then returned back to their homes outside of the area or socialised in the neighbouring Heaton Moor area. Many tenants commented that they rarely had any interaction with local businesses based in the Reddish District Centre. Furthermore, many noticed a ‘divide’ with the existing residents (Vo1). Consequently, new high-tech and creative industry is enjoying some success, but the new industries are located on sites on the edge of the village outskirts. The development activities undertaken are yet to adequately address the area’s wider social problems, and generate a milieu conducive to regeneration.

5.9.3 The service delivery environment

As stakeholders were buying into an intangible vision, the design of the Shopping Outlet (Pr14), the Broadstone Mill (Pr1) workspace and Millshomes (Pr2) apartments represented tangibility and provided implicit evidence of the potential for the project to deliver its aspirations. Greene et al. (1994: 7) asserted:

“The design or the physical arrangement of a room, style, quality, texture and arrangement of furnishings convey subtle but important image cues.”

The pre-existence of the established Houldsworth Mill Business and Arts Centre (PPP3), presence of anchor tenants such as the Stockport Boost Centre (PPP7) and calibre of creative businesses (Pr4, Pr11, Pr20) facilitated the delivery of a supportive service delivery environment and served to build stakeholders’ confidence in the ability of Broadstone Mill (Pr1). However, the ambitions for Houldsworth Village presented two complexities in terms of the service delivery environment. Firstly, the physical evidence of the retail outlet was incoherent with the intangible elements of the partnerships established, creating functional fissures (Warnaby et al., 2010) whereby the Shopping Outlet was disconnect from the project. Given that the vision to develop Houldsworth Village as a creative hub was built on weak consensus (see section 5.8.4), the relationship with the Shopping Outlet could prove corrosive. Despite efforts to revise its dowdy, bargain-basement perception by changing the name of Broadstone Mill Factory Outlet to Broadstone Mill Shopping Outlet and using younger models in advertising, it failed to address the
core product offering. Consequently, when new younger customers did venture in store they were disappointed as the product failed to live up to expectations. Furthermore, aspirations to attract younger brands (Pr21) failed as many were discouraged by the unsuitable aesthetics of the Shopping Outlet. The Outlet’s Marketing Manager argued:

"[Customers] won’t buy from somewhere like us; that’s what we are struggling against at the moment, because we are seen as an old and dowdy shop. Victoria Mill is a little bit young for our profile. Should we get more young brands in, then we would maybe have more of an interaction with them. The furniture side is aimed at that end of the market, but customers come in and see some of the dowdy clothes that are at the front of the store and don’t bother looking any further."

Baron and Harris (1995:15) assert the importance of the role of other customers in the service experience. Customers need to be selected according to their ability to interact positively with other customers. The physical evidence of the Shopping Outlet drew in a customer base seeking a mass-market bargain. Conversely, the Open Studios sought to attract a target customer seeking originality at a premium price. The entrance to the Broadstone Mill Open Studios (Pr4) through the Shopping Outlet failed to achieve positive interaction between the two customer types and weakened Broadstone Mill’s credibility. As argued by Balakrishnan (2009:622):

"During the visit the quality of the experience and service must live up to the promised level or it will lead to dissatisfaction."

Attempts to multi-sell in this way failed to achieve the required level of trust, quality and lifestyle connotations that Broadstone Mill and Millshomes customers can identify with - critical to the success of place branding (Anholt, 2002). However, synonymously, a decision to exclude this type of physical evidence from the project would engender apathy by failing to serve all participants’ motivations, namely those of existing residents (Vo2) who acknowledged the Shopping Outlet positively (see section 5.7.4). Consequently, this would potentially sanitise the area, typifying the gentrification (Smith, 1989) and displacement of existing residents that Houldsworth Village wished to avoid. This raises challenges as to whether the vision outlined for Houldsworth Village could in practice establish a real vibrant community, as found in the original Houldsworth Village.
Secondly, the short-term focus of political stakeholders and pressures to shift funding (Morgan et al., 2003) undermined the development of a positive service delivery environment. Pressure to use up limited funding streams available, led to an incremental approach to development and shoddy workmanship creating a negative impression that corners had been cut amongst clientele. Consequently, the piecemeal way in which funding was granted to partnerships contributed to a negative service delivery environment. By tangibilising the experience in this way Houldsworth Village failed to promote a positive word of mouth and reinforce the image. One incubator tenant(Pr11) noted:

“If your client is coming to see you in your building then you have to impress them with how your building looks and what facilities your building is offering. If your client needs to use the toilet you shouldn’t be embarrassed about what they are going to be using, because it looks bad on you. It is one thing getting us in here, but it’s quite another making us stay. It’s only for the fact there is a new concept for the building that I’m here.”

A poor service delivered through inadequate processes (see section 5.7.4) and the aptitude and personality of the MD (see section 5.8.4), had implications on the wider development of Houldsworth Village. For example, as Millshomes(Pr2) sought to encourage live/work opportunities Broadstone Mill(Pr1) and vice versa, the service quality created created a negative perception by delivering poor standards of physical evidence. One tenant argued:

“With the apartments we had problems in the early days with leaking roofs. It was embarrassing for us since we had clients staying there. I understand they were new apartments and there was teething trouble but the perception of the client was tarnished. They were living there and it was quite unpleasant for them at some points.”

This endorses research by Scott et al. (2007) that a failure to achieve the key motivational antecedents through aesthetic values fails to achieve trust and satisfaction. Critically, not all stakeholders were patient enough to accept an inadequate tangible environment.
5.10 Summary of the chapter

This chapter explores the application of services marketing as a conceptual framework for understanding stakeholder interactions in marketing the urban village. In particular, this thesis highlights the importance of processes and participants, determining the physical evidence delivered within the project. The place marketer must seek to increase process enablers and reduce process inhibitors. Critically, the place marketing environment must effectively motivate all participants, to deliver a vision which is embraced by all. This would seek to mitigate the reality of a thin layer of activists driving the vision forward. In practice this presents a number of implications in terms of developing physical evidence which accommodates the requirements of all stakeholders.
CHAPTER SIX

6. Achieving objective three

6.1 Introduction to the chapter

Following the exploration of the thematic influences within the three Ps, stakeholder groups typify certain types of interactions. Using the thematic coding developed in Chapter Five, stakeholder interactions can understood through the development of a typology of stakeholder types, motivations and interactions. Stakeholders could be positioned in a matrix according to the extent that they supported effective processes and participant interactions and served the three Ss, and the extent to which they contributed towards physical evidence in line with the project’s ambitions, facilitating the three Cs. An exploration of the typical characteristics of each stakeholder identified is provided.

6.1.1 The three Ss

The three Ss can be understood as the extent to which the stakeholder in question consciously developed effective processes and successfully motivated and managed individuals positively to deliver the ambitions of Houldsworth Village. From the researcher’s understanding of the influence enabling processes over the inhibitors and positivity of stakeholders’ mindset developed, the nature of stakeholders’ interactions could be determined according to the extent to which they had a supportive, shallow or subversive interaction with Houldsworth Village. The characteristics of these stakeholder interactions are explored in turn below.

Supportive interactions are defined by the success of formalised processes and interaction of participants successfully serving stakeholders’ requirements.
Shallow interactions are determined by ambitions to work collaboratively to achieve success but fail in practice due the influence of process inhibitors and/or negative participant involvement, unbalancing the potential benefits.

Subversive interactions appeared where the stakeholder rebelled away from the project. In practice, this was due to the process inhibitors, failing to serve the needs of the individual and a high presence of laggards.

6.1.2 The three Cs

The extent to which the stakeholder’s combined influence over process and participants delivered physical evidence supportive of the project’s aims. From interpreting the contribution of each stakeholder to the physical evidence, the stakeholder could be positioned according to the extent to which they had a constructive, contrived or caustic interaction with Houldsworth Village. The characteristics of these stakeholder interactions are explored in turn below.

Constructive refers to the production of physical evidence which was inclusive of the Houldsworth Village community’s requirements and made a positive contribution to the area’s vision.

Contrived refers to the implementation of physical evidence which aspired to meet the requirements of Houldsworth Village, but which fell short in practice and therefore presented challenges.

Caustic describes the production of physical evidence which failed to make a contribution towards the Houldsworth Village vision.
6.2 Developing a typology of stakeholder interactions

Stakeholders can be allocated into one of nine different stakeholder categories in the stakeholder typology matrix illustrated below in Figure 6.1. A stakeholder’s interaction with Houldsworth Village determined its positioning on the three Cs and Sc, which informed its location on the “C-axis” and “S-axis” of the stakeholder typology.
The nature of the nine identifiable stakeholder types is summarised below, with examples of a typical stakeholder provided.
Collaborative supporters successfully implement effective processes, motivated Houldsworth Village participants and deliver physical evidence conducive to delivering the project’s aspirations.

**A typical collaborative supporter: Stockport Sports Trust (PPP2)**

Following the demonstrable success of the Stockport Business Incubator (PPP1), the Stockport Sports Trust was established by Stockport MBC (Pu1) and Broadstone Mill (Pr1). The Community Interest Company represented a formalised private-public partnership. Driven by economic and political benefits, the resulting sports provision provides a leisure facility within Houldsworth Village for the benefit of all the community.

Contentious supporters drive forward effective processes and participation from Houldsworth Village stakeholders but fail to engender wholly constructive physical evidence, thereby weakening their contribution.

**A typical contentious supporter: Broadstone Mill (Pr1)**

Broadstone Mill has served as a catalyst to the regeneration of Houldsworth Village. Driven by equity stakes it actively sought to establish partnerships with stakeholder organisations that were in a position to fund or allow development. Despite the success of these activities, the personality and aptitude of the MD hindered the extent to which it was able to deliver its ambitions due to excessive cost cutting and failure to deliver constructive physical evidence. This demonstrates how individuals can affect the actions of a wider organisational entity.

Cantankerous supporters deploy supportive processes and participants, yet deliver caustic physical evidence. They do more harm than good, and hinder the project from delivering its ambitions.

**A typical cantankerous supporter: None visible at present**

At present there are no visible cantankerous supporters visible in Houldsworth Village. Should Broadstone Mill fail to effectively manage stakeholder interactions, there is a risk that stakeholders’ good intentions could deliver destructive physical evidence.

Surface collaborators focus on implementing effective processes to serve their own narrow agenda. Despite this shallow focus, their efforts make a positive contribution to the physical evidence of Houldsworth Village.
A typical surface collaborator: Heaton and Houldsworth Property Company (Pr22)

Heaton and Houldsworth Property Company implemented effective processes with Stockport MBC (Pu1) in order to establish the long-term leasehold for the purpose of developing a Business and Arts Centre (PPP3) in Houldsworth Mill. Given the level of security that the Council’s tenancy assured across the premises, the proprietors had little interest in progressing their involvement further with Broadstone Mill (Pr1) or Houldsworth Village as their financial interests had effectively already been met.

Superficial contingents represent stakeholders with whom shallow processes and participation are realised. Consequently, the extent to which they have a positive impact on the physical evidence is weakened.

A typical stakeholder: NWDA (Pu16)

Broadstone Mill interacted with the NWDA through its involvement with the Winning Business Academy (PPP5) which provided business support to incubation tenants. Given its remit across the North West region, Houldsworth Village was only one small pillar which served to help it meet its agenda as it focused on similar projects undertaken across the region. Consequently, Broadstone Mill (Pr1) failed to secure strong process or participation ties with the entity directly. Despite having an impact on the physical evidence of the Houldsworth Village serving incubation tenants, its remit across the wider area was constrained.

Surface contractors adhere to processes half-heartedly, on an outward level. Due to a narrow focus, their actions introduce complexities to processes and participants by failing to add-value and make a positive contribution to physical evidence.

A typical stakeholder: Manchester Hi-Tech (PPP8)

Manchester Hi-Tech sought to encourage the establishment of high-tech organisations within the incubator space available in Broadstone Mill (Pr1). The entity met infrequently with few representatives committing time to the group. When the group did meet many agenda items were left outstanding. Despite ambitions for it to attract high-tech activity to the North West, in practice it achieved little and directed few tenants towards the incubator.

Competitive collaborators fail to adhere to established processes and subsequently fail to engage with participants on a positive level. Despite this, they play a critical role in the delivery of a positive physical environment.
A typical stakeholder: Houldsworth Mill Business and Arts Centre (PPP3)

Following the successful conversion of Houldsworth Mill into a Business and Arts Centre, Broadstone Mill (Pr1) sought to use the organisation as a gateway to expertise. Although effectively a competitor organisation, the MD’s entrepreneurial aptitude capitalised on the knowledge that the Business and Arts Centre had gained from its own refurbishment, to inform the physical evidence of Broadstone Mill.

Submissive safeguards believe that they are playing a pivotal role to the delivery of a supportive physical environment, but in practice they fail to implement processes which effectively engages individuals. Consequently, they hide behind a shield and defend their position when criticised.

A typical stakeholder: Reddish District Centre Partnership (PPV4)

The private-public-voluntary partnership sang its own praises with respect the deliverables it achieved such as the Agora Project. Despite these efforts, in practice the entity failed to engage representation from across the community and make significant changes which would impact on the wider social milieu. Consequently, whilst it defended its existence, an increasing number of shops within the District Centre closed, failing to have a positive impact on the physical evidence of Houldsworth Village.

Composed stragglers fail to implement effective processes or engage with participants successfully. Despite operating as a composed entity, they fall short on add valuing to the physical environment and effectively delay the project from delivering its ambitions. Composed stragglers can either be intentional and unintentional in their efforts.

A typical stakeholder: Vision+Media (Pu18)

Faced with the sectoral restructuring of the creative industries, the collaborative supporter CIDS (Pu3) that Houldsworth Village had previously partnered with was replaced by Vision+Media. Houldsworth Village needed to establish the same level of brand endorsement with Vision+Media that it had received previously from CIDS. As yet, however, Broadstone Mill has struggled to formulate the same processes with Vision+Media that it had with CIDS. In practice, this has meant the discontinuation of Creative Industries Network meetings which CIDS had hosted. The events had served to engender a social milieu facilitative of a creative hub and attracted potential tenants (Pr18) to the area.

6.3 Summary of the chapter

This chapter has drawn together the qualitative research undertaken in Chapters Four and Five to enable the development of a typology of stakeholder types, motivations and interests within an urban village context. The action-case project of Houldsworth Village has enabled the
identification of nine stakeholder types with defining characteristics. From the findings it can be observed that over the 21 month period in which the research was undertaken, no Houldsworth Village stakeholders sought to actively destruct the regeneration aspirations. However, equally, it is possible to identify that the project was reliant on a few organisations. These findings present a number of implications for the future understanding stakeholders within a place marketing environment. These issues are explored within Chapter Seven.
CHAPTER SEVEN

7. Conclusions and implications of the study

7.1 Introduction of the chapter

In line with the findings of the study, a number of noteworthy conclusions are hereby drawn which help to reveal how the objectives of the study highlighted earlier are achieved. The contributions of the study for understanding stakeholders in the urban village are also highlighted. Finally, the chapter identifies research areas for future study.

7.2 Conclusions

The study sought to understand stakeholder relationships in marketing the urban village by using Broadstone Mill as a case study in its role in leading the regeneration of Houldsworth Village. This aim was considered appropriate as there is a common advocacy that specific place branding frameworks should be adopted to facilitate understanding the urban environment, which made an implicit understanding of stakeholder management within the respective frameworks. Hence, the aim was to explore and conceptualise the influences upon stakeholders in marketing the urban village in order to develop an all encompassing framework for understanding their interactions. Moreover, the aim was to map out the interactions of stakeholders in Broadstone Mill in leading the regeneration of Houldsworth Village.

Consequently, in order to achieve this aim, the following objectives were established and set forth in Chapter One (see section 1.6.4):
1. To identify stakeholder types at Broadstone Mill and to ascertain the motivations behind these actions;

2. To map the interactions of the different stakeholders at Broadstone Mill;

3. To develop a typology of stakeholder types, motivations and interactions.

All of the chapters in the study contribute in various forms towards the achievement of these objectives. The first objective of this study was informed through Chapter Two which led a critical review of the literature that highlighted the inadequate provision of existing research. The literature review informed understanding of stakeholder interactions within an organisational and place marketing context and the complexities of stakeholder interactions from a desirable and realistic perspective. The review of the chapter acknowledges the contribution made from TCM and retailing stakeholder literature and illustrates the contribution of services marketing, and the role of the servuction system (Warnaby and Davies, 1997) and service-dominant logic (Warnaby, 2009 developed from Vargo and Lusch, 2004,2008) as frameworks through which to explore the perceived value-in-use of urban actors. Crucially, this highlights the opportunity for research to clarify the applicability of services marketing to understanding stakeholder relationships in marketing the urban village.

Chapter Three delineates the methodology of the study. While previous studies have adopted case studies and field experiments to explore stakeholder interactions, the researcher's dual role of holding both an organisational functional role and research role for the duration of the KTP, provided an opportunity to explore and influence stakeholder interactions to solve real time business problems (McNiff and Whitehead, 2000). Consequently, the applied methodology of participative action-case allowed the researcher to consider, over time, the complex phenomena being studied in Houldsworth Village with respect to understanding stakeholder interactions therein. It allowed a comprehensive understanding to be gained of the relevant factors impacting upon data use in this context, and allowed relevant processes to be uncovered. Specific methods of enquiry involved secondary research through the literature review and secondary data
collection; primary research through journaling, semi-structured interviews and action-case intervention informed understanding of stakeholder relationships in an urban village context.

Chapter Four adopts a multifaceted approach to achieve objective one, identifying stakeholder types at Broadstone Mill and securing greater insight into stakeholders’ motivations. Categorisations identified in the literature view, specifically those developed by the ATCM and the authors Medway et al. (1998), Evans (1997), Morgan et al. (2003), Podnar and Jancic (2006), Clarkson (1995), Savage et al. (1991) and Cleland (1999) were applied in combination to identify stakeholder types at Broadstone Mill. The chapter explores the dynamics of stakeholder interactions and identifies ten key observations which throws light on some of the complexities understanding stakeholder relationships. The review of this chapter demonstrates that in practice Broadstone Mill had an intense interaction with only a few Houldsworth Village stakeholders. Many desirable stakeholders, with whom Broadstone Mill aspired to interact with, had a low vested interest in the project due to a variance in the organisations’ agendas. The chapter highlights a requirement for further analysis to explore the reasons behind a stakeholder’s weak involvement in a project, despite the potential opportunity for high equity stakes. Furthermore, additional research needs to secure insight into the driving forces behind effective partnerships.

Chapter Five applies services marketing as a framework through which to understand stakeholder interactions in marketing the urban village and achieve objective two. The chapter serves to explore and conceptualise stakeholder interactions and applies the three Ps associated with services marketing as a framework through which the marketer can understand the influences on the interactions of stakeholders in Houldsworth Village. The chapter highlights the combined influence of processes and participants, determining the physical evidence delivered within the project. The place marketer must seek to increase process enablers and reduce process inhibitors. Critically, the success of a place marketing environment is dependent on the influence of effective processes delivered by participants, which in turn deliver a physical
environment which is embraced by all. This would mitigate the reality of a thin layer of activists driving the vision forward.

Within these three basic variables, more complex thematic influences are drawn out in a second stage of analysis. With respect to the theme of process, process enablers and process inhibitors can be identified. Process enablers are determined by the degree of process formalisation, economic and political drivers, gateway to resource expertise, competition and cooperation, process efficiencies and process replication driving the project. Process inhibitors can be summarised by the degree to which insularity, bureaucracy, process misalignment, fuzziness and apathy was present in the project. The role of participants in marketing Houldsworth Village can be understood through formal versus informal human interaction, the extent to which the project met individual motivators, lynchpins versus laggards and personality and aptitude. The combined influence of processes and participants determined the physical evidence of the project, which manifested itself in the form of partnership outcasts versus partnership conquerors, the social milieu of Houldsworth Village and the service delivery environment.

Following the exploration of the thematic influences of the three Ps identified in Chapter Five, Chapter Six seeks to answer objective three and serves to understand stakeholder interactions through the creation of a typology of stakeholder types, motivations and interactions. The chapter argues that the effective management of processes, participant engagement and physical evidence are critical to delivering the ambitions of an urban village. Stakeholders can be positioned on the “S-axis” according to their impact on processes and participation, reflecting the degree to which they had a supportive, shallow or subversive interaction with Houldsworth Village. Conversely, the “C-axis” depicted the extent to which stakeholders contributed towards physical evidence in line with the project’s ambitions and were collaborative, contrived or caustic. Accordingly nine different stakeholder types were identified. The place marketer must seek to drive stakeholder loyalty towards the project. From the analysis of the findings, the following conclusions on the nature of stakeholder interactions are drawn:
Firstly, the categorisations outlined by the ATCM and the authors Medway et al. (1998), Cleland (1999), Evans (1997), Morgan et al. (2003), Podnar and Jancic (2006), Clarkson (1995) and Savage et al. (1991) serve as a functional tool through which the multitude of stakeholder entities present within the urban environment can be outlined. Despite this, the simplistic nature of the categorisation tools fail to explore and conceptualise the influences predetermining stakeholder interactions in practice which are critical to effective place branding. Critically, the place marketer requires an understanding as to why idealistic interactions fail to materialise in reality. The application of the three Ps serves as a starting point of analysis which feeds into the development of a stakeholder typology. The three Ps inform the place marketer as to the influences and problems behind stakeholder interactions. Therefore they serve as a conceptual framework through which to map out urban village stakeholders so that the place marketer can make the following conclusions as to why the reality of stakeholder interactions frequently differ from the idealist perspective:

Firstly, those stakeholders to have the most domineering influence on the urban village landscape were public stakeholders and public-private partnerships. These entities were the most successful at establishing effective processes, engaging participants and having a positive tangible impact on the physical environment. This can be attributed to the close alignment of their organisational agenda with the aspirations of Houldsworth Village. This supports Grunig and Hunt's (1984) identification of normative linkages. Crucially, these were supported by few private sector organisations. From observing those organisations that fall into the collaborative category of the matrix, it is possible to identify the critical role played by these few private sector organisations. Broadstone Mill’s consumers(Pr4,Pr11,Pr20) actively facilitated relational exchange and led the co-creation of Houldsworth Village. As established tenants their participation played a critical role in encouraging other firms(Pr18) to join, tangibilising the intangible vision. This challenges Griffiths’ (2005) argument that formal designation in spatial planning terms reflects "a technocratic mentality of order and control". In practice it could be observed that formal designation facilitated "bottom-up" adoption.
Secondly, from the opposite perspective, those stakeholders to have the least effective influence on the urban village landscape were predominately voluntary-led organisations. These entities were those that struggled to establish effective processes, engage participants and have a positive tangible impact on the physical environment. This can be attributed to two key factors. In part, the variance of a voluntary organisation’s agenda with the aspirations of Houldsworth Village constrained the development of an interaction. Furthermore, it is apparent from reviewing stakeholders’ positioning on the typology that the greater the number of representatives within the partnerships formed, as found with the Agora Project(Pu14) Reddish District Centre Partnership(PPV4) and Friends of Reddish Station(Vo3), the less effective the stakeholder entity was in practice in establishing effective processes and participant engagement to deliver tangible outputs. Effectively, these organisations are partnerships within partnerships, in that they get into partnership with Houldsworth Village. Akin to an onion skin where each layer has another layer underneath it, where there is a palimpsest of partnerships, this is where fuzziness is prevalent and the stakeholder entity is less effective.

Thirdly, as argued by Aldous (1992) winning over stakeholders is crucial to the delivery of successful place marketing. If residents and users are not supportive of their urban village, it will not succeed. The typology of stakeholder interactions in Houldsworth Village confirms that at present a narrow focus on knowledge-based regeneration activity fails to engage with existing residents/traders(Vo2) base. Inadequate processes were established to engage residents/traders and deliver a positive impact to the physical evidence for their benefit. As identified by Corcoran and Thake (2003) the views of “social entrepreneurs” who were involved with private-public-voluntary stakeholders such as the Houldsworth Village Vision Group, for example, were not representative of the neighbourhood and its various constituencies. Although identified by Grunig and Hunt (1984) as an enabling link, in reality the organisations failed to achieve robust processes and failed to implement concrete activities. Where the aspirations for Houldsworth Village didn’t have an immediate impact upon the stakeholder, entities did not
proactively seek to engender processes and relationships with participants to purposely threaten the project’s success.

Fourth, the reliance on a few stakeholders as collaborative supporters representing a narrow range of local interests (Peck, 1995) was problematic. As outlined by Goldsmith (1996), stakeholders sometimes may have the leverage to destroy or severely harm a project by withdrawing their support to a company that fails to deliver value as they define it. For example, in half of collaborative supporters identified Stockport MBC(Pu2) played a pivotal role and through its involvement with the Houldsworth Village Steering(PPP6) and Vision Groups(PPV1). It therefore held the potential to exert political pressure on other stakeholders within the network. Consequently, a potential decision by the Council to waiver its support would destroy the ambitions of Broadstone Mill. Linked to this, not all stakeholders that had a high vested interest in Houldsworth Village’s success had a positive influence on the project. For example, Broadstone Mill sought to effectively implement processes with key stakeholders, however, the MD’s personality and aptitude critically influenced the production of shoddy physical evidence which failed to meet the requirements of existing and prospective tenants (Pr4, Pr11,Pr18,Pr20) and Millshomes residents(Vo1,Vo8). Consequently, in order to prevent Stockport MBC, from retracting their involvement with Broadstone Mill due to inadequate production standards, it is pivotal for Broadstone Mill to redress the delivery of a sub-service proposition and adopt a consumption-led focus.

Finally, these conclusions present a number of complexities to the urban village marketer focused on delivering knowledge-based development. To avoid growth-orientated economic development excluding the existing resident base (Loftman and Nevin,1996) Houldsworth Village must deliver local activities which are closely related the demands of customers. To prevent alienating either one of its two markets, the creative class(Pr4,Pr11,Pr18,Pr20) and the existing residents/traders(Vo2), the social functioning (Ashworth and Voogd, 1990a) must be facilitative of Houldsworth Village. At present the aspirations for Houldsworth Village are focused on driving
forward the economic functioning of the area but notably fail to encourage a positive interaction between the two markets. The Village needs to find an effective way to incorporate and serve the existing Houldsworth Village community and achieve a “social partnership” (Warnaby et al., 2004) as these groups are operating independently of the vision at present and failing to engender representative support. To overcome this, the few stakeholders leading the project must act to establish more effective participation with those stakeholders falling outside of the collaborative supporters. Indeed, it could be argued that Broadstone Mill could play a critical role in highlighting best-practice partnerships to other Houldsworth Village stakeholders to engender support, demonstrate what can be achieved in practice and encourage process-replication. However, equally these pivotal stakeholders need to extend the value proposition so that it serves the requirements of the existing residents/traders. As noted by the Economic Development Manager at Stockport MBC, the Council isn’t doing enough to drive forward the vision and therefore this is a critical pinch point to the successful delivery of the Houldsworth Village vision.

7.3 Research contributions

As regards to understanding stakeholders, the contribution of this study lies in the fact that the thesis introduces a greater degree of distinctiveness to the way stakeholders in an urban village environment are conceptualised. Given the prevalence of the urban village concept across the context of the UK, (for example, Bilston Urban Village, Holbeck Urban Village, Linthouse Urban Village and Saltaire Urban Village to name but a few) no precedent research had been undertaken in respect to stakeholder interactions within this context. Previous studies on stakeholder interactions had focused purely on an overview of stakeholder interactions within an organisational (for example, Duncan and Moriarty, 1998; Wheeler and Sillanpää, 1997; Clarkson, 1995; Freeman, 1984; Wolfe and Putler, 2002), retailing (Warnaby et al., 2004; Warnaby et al., 2002, Medway et al., 1998;200), TCM (Jenkins, 2008; Warnaby et al., 1998; Evans, 1997; Grunig and Hunt’s, 1984) and tourism context (Morgan et al.). Previous research also highlights the importance of effective stakeholder engagement and advocates from a theoretical perspective the
applicability of services marketing to understand the place marketing context (Warnaby, 2009). However, in practice no research had been undertaken to understand the relevance of services marketing as a framework through which to conceptualise and explore stakeholder interactions. Notably, this study presents originality from the perspective in that it explores and conceptualises stakeholder relationships through the case of an organisation seeking to drive forward regeneration through an urban village.

Extending the methodology of action-case outside of the sphere of IS, the study makes a practical and applied contribution to place marketing practitioners in the area of analysis, planning, implementation, and control of stakeholders. The findings of this study advocate for the proactive management of stakeholders within the urban village environment by manipulating the influences of process, participants and physical evidence and their sub-themes. The matrix calls for stakeholders to operate as collaborative supporters, establishing effective processes and participation and physical evidence which fits with the community's requirements. This requires the stakeholder entities leading urban development to minimise process inhibitors and engage with all participants effectively. This would ensure that urban villages served as a successful regeneration model in practice to deliver more vibrant, sustainable communities. By adopting the typology developed in this thesis, urban villages could manage stakeholders effectively, each delivering their unique visions, avoiding a “McDonaldization” (Ritzer, 1996) of regeneration areas and retaining the cultural identity from which the location had first developed a proud heritage.

7.4 Suggestions for further research

While efforts are made in this study to ensure that the study offers valuable insights into the areas covered, it is also acknowledged that future studies could explore further areas to deepen present knowledge on stakeholder relationships in marketing the urban village. Firstly, this thesis takes the single case of Houldsworth Village. Given the prevalence of urban villages as a regeneration model across the UK, further studies on benchmarking the case of
Houldsworth Village to other UK regeneration contexts would provide further insight. This would enable the researcher to ascertain the positioning of other regeneration project’s stakeholders and confirm whether there is a successful blueprint through which to most effectively interact with stakeholders. Furthermore, it would be interesting to explore the relevance of the findings and typology to other regeneration contexts. For example, a study of organic-led creative regeneration areas would provide comparative insight.

Secondly, given the nature of the regeneration, plans are implemented over a time period of ten to 15 years. Although this thesis reviewed stakeholder interactions within the two year timeframe of the KTP, further insight into a stakeholder’s movement within the typology over the longer-term would provide enhance understanding into the mechanisms of effective stakeholder management.

Thirdly, this study has taken assessed stakeholder involvement by interacting with key individuals within those stakeholder entities. For the purpose of confirmability of the findings it would be good to undertake further quantitative research which invited a wider cross-section of stakeholders to affirm the allocation of the stakeholders’ positioning within the typology.

7.5 Summary of the chapter

This thesis fulfilled the research aim, in that it enhances understanding of stakeholder relationships in marketing the urban village. The methodological approach of participative action-case served to provide insight into the challenges facing an organisation in its task of managing the complexities of stakeholder relationships in the regeneration of an urban village. Such insight is vital to place marketing practitioners, and can be used to inform the future management of stakeholder relationships within the urban village.
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| APPENDICES |
|-------------------|----------------------------------|
| I                 | MBS Application for Research Ethics Approval |
| II                | MPhil research information sheet   |
| III               | MPhil Research questions stage 1   |
| IV                | Specification of stakeholder categories |
| V                 | Interview with Incubator Manager  |
| VI                | Creative supply-chain relationships of Broadstone Mill Open Studio tenants |
| VII               | Use of the umbrella brand Houldsworth Village |
|                   | Houldsworth Village website branding for Broadstone Mill versus Houldsworth Mill |
APPENDIX I: MBS Application for Research Ethics Approval

When completed this form should be returned to the PGR Office.

The form should preferably be typed, where handwritten please use BLOCK CAPITALS.

Surname: Le Feuvre...........................................

Student Number 2233083.................................

Forename(s) Meryl Emma ...........................................................

Programme: MPhil in Business Administration

Thesis title: Understanding stakeholder relationships in marketing the urban village....................

The following should be addressed, where applicable, when explaining how you will address any ethical issues arising from your doctoral work. All questions must be answered. ‘Not applicable (N/A)’ is a satisfactory answer where appropriate.

1. Brief description of the research project including the main research aims and objectives including research questions and why it is important.

The MPhil utilises the redevelopment of Houldsworth Village as a case study by which to explore the plurality of stakeholder interests which place marketers must address to deliver the ambitions of an urban village.

The objectives of the MPhil:

1. To identify stakeholder types at Broadstone Mill, and to ascertain the motivations behind these actions;
2. To map the interactions of the different stakeholders at Broadstone Mill;
3. To develop a typology of stakeholder types, motivations and interactions in a UK urban regeneration context.

Such insight can be used to inform the future management of stakeholder relationships within the urban village.

2. Does the research involve any of the following? Yes No

- use of questionnaires designed by the researcher X □
- use of standard survey instrument □ X
- use of on-line surveys □ x
- use of interviews X □
- use of focus groups □ X
- audio-taping participants or events X □
- video-taping participants or events □ X
- research about participants involved in illegal activities □ X
- access to personal and/or confidential data without the participant’s specific consent □ X
- administration of any stimuli, tasks, investigations or procedures which may be experienced by participants as physically or
mentally painful, stressful or unpleasant during or after the research

- observation of participants without their knowledge

3. Provide a summary of the design and methodology of the project, including the methods of data collection and the methods of data analysis.

The methodology of the project is informed through three core methods of inquiry including a process of reviewing secondary research, journaling and undertaking semi-structured interviews, followed by a process of intervention. The initial secondary research through the literature review and data review will enable the researcher to paint a picture of stakeholder relationships in the context of Houldsworth Village from both an academic and practitioner angle. Journaling and semi-structured interviews will enable the researcher to interrogate the status quo and collect a rich set of data to provide insight into Houldsworth Village. The findings of this case study orientated research will enable the researcher to adopt a theme and content analysis and inform small scale intervention by the researcher through her day-to-day role as a KTP Associate, seeking to achieve a desirable change in the stakeholder relationships.

4. Describe the research procedures e.g. how relevant research participants are identified, recruited and the organisation of the field research.

The first stage will involve two key methods of enquery, the collection of secondary research to identify stakeholder types at Broadstone Mill. This will seek to achieve insight into stakeholder interactions in both an organisational and urban context by reviewing academic and practitioner literature. In conjunction with the literature review, secondary data will be collated by reviewing documentary material gathered from previous planning applications, organisational databases, internal communications and reports, central and local government reports and records. Using secondary data available will enable a more informed approach at the primary research stage. This will enable the researcher to apply a more informed approach when seeking to identify and build understanding of the motivations behind the various stakeholders at Broadstone Mill.

5. What, in your opinion, are the ethical considerations involved in this research e.g. risk to participants and researchers (physical or psychological), issues that might be sensitive, embarrassing or upsetting etc? Describe precautions to minimise or mitigate the risks and issues identified above?

Given the nature of Broadstone Mill’s activities within Houldsworth Village there is potential that the research participants could be identified according to their role. Consequently, only the named researcher will have access to the interview transcripts. Each interviewee will be asked to sign a consent form before the interview and was given the option opt out of the research at any point. Transcripts or notes of the interviews will be forwarded to interviewees, if desired; to check that they feel what they have said has been correctly documented. An embargo will be enforced on quoting findings from the MPhil thesis for the next five years to protect the identity of participants.

6. Will the research specifically target:

- students or staff of this University
- adults (over the age of 18 and able to give informed consent)
- children (anyone under the age of 18)
- the elderly
- people from non-English speaking backgrounds
- anyone intellectually or mentally impaired who can’t provide consent
- anyone who has a physical disability
- patients or clients of professionals
- anyone who is a prisoner or parolee
- any other person whose capacity to give informed consent may
Please note that you may also need to obtain satisfactory CRB clearance (or equivalent for overseas students).

7. Will payment or any other incentive be made to any research participant? If so please specify and state the level of payment to be made and/or the source of the funds/gift/free service to be used. Please explain the justification for offering payment or other incentive.

No payment offered.

8. Please indicate the method of recruitment by ticking the appropriate box(es). Tick all that apply.

- Mail Out
- Email [X]
- Telephone
- Advertisement
- Personal [X]
- Recruitment carried out by a third party
- Contact details obtained from public documents
- Contact details obtained from private sources
- Participants from a previous study
- Snowball
- Other (please explain)

If using a mail out who will be distributing it?

If using an advertisement explain where it will be placed. Have you attached a copy?

If recruitment is to be conducted by a third party (e.g. friend, contact, doctor) have you attached an approval letter

- requesting their assistance? Y/N - if no please explain
- confirming their willingness to act? Y/N - if no please explain

If contact details are to be obtained from private sources have you attached an approval letter?

190
9. Please give details of how informed consent is to be obtained. **A copy of the proposed consent form, along with the proposed information sheet must accompany this proposal.**

   An information sheet was sent to all participants detailing the purpose of the research and how the study would be undertaken. Please see the attached.

10. Data Protection and Confidentiality. Please state who will have access to the data and what measures will be adopted to maintain the confidentiality of the research participant and to comply with data protection requirements e.g. will the data be lawfully processed, anonymised, secured and not kept longer than necessary?

   Participants have been identified on role basis as opposed to being identified according to name. The thesis will be considered for an embargo period for five years post completion to protect the identity of any participants, whereby it will not be available for either loan or consultation.

11. Will the research results be made available to the participants? If so describe how they will be disseminated.

   An electronic summary of the research conclusions and contributions will be issued to the participants post-research completion.

12. State location(s) where the project will be carried out.

   The interviews will be undertaken within private meeting rooms at Broadstone Mill, where participants can speak freely and conversations can be recorded without disturbance.

13. The proposed period of field research is from **December 2007** to **June 2009** (this must not be before the date of Ethics Committee approval)

Signature: ............................................................ Date: ..............................................................

Supervisor’s Declaration:

I have discussed the above ethical issues with the student in relation to his / her proposed research and agree that the involvement of human participants / human data / material is essential for the proposed research topic.

Supervisors Name: ............................................................ Supervisor’s Signature: ............................................................ Date: ............................................................

*The following section will be completed after you have submitted the form to Anusarin Lowe in the PGR Programmes Office, room 9.24 Harold Hankins*

Director of PGR Programmes: ............................................................
Action: ………………………………………………………………………………………Date …………………

NB: Should you change your research plans you will need to complete another ethics form. Please contact the PGR Ethics Committee should you have any questions.
APPENDIX II: MPhil research information sheet
Exploring stakeholder relationships in marketing the urban village

Introduction
You are being invited to take part in a research study as part of a KTP Project. Before you decide, it is important for you to understand why the research is being done and what it will involve.
Thank you for reading this.

Aim of study
A Knowledge Transfer Partnership (KTP) is a three-way project between a graduate, an organisation and a university.

Essentially, the purpose of the KTP project between the University of Manchester and Broadstone Mill Ltd. is to develop and promote the place brand of Houldsworth Village and within this concept the associated activities of Broadstone Mill Ltd. and its sister company Mills Homes Ltd. within the area of Reddish, in Greater Manchester.

This MPhil research intends to explore the relationships between organisations, groups and individuals with whom Broadstone interacts to assess how this might have implications for the marketing of Houldsworth Village. This will assist Broadstone to identify who it needs to influence and what action needs to be taken.

The objectives of the MPhil
1. To identify stakeholder types at Broadstone Mill, and to ascertain the motivations behind these actions;
2. To map the interactions of the different stakeholders at Broadstone Mill;
3. To develop a typology of stakeholder types, motivations and interactions in a UK urban regeneration context.
Research approach
Semi-structured interviews will be conducted with key informants.

Anonymity
Only the named researcher will have access to the interview transcripts. The interview subjects will only be named in the final report if permission is obtained. Each interviewee will be asked to sign a consent form before the interview. This will point out that they can opt out of the research at any point. Transcripts or notes of the interviews will be forwarded to interviewees, if desired; to check that they feel what they have said has been correctly documented. The results of the study will be produced in finalised form in January 2011 when a copy of the findings can be received electronically upon request.

Thank you for your time.

Please keep this leaflet for information.

Contact details
Meryl Le Feuvre, Broadstone Mill, Broadstone Road, Houldsworth Village, Reddish, Stockport, SK5 7DL.

Tel: 0161 953 4463
Email: meryl@broadstone.co.uk / meryl.lefeuvre@mbs.ac.uk
APPENDIX III: MPhil research questions stage 1
Exploring stakeholder relationships in marketing the urban village

1. Given your position in Houldsworth Village who do you feel you interact with?

2. In addition to the groups identified in Appendix III, are there other organisations, groups and individuals that you feel Broadstone and associate companies interact with?

3. What is the nature of these interactions?

4. How important do you perceive these interactions to be?

5. The interactions between these organisations, groups and individuals can be mapped out graphically. Using the categories provided please illustrate:
   a) how you feel these groups interact with Broadstone Mill
   b) the degree of influence between Broadstone Mill and the respective party
   c) the strength of the relationship
APPENDIX IV: Specification of stakeholder categories

1. Local businesses
   Tenants
   Businesses within the vicinity

2. Retailers
   Tenants
   Retailers within the vicinity

3. Residents

4. Retail Customers

5. Employees

6. Suppliers
   - Knowledge/Educational-based agencies *i.e. supply spin out companies, graduates, knowledge, support, assistance*
   - Generic Business Support *i.e. supply a vast range of support services whether financial, business advice, networking and marketing opportunities.*
     - Creative industries’ support
   - General suppliers
     - Advertising/media suppliers

7. Contractors
   A person or business which provides goods or services to another entity under terms specified in a contract. Unlike an employee, a contractor does not work regularly for a company.

8. Government
   - Local Authority
   - Regional Authorities

9. Competitors
   - Local
   - Regional

10. Interest Groups
Legitimate interest in Broadstone Mill and Houldsworth Village

- Trade associations
- Local schools
- Local leisure facilities
- Police
- Fire Service
- Transport Authority

11. Estate Agents
APPENDIX V: Interview with Incubator Manager

Question 1
I interact with Broadstone Mill itself, the management team, all the people involved in managed workspace, involved in pretty much all the sub units, Millshomes and also with the local authority as well as the university and also individually with tenants in the incubator space as well. [Do you interact with tenants outside the incubator programme?] Yeah, we still are in contact with the workspace tenants; that’s because the offering that the University has is much broader than the incubator. So, we are there trying to assist people with that sort of linkage back to the university. It could be from Day and Zimmerman to an individual tenant, who is just a workspace tenant. It doesn’t have to be for incubation. You know incubation brings about big companies in house taking opportunity of a new ideas, news concepts that they have as well as small companies and those coming in from the university.

Question 2
Nope, I think everybody is on there.

Question 3
I mean some are superficial. Erm… those are probably more just keeping abreast of what is going on, the MillsHomes and other strategies. Some are then what you would call peripheral activity that is certain parts of the council, certain parts of other projects such as the Canal Regeneration, things going on in the area, and things maybe like the retail outlet and other activities in the area. Then I would say you’ve got people who are developing in terms of importance, that is again growing, things like the Council Economic Development. In certain areas like the David Johnston, on the planning side and on the economic development side, but they are equally important. Then there are other people who we are talking to try and bring them in to the area to work with us at the same time, which are potentially other developers and other people who buys in to the project. And then, there are the ones who come in on an enquiry basis; they come in, they have a look, they decide it’s not suitable for them, and then they move on, so you want to at least try and give them a positive feel in that interaction, even if they may not stay here. And then, there is what I would call the customer level who might potentially come in, they do decide to stay and you work with them and you build a relationship over a long-term basis, like the university companies that aren’t yet ready to move but whom we are showcasing the area to. I think the biggest thing is actually bringing people into the space. Stopford Workshop, if they had just looked at the brochure wouldn’t have considered this as they were going to Manchester Science Park. But once we brought them out and they realised what was available here, that’s what made the decision for them. So, I always try to make sure people come out to the area rather than showing them something; and also trying to get third-party endorsement; people walking round, meeting other people and… people in residency in the incubator already. Then you’ve got your prime people who are the Council and predominantly Broadstone Mill, who are driving the project. And you know helping to develop and populate the incubator as well as working on the strategic plan for the whole area.

[Is there anyone who you feel you might have a negative or conflicting interaction with?] Negative in terms of, if you like, people who don’t understand the actual concept of what we are trying to do, or feel that in some way this is competitive to them. So I think there are often people who think we are coming in with the Manchester title, and that we are trying to take things away from Stockport. So, we’ve had to build up quite a positive front, a positive message to people. Erm… so that we are not seen as trying to take things away from the original system providers but we are there to enhance the provision. So I think the last two years have been very much positive interaction of… rather than we have done anything ourselves. So, that negativity appears to be disappearing, but I’m a great believer that positive people get positive people. So I don’t tend to listen too much to the negatives because if you do you will spend all your time looking over your shoulder. To be honest negative people don’t lead projects of this size or move them forward, they stay where they are. [Is that with respect to Houldsworth Mill?] Erm, there are people in the
area who don't want change, and don't like change, and I understand that, that there are certain personality types who want things to be the same. But, you are kidding yourself if you don't think change is coming. You can be part of it and be introduced to it and help shape it, or change will happen, and you won't have anything to do with it, or anything to contribute to it. It's up to you whether you want to be proactive or passive. [Do you think it's work we should encourage, formulate better relations, to work to overcome conflict?] Yeah, I think it's all to do with communication. In a project of this size you are going to get lost in communication anyway. Communication is about having a process and the problem is that at the moment is that we are only into the stage of your typical group interaction, your forming-storming-norming-performing. We are just through norming stage. We are just getting the processes in place. We are just getting to know people well enough. We are just getting settled into a number of things that are going to go on. I think in the early days in any project, you go very wide, you are cashing out very wide. You keep pulling it in, to see what you have landed. You focus on what you have started to fish. So, you've got the scientific companies coming in, we've got the arts based companies, we've got the general workspace companies and then we've got the incubation companies. All that now is identified, we've got some products that we are delivering all the time like the Winning Business Academy, Business Support. We have already added to it so, as we add to it, ... communicate, but the thing is at least we have got something to communicate now. There wasn't anything before. So, I guess what we've got to do now is more vertical communication, try to formalise it, which we are doing with the newsletter and other things like the informal networks and the quarterly meetings with people. But, at the end of the day, again, it's a bit like 'don't complain if you don't know the news, if you are not willing to buy a newspaper'. Go out and find out, it's there, it's like they say 'you are only seven handshakes from the president'. You just need to go out and find out what's going on. Again, if you want to sit down and have it spoon fed to you then sorry, we don't have the resources for that. If you want it to happen with your contribution, then be willing to be active and start to drive the initiative. It's Pareto: 80 per cent of the project will be led by 20 per cent. So I am just focused on that active 20 per cent, in getting those moving forward.

[Are there any other interactions you would like to comment on?] I would like to see more interaction with tenants, but the problem is time again. But I think this is the best way to do it: to use these formal surveys and feedback mechanisms. We should have at least an annual tenants' survey. I think the other thing is, once we've got the data in, that should go and inform the actual shaping of the services, if you like, the intangible services. What we should do is take the feedback and make it... for two reasons: 1) is that you listen to people I'm a great believer that if you make change on what people have told you then you can at least say the change is based on your input. You wanted it to look like that, so you can't keep changing things every five minutes. I also think a lot of this, is where, it's going to start to proliferate towards certain types of people and certain types of communication. The creative/media-type will want the informal network sort of events, whereas the form informed type, scientific-type people will want more paperwork and more informed type of events. I think that will be part of the marketing communications moving forward anyway.

[Anything else you would like to comment on?] I think the main thing is with the vision, it's the actual, I think in any 'vision' project you tend to have one person who leads it or one or two people who lead it. You then get your professional people coming in advising you how it should be shaped, and then you get the actual delivery of that and whether or not it fits the customers. And then the customers tend to populate that and then take it over. I think in this case now... you always know the vision's working because it goes beyond the one or two individuals, those who did it. It goes beyond the plans laid out by, it almost becomes... it starts to grow itself, it self-generates. I think we are at this stage at the moment where it goes outside of the originators, and if you like, the originators step back and just change a few things round the edges and let people manage it and move it on and own it. It is almost looked after by people in general, both formally through jobs and informally by opinion formers, contributors etc. I think we are at this stage now. We've got the vision, we've sold it but we need to keep finding ways to continually top it up and develop it. Your mind will believe what you tell it to believe, so you need to keep
reinforcing those messages and it almost becomes ‘of itself’ because that’s where the majority of thoughts are headed to. So, we need to keep reinforcing that positive side of the message. I think a lot of the times even though you do get feedback that you might term as negative, or unconstructive, you should take both sets of those but you should know which are unconstructive and that you would never get a positive from them anyway to those that are ‘I want to buy into it, but I’m a bit concerned, but if you change that, that and that, I really will’. So, I’ve got my focus now on those that are sort of border line and move them up to be more proactive and buying into it.
APPENDIX VI: Creative supply-chain relationships of Broadstone Mill Open Studio tenants

Depicts inter-trading between the open studio tenants
APPENDIX VII: Use of the umbrella brand Houldsworth Village

**Logo 1.** Houldsworth Village

![Houldsworth Village Logo](image1)

**Logo 2.** Broadstone Mill

![Broadstone Mill Logo](image2)

**Logo 3.** Broadstone Mill Shopping Outlet

![Broadstone Mill Shopping Outlet Logo](image3)

**Logo 4.** Stockport Business Incubator

![Stockport Business Incubator Logo](image4)

**Logo 5.** Workspace Centres, Houldsworth Mill

![Workspace Centres Logo](image5)

**Logo 4.** Millshomes

![Millshomes Logo](image6)
Appendix VIII: Houldsworth Village website branding for Broadstone Mill versus Houldsworth Mill

(a.) Houldsworth Village home webpage

![Houldsworth Village home webpage]

(b.) Houldsworth Village Millshomes’ live webpage

![Houldsworth Village Millshomes’ live webpage]
(c.) Houldsworth Village, relax Broadstone Mill Shopping Outlet webpage

(d.) Houldsworth Village, work webpage
(e.) Houldsworth Village, work Broadstone Mill webpage

"There is a real community spirit where we just bounce ideas off each other."

Workspace available

Our flexible working areas offer up to 24 hours access to suit your needs.

Business incubation

Our business incubation packages offer advice and support for your new business.

Take a look at the space available

(f.) Houldsworth Village, work Houldsworth Mill webpage

Services & Facilities

- Easy to lease out terms and affordable all-inclusive rents
- State-of-the-art internet and telephone systems
- 24 hour access with staffed security, CCTV and intruder alarms
- High-speed broadband and wi-fi
- Central reception with personalised telephone answering
- Commercial services incl. typing, filing & photocopiers
- Post handling and royalty collection service
- Business advice and service support
- Lifts from first to upper floors with meeting rooms
- Cafeteria for snacks and refreshments
- Conference and meeting rooms
- Kitchen facilities and catering
- Disabled access and facilities
- Passenger lift, goods lift and loading bay

Houldsworth Mill offers a professional, secure and flexible work environment which has the added benefit of being part of a thriving business community.

Scott Hilly, Managing Director

"..."