

The Regional Retail Derby

**A comparative research about the competitiveness of three Dutch inner-city centres versus
large-scale peripheral shopping centres**

Graduation report

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The Regional Retail Derby

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Preface

This master thesis, called: “The Regional Retail Derby”, is the result of my graduation research at the Delft University of Technology, master track Real Estate & Housing, graduation lab Leisure and Retail. “The Regional Retail Derby” is a research about the prospective increasing competition between inner-city centres and large-scale peripheral shopping centres. This research will provide more insight in the factors, which influence the relation between these large-scale peripheral shopping centres and inner-city centres. Furthermore, this research provides insight the way inner-city centres were acting with respect to large-scale peripheral shopping centre development. In this research, the most actual development initiative, of a large-scale shopping centre in the periphery in Tilburg, is discussed in more detail.

The subject for my graduation research came into being after a retail related lecture in master 2. This lecture tackled the discussion of peripheral shopping centres within the Dutch retail market, support by historical practical evidence of the large effects on American cities caused by these large-scale peripheral shopping centres. Taken this historical evidence into account, I was surprised by the development initiatives of a large-scale shopping centre within in the outskirt of the Dutch city Tilburg. The fact that the development initiative was still in process at the beginning of my graduation period, it was a small step for me to use this actual interesting subject for my gradation research.

Before sending you off to read my report, I would take the opportunity, to say thanks to my two supervisors Dion Kooijman and Louis Lousberg for their advice and support throughout the research process.

Martijn van Eeden

April 2010

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The Regional Retail Derby

1 Research Introduction

The research introduction provides insight in the background (paragraph 1.1) and objectives of this research (paragraph 1.2). The research methodology (paragraph 1.3) discussed the method used to achieve the research objectives. This chapter ends with a readers guide (paragraph 1.4) to support the readability of this report.



1.1 Background

Up to the fifties, corner shops, likes butchers, bakers and greengrocers, were the obvious spots to buy your daily groceries. There was a shop bell, personal service and if you had no money, the shopkeeper wrote this down in his administration. These kinds of shops characterised the Dutch shopping structure before the Second World War. The retail market was small-scaled and focused on the primary necessities of life.

The retail structure changed dramatically ten years after the Second World War. The growth of population resulted in an increasing demand on dwellings, and therefore the Dutch government introduced a package of post-war reconstruction measures to increase the dwelling supply. Beside, the reconstruction of dwellings, the reconstruction measures introduced the first steps into a new well-considered retail structure. This retail structure is based on the Central Place Theory of the German geographer Walter Christaller.

The Central Place Theory results in a, by the Dutch government planned hierarchical retail structure, with four standards of service provisions: the inner-city centre, the town centre, the district centre and the neighbourhood shops. This hierarchical retail structure coincides with the consumer behaviour theory of Bolt (2003). He divided the behaviour of consumers in three aspects: the run-oriented groceries; the goal-oriented groceries and the fun-oriented groceries. Because consumers are not willing to travel a long distance for their daily groceries, this consumer behaviour is oriented on the two lowest geographic scale levels: district centres and neighbourhood shops. By goal-oriented and fun-oriented purchases, consumers are willing to travel longer distances for their products and experiences. Therefore, the consumer behaviour is linked to the higher geographic scale levels like the town centres and the inner-city centres. Beside goal-oriented and fun-oriented purchases, the inner-city centres also supply the daily groceries for surrounding inhabitants. Because of the multi-functionality of both centres, they play an important role in the Dutch retail structure.

However, social- political and economic developments did change the classical hierarchal retail structure over years. In general, these developments changed the retail structure and introduced three new shopping concepts, which sometimes influence the position of the inner-city centre.

First, shopping facilities at traffic locations. The traffic shopping concepts are innovative because of the location where these shopping facilities are situated. In fact, retailers are following consumers, by establishing their shops on alternative, mostly busy locations, such as railway stations, around stadiums or next to the motorway. The shops located at these locations are called convenience stores. Convenience stores are small-scale shopping facilities of approximately 50 up to 150 square metres selling floor area and mostly related to the food sector. The product supply of convenience stores is limited and primary concentrated on fast purchases. Example of convenience stores in the Netherlands are the AH-to Go, the Kiosk and the snack counter Smullers. Traffic shopping concepts are focused on another target group than inner-city centres. The competition between those convenience stores and the inner-city centres is low.

The second retail concept is online shopping. Online shopping supplies have a large amount of products and consumers have the opportunity to compare these products, without the limitation of opening hours. In contrast with the more flexible working hours,

and the opening limitations of physical shopping centres, online shopping did take advantage of the social developments and became an interesting sale channel. However, the growing online shopping facilities did affect the current shopping centres. This effect is limited to particular branches, such as bookstores and travel agents. (Jones Lang Lasalle, 2008)

The third retail concept is the development initiatives of the large-scale shopping malls. Because of the new "Nota Ruimte" the control on retail planning became decentralized. this relaxed the imposed restriction concerning the development of these kind of large scale shopping centres. Striking are the negative effects of these kinds of retail facilities. Because the origins of peripheral shopping centres date back from counties, as: the United States of America, Great-Britain and France, literature about the impact of peripheral retail developments are mostly internationally oriented. The retail structure in Great-Britain and France was dominated by peripheral shopping centres. As mentioned, the effects of online shopping are limited to particular branches (Jones Lang Lasalle, 2008), the effects of peripheral shopping centres could be related to the total retail structure, like the inner-city centres, middle-order district and small town centres and on the more local centres in the neighbourhood (Thomas et al, 2004; Howard & Davies, 1993). The negative effects of peripheral shopping centres were also visible in the United States of America, when in the sixties the first shopping malls were developed. The introduction of peripheral shopping centres in America resulted in a decreasing spending pattern within the inner-city centre and beside negative economical effects, the development of peripheral shopping centres affected the social status of the inner-city centres as well. In some cities the inner-city centre became a running-down centre (Cohen, 1996).

In the research of Gorter (2003), effects of the shopping centre Alexandrium, opened for public in 1995, on the inner-city centre of Rotterdam were tested. Gorter concluded that the large-scale, peripheral shopping centre was more attractive for consumers living a longer distance from the centre. This suggests that peripheral shopping centres meet a clear regional service function of consumers. This research did not analysis the impact on the inner-city centre of Rotterdam. Untill now, not much research is done concerning the real effects of peripheral shopping centres on Dutch inner-city centres, because of the small amount of peripheral shopping centres in the Netherlands.

The research "Winkelen in Megaland" (Evers, van Hoorn & Oort, 2005) analysed the effects of regional shopping centres using six different shopping concepts, including the large-scale peripheral shopping mall. No matter the shopping concept, they concluded that all six shopping concepts will have a negative effect on the current retail structure. The research concludes that the greatest impact is on the inner-city centres, but the districts centres and the neighbourhood centres will be faced with negative effects as well. Walen (2008) summarise positive and negative impacts of large-scale peripheral shopping centre developments:

the development of a large-scale shopping centre will help by upgrading the level of retail (more shop floor space and more differentiation);

- large-scale shopping centre with a regionally catchment area could be an incentive for investments in existing town centres;
- possible enlargement of regionally employment;

- the precipitation of existing trends, will results in the downgrading of weaker shopping centres;
- reduction of shop floor space and employment in smaller centres (especially in fun branches);
- reduction of shop floor space and employment in weaker centres;
- reduction of shop floor space and employment in weaker parts of centres.

Figure 1 summarises the relation between the development and the effects on the retail market.

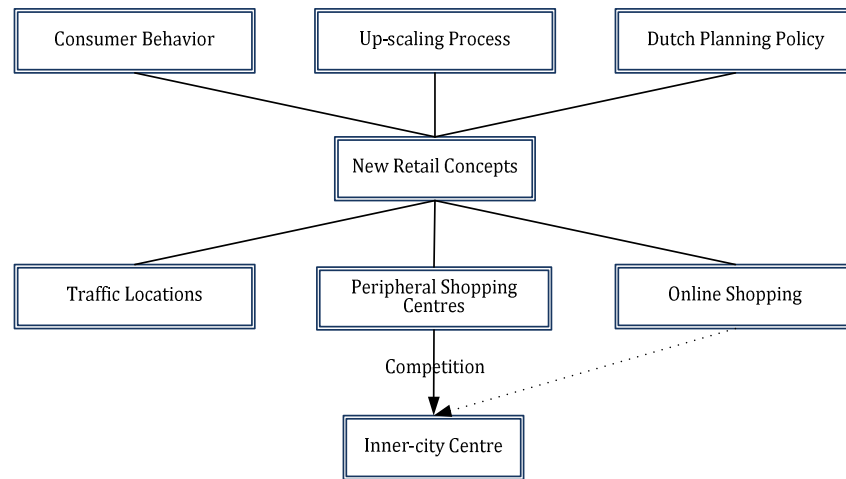


Figure 1: Relation developments, new retail concept and competition

In spite of the potential effects of peripheral shopping malls with respect to the current retail structure, some initiative were taken to develop shopping malls, after the example of the large scale American shopping malls, in the Netherlands. Especially, after the introduction of the “Nota Ruimte”, which resulted in a decentralisation of decision power related to these kind of developments. The development of shopping centres becomes an opportunity to improve attractiveness of a municipality. The two well-known development initiatives of shopping malls were the initiatives of the NLC Geldermalsen and AvenTura Brabant in Tilburg. The NLC Geldermalsen was an initiative of the Bouwfonds MAB, but failed by the judgment of Provincial States, which indicated a large change on vacancy rates within the surrounding inner-city centres and the consequential increasing of unemployment.

The last initiative, the AvenTura Brabant, was an initiative of OVG Developments and the MDG-Development Group. The shopping mall was next to the high way A2 nearby the city of Tilburg and Waalwijk. The initiative has supporters and opponents. The municipality of Tilburg supports this plan, but decided that the inhabitants must participate in this process by mean of a referendum. The referendum inventoried that most inhabitants were against the development of the shopping mall.

**Tilburg – Dutch biggest shopping centre. “A new layer within the Dutch Retail Structure
Investment € 400.000 million.**

There is a small war going on, in the Dutch province Brabant, about the development of a “Shopping Mall” in Tilburg. The cities Den Bosch and Breda and the inner-city retailers of Tilburg are against the development, because of the potential impact on their sales. However, the municipality of Tilburg is quite positive about this initiative and will make a decision on September 2009.

“The Tilburg Mall is a new shopping concept “according to director Karin Laglas of the OVG Development Group, which has taken the initiative together with the MDG development group.
“The Tilburg Mall is a new attraction, other countries do have this kind of Shopping Malls all ready and this will be the first Shopping Mall in the Netherlands

Source: Graaf, de P. ‘Tilburg krijgt eerste Nederlandse mall, als alles doorgaat’, De Volkskrant, 23 juli 2008

These two example projects failed because of the uncertain effects on the inner-city centre, but these initiatives are, in certain way, a reaction of market parties on the demand of consumers. In relation with the decreasing leisure time, consumers will take advantage of a shopping mall with retail and leisure facilities. Consumers will visit these kind of shopping malls especially for recreation motives (Bunnik, H. & T. Gaakeer, 2007). The current situation of consumer demand will lead to new initiatives of shopping mall developments and it is only a matter of time, till the Netherlands will have a shopping mall.

1.2 Research objective and research questions

The deregulation of peripheral shopping centres has led to an avalanche of researches about the potential effects on the current shopping facilities. These researches are not only related to Dutch situation, but to countries all over the world, where peripheral shopping locations form a part of the retail structure. These researches are mostly focussed on the negative effects of peripheral shopping locations. However, the researchers do not go deeper into the set of measures, in which way inner-city centres could minimize the potential negative effects. A broader scope of knowledge, concerning the relation between large-scale peripheral shopping centres and inner-city centres is an important issue for inner-city centres in the future.

Research objective

This study has a solution-oriented character and has the objective to provide more insight into the factors, which influence the relation between a peripheral shopping mall and the inner-city centre. Furthermore needs to be gained the way inner-city centres improved their attractiveness to influence the relation between the inner-city centre and the peripheral shopping centre.

Main research question

The previous information led to the main research question for this project:

Which factors influence the relation between inner-city centre and large-scale peripheral shopping centre in the same area, and what does this mean for the shopping mall initiative in Tilburg?

Operational sub questions

The operational sub questions could be subdivided into two types, namely: the questions with regard to the theoretical framework and the questions related to the practical research part.

The first two sub-questions are related to the theoretical framework of this research

1. What are the characteristics of Dutch inner-city centres and the Dutch retail market?
2. What determines the attractiveness of inner-city centres?

The first five sub-questions are related to the theoretical part of this research:

3. What kind of effects had the large-scale shopping centre on the inner-city centre?
4. Which stakeholders were involved during the development process of the large-scale peripheral shopping centre, and who?
5. What kinds of conditions were made during the development process of the large-scale shopping centre with respect to the potential effects on the inner-city centre?
6. Which attractiveness factors were adapted after the realisation of the large-scale shopping centre?
7. Which stakeholders were involved by the improvement process of the inner-city centre, and how were they organised?

Definition of inner-city, inner-city centre, town centre and peripheral shopping centre

The spatial limits of an inner-city can be defined as the old town (if existing) as a historic centre, mostly developed before the beginning of the industrial revolution around 1870 (Buursink, 1980). Heinemeijer (1968) characterizes an inner city as a historical-geographical unity as part of the city, existed before the city enlargement in the second half of the nineteenth century. The historical city centre is, according to Heinemeijer mostly enclosed by singles and/or canals, such in Amsterdam or Haarlem. An historical inner-city is also recognizable by the style of architecture and the morphology of the inner-city (van der Wiel, 1996).

This definition of the inner-city is related to the period of construction. Cities or inner-cities developed for example after the Second World War, do not have the historical inner-city assumed in the definitions above. Therefore, the term inner-city centre was introduced by Buusink (1980). Buusink defines the inner-city centre as the part of the inner-city, which has a high density of shops, catering facilities, offices, leisure facilities, political, and other public served organizations and institutions. In this definition, the inner-city centre is defined from a more functional point of view. Schäfer (1998) calls this part of the city the functional inner-city. Schäfer described this part of the inner-city as the functional inner-city, part of the inner-city, in which often an accumulation of important civil elements, serving the city and the suburban population, comprising of a broad layer of similar institutions at the same spot, either by accentuated specialization or by ostentatious broad supply of goods and services.

Both parts can have different spatial relationships towards each other. Most cities do have a runner-up route to the functional city centre itself, where a combination of living and shopping is situated. This kind of running-up routes do have a lower concentration of urban facilities (Seip, 1999). This changeover structure between inner-city and functional centre (inner-city centre) is mostly only suitable for historical cities and cannot be used for city centres cities developed according to a predetermined plan, for example Vinex-locations and cities reconstructed after they were bombed in the Second World War.

The town centre is in the hierarchic structure, the third centre with shopping facilities. The town centre has no long historical background. It is mostly systematic planned and designed as a local network of both road circuits and a diversity of social and economical activities. The location of town centres is diverse, for example close or far away to the inner-city (centre).

The definition peripheral location is hard to define. The general definition of a peripheral location are shopping facilities located on the outskirts of a town. The MDW-study group (2000) defines peripheral shopping centres as locations outside the existing shopping structure of a city. Van der Wiel (1996) defines the peripheral as the outskirts of the inner-city as well. However, peripheral retail locations are not only situated on the outskirts of the inner-city. They are also peripheral located in relation to other shopping centres, like town centres and the district centres. In general, a peripheral shopping centre is a location outside the existing shopping structure within a city.

Theoretical relevance

The quality of a shopping centre is related to the requirements of consumers. The requirements of consumers are strongly related to their shopping motives. For instance, most important for goal-oriented shopping motives are the availability of the products needed, while the availability of different kind of products is important for fun-oriented groceries. Related to this topic, several researches are conducted into the attractiveness of shopping centres (Drezner 1998; Arnold & Reynolds 2003; Wakefield 1998; Stoel, Wickliffe & Lee, 2003). Based on the different researches an inventory is made of all the attractiveness factors of a shopping mall and basically the attractiveness factors are divisible into three levels of quality: 1) location quality, 2) functional quality and 3) physical quality. These qualities are the most tangible aspects of the attractiveness of the shopping centre.

The last quality is the cooperation performance between the stakeholders involved, which will influences the decision-making process in a good sense. However, the decision-making process will be complex, because of the number of different stakeholders involved. The organisation of stakeholders is related to the management process of a shopping centre. Which factors are important, in relation to the peripheral shopping centres. To get more insight into the different attractiveness factors chapter three analyses the factors in more detail. Figure 2, visualizes the attractiveness factors of the inner-city centre, the peripheral shopping centre and the relation between these two shopping facilities.

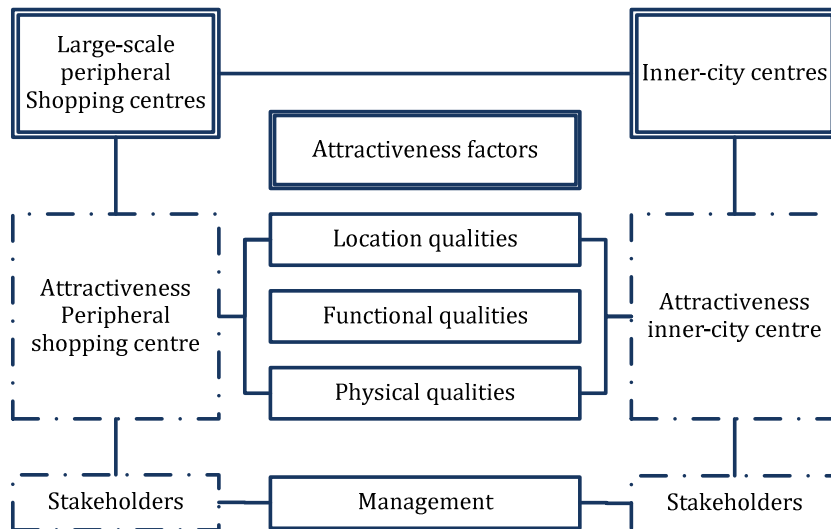


Figure 2: Conceptual model

1.3 Research methodology

This graduation research is subdivided into six research phases. The first part is the research exploration to gain more insight in the research topic and lays the foundation for the theoretical framework. The second research part goes deep into the theoretical evidence, related to the Dutch retail market and the attractiveness factors of an inner-city centre. The theoretical framework forms the basis for the elaboration of the practical research part. This practical research included six different research questions, which will be answered by means of three different case studies. The research method used for the practical research part is a combination of data analysis and interviews. The fourth research phase is the cross-case analysis of the three case studies. In combination with the theoretical framework, this phase will enclose the first conclusions of the research and forms the basis for the fifth phase of this research. The fifth phase applies the factors, which influence the relation between the peripheral shopping centre into a model, which could analyse the potential effects on the inner-city centre and the possibilities to minimize these effects. This model is used for the development initiative of the shopping mall in Tilburg.

The last research phase includes the overall conclusion of this research and the general recommendations. Figure 3 visualises this research design. The case studies and the data selection are discussed in paragraph 1.4.

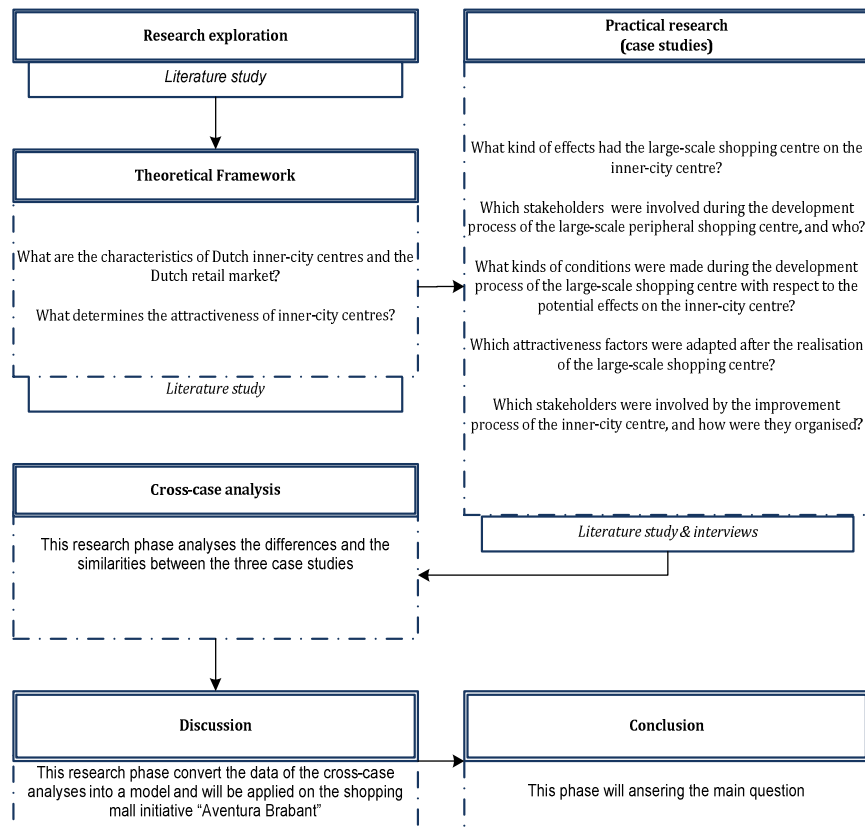


Figure 3: Research design

1.4 Case study and data selection

The case study is a research strategy, which examines a social phenomenon of one or more research units intensively (Swanborn, 1996). Comparing this definition with the conceptual model, the social phenomenon is the increasing competition between inner-city centres and peripheral shopping centres. The inner-city centres are in this research the research units. The selection criteria of the research units are applied to a pragmatic and a theoretical selection. The pragmatic selection of the research units is based on a purposive sampling. By purposive sampling, the research units are selected on well-considered consideration.


The research units for the purposive sampling are based on the following selection criteria's:

- The research units, inner-city centre and peripheral, meets the definition defined in paragraph 2.1 and 2.2;
- The peripheral shopping centre must have a compete relation with the inner-city centre;
- The research units are located in the Netherlands;
- Observational data of the research units are accessible.

Based on this theoretical selection, Swanborn (1996) makes a distinction between four selection strategies. Within a case study, there are independent and dependent variables. The research units are based on heterogamous dependent variables. This means a comparison of different research units, with both negative and positive results. Based on the selection criteria and the time availability, four research units are selected, namely:

1. Inner-city centre Lelystad Versus Factory Outlet Centre Batavia Stad;
2. Inner-city centre Roermond Versus Designer Outlet Centre Roermond;
3. Inner-city centre Roosendaal Versus Factory Outlet Centre Rosada;
4. Inner-city centre Tilburg Versus AvenTura Brabant.

Inner-city centre Lelystad versus Factory outlet centre Batavia Stad

 Factory Outlet Centre Batavia Stad (FOC Batavia Stad) was the first peripheral factory outlet centre in the Netherlands. FOC Batavia Stad is located nearby the "Nieuwland National Heritage Museum" and the seventeenth-century replica ship "The Batavia". FOC Batavia Stad was opened for public in 2001 and supplied sixty international en national brands over 14.500sqm. The great commercial success of FOC Batavia Stad introduced the development of phase two in 2007. The total square meters of FOC Batavia Stad increased with approximately 8000sqm. The total centre dimension of FOC Batavia Stad is, after the third enlargement in 2009, around the 25.000sqm/sfa subdivided over 119 outlet stores. The FOC development was an initiative of the retail developer Stable International.



Inner-city centre Roermond versus Designer Outlet centre Roermond



The second research unit is the inner-city centre of Roermond, which became the best inner-city of the Netherlands of 2009-2011, versus the Designer Outlet Centre Roermond (DOC Roermond). DOC Roermond opened for public in 2001. The development was subdivided into two development phases. The first phase included 12.500sqm/sfa. After the completion the second phase, DOC Roermond had a total centre dimension of 28.000sqm/sfa, subdivided over the 113 shops. DOC Roermond was developed in ownership and managed by the McArthurGlenn Group. This organization has nineteen Designer Outlet centres over Europe.



Inner-city centre Roosendaal versus Factory outlet centre Rosada



The third case study concerns the relation between the inner-city centre of Roosendaal versus factory outlet centre Rosada, (FOC Rosada). FOC Rosada is located at the Stok area in Roosendaal and was opened for public in 2006. FOC Rosada has in total 75 stores over 15.000sfa/sqm., but the centre dimension will properly increase with 5000sqm/sfa after the enlargement in 2011. FOC Rosada is an initiative of the MDG Development Group, but in 2009 the centre was sold to Stable International, which became responsible for the management of the centre.



Inner-city centre Tilburg Vs. AvenTura Brabant



The fourth research unit is the relation between the inner-city centre of Tilburg and the shopping mall AvenTura Brabant in the periphery of Tilburg. This shopping mall would become the first large-scale shopping mall in the Netherlands. AvenTura Brabant is an initiative of the OVG and MDG Development Group and had a dimension between the 80.000sqm and the 100.000sqm. This fourth case study has another function, than the other three research units. This project is used as control case study. Because, this case study is not developed. The relation between AvenTura Brabant and the inner-city centre of Tilburg are not analysed. However, the potential effects of this shopping mall will be analysed by means of the factors, which were concluded by the other three research units.



Case study structure and data analysis

The case studies are subdivided into four parts. The first part is an analysis of the effects of the peripheral shopping centre developments on the inner-city centre. This analysis is based on the historical development of the consumer binding, market position and the consumer behaviour, before and after the peripheral shopping centre development. The historical development of these variables is related to the development period of the peripheral shopping centres. This means that the first two cases are analysed between the period of 2001 and 2009. The case study of Roosendaal is analysed from a period of 2006 and 2009. The development of the geographical market position made it possible to indicate the effects of the inner-city centre and the correlation between the inner-city centre and the peripheral shopping centre. Negative effects on the inner-city centre could also be caused by the attraction of surrounding inner-city centres.

The data to analyse the variables comes from existing data, like the historical municipal retail policies, historical consumer flow researches. For the current performance of the inner-city centre, the data of Locatus is used.

The second part of the case study is related to the initiative of shopping centres and will analyse the development process of the peripheral shopping centres. The objective is to gain insight into the development agreement made to protect the inner-city centre. The research part is primarily based on the interviews with the municipality and the developer of the peripheral shopping centre.

The third part is related to the attractiveness factors adapted to minimize the competitiveness or to stimulate the synergy between the peripheral shopping centre and the inner-city centre. The objective of this research part is not to analyse the general attractiveness improvements within the inner-city centre, but to analyse the implementation, which has in a certain extent a direct relation to the development of the peripheral shopping centre. The use of data for this research part consists of interviews with the municipality, municipal policies and existing data related to the inner-city centre.

The fourth part is an analysis of the stakeholder involvement with respect to the adaption of attractiveness factors, to minimize the competitiveness and to stimulate the synergy between the peripheral shopping centre and the inner-city centre. The main research method for this research part are interviews as well. The objective is to interview, for instance, the process manager, who was involved during the project implementation. The process manager is operating from a broader perspective and therefore able to give more information about the stakeholders involved and the effectiveness of the implementation process.

1.5 Readers guide

Figure 4 visualizes the structure of the document in a more schematic manner. The numbers refer to the chapters of this report. This scheme will return at the beginning of every chapter to support the readability of this report.

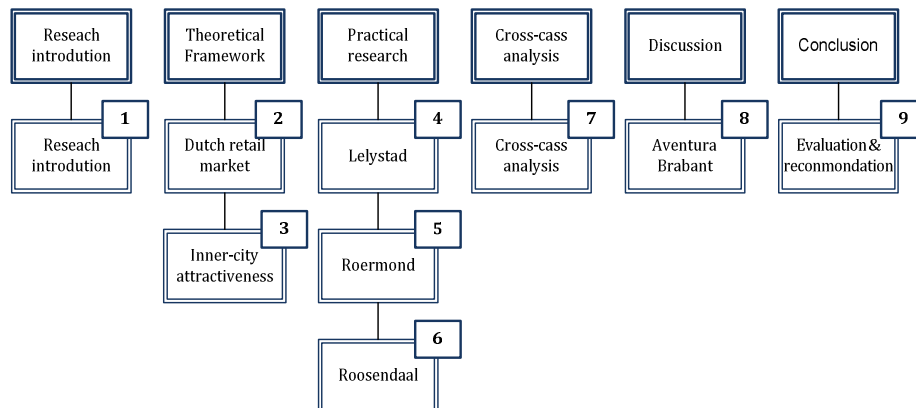
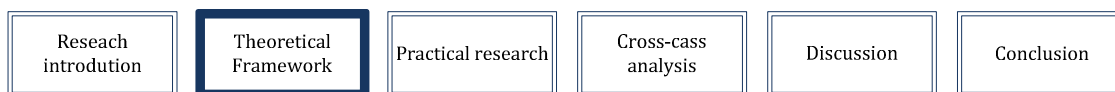


Figure 4: Readers Guide

2 The Dutch Retail Market

Chapter two deals with the historical- and current development of the Dutch retail market. Paragraph 2.1 gives insight in the historical development of the inner-city centre, and the market dynamism. The development of peripheral shopping facilities is discussed in paragraph 2.2. The last paragraph 2.3 analyse the current retail market, by using the most recent published facts of 2009.



2.1 The development of the Dutch inner-city centres

Dutch inner-city centres originated in the early eighties. In this period the inner-city centres were characterized by markets. These markets had an important economical role in the entire city. Therefore, markets play an important role in town planning and had a relatively large spatial influence of town structure. Markets became the central place of cities. The growing economical role of markets resulted in the development of permanent covered markets for selling products and services. (Evers, 2005). The first sense of competitiveness within the retail markets did arise after the development of market places outside the town gates. The competitiveness between market vendors, resulted in the deregulation of market locations outside the city. The deregulation policy is comparable with the PVD-GVD policy in the eighties, discussed in paragraph 2.2.

The retail structure changed dramatically ten years after the Second World War. The population growth resulted in an increased demand on dwellings. The Dutch government introduced a package of post-war reconstruction measures, to increase the dwelling supply and to meet the demand. Beside, the reconstruction of dwellings, the measures introduced the first steps into a new, well-considered hierarchic, retail structure. This hierarchic retail structure was orderly developed based on the Central Place Theory of the German geographer Walter Christaller. The theory of Christaller has everything to do with the relation between the market and the spatial pattern of cities and/or villages. His theory was based on the two main concepts of centralization and catchment area.

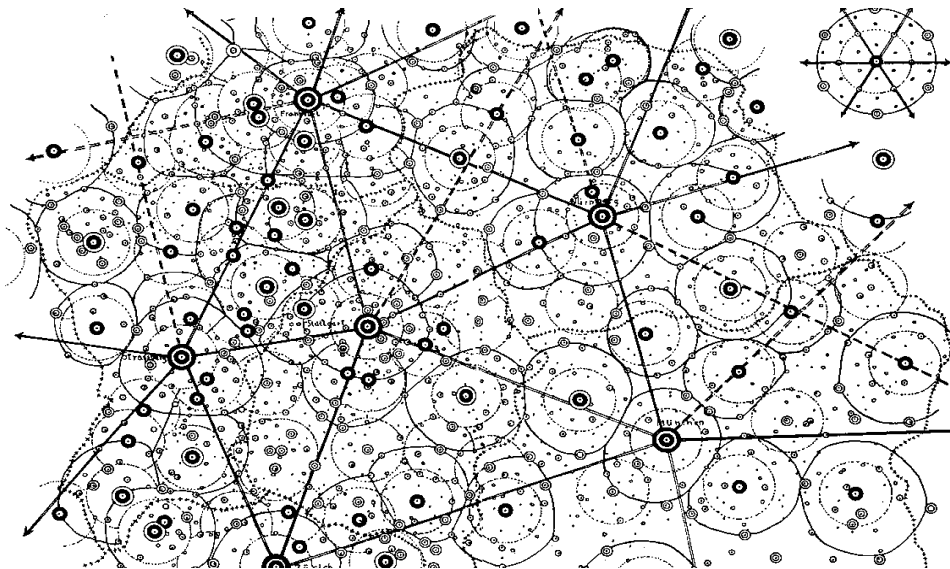


Figure 5: Central Place theory of Christaller
Source: skfandra.files.wordpress.com (09-02-2010)

Christaller (in Atzema et al, 2002), defines centralization as a city centre, where goods and/or services were produced and/or sold. But most important was to what extent central facilities operate within the surrounding neighbourhoods (catchment area). According to Christaller, the theory is premised on the relationship between maximum distances that consumers are willing to travel for particular goods and minimum amount of demand that must exist for a shop to be economically viable within a particular area. Based on the assumption that the level of demand, within the regional manifest identical central places with products or services characterized by an identical service area, results

in perfectly connected market areas of both the higher demand level and the lower demand level (Toorn Vrijthoff, (1998)). In principle, central place theory assumed that, consumers always visit the nearest central place, which offers the products they need. The Central Place Theory results in planned hierarchical retail structure with four standards of service provisions, namely; the inner-city centres, the town centres, the district centres and the neighbourhood shops.

Inner-city centre development

The decreased power of the companies in the city and the industrial revolution resulted in a new impulse on the retail market (Evers, 2005). This industrial period was characterized by the large population growth and the increasing amount of car possessions. In a period of 30 year, the use of cars increased with more than 75 percent up to 7,5 million car's (CBS, 2009). The mobility influences the shopping motivation of consumers.

People were not tied to one particular place anymore. Mobility reduced the distance between cities and villages. With respect to retail, consumers were not tied to one particular retail facility anymore and the inner-city centres became a popular central place. The spatial interaction models also reflect this development. The models provide insight into the motives of visiting consumers, in which the distance is an important factor. However, these used spatial interaction models do not only take the distance into account, but this theory also takes into account the dimension and the attractiveness of a central place. The most used spatial interaction model is the Converse Gravitational Model of Reilly. The theory of Christaller describes that this model, minimize the distance between consumer and product, Reilly theory is based on the attractiveness of the central place. This means that consumers are willing to travel a relative longer distance if central places have a better qualitative attractiveness. In his model he establishes an analogy between the commercial attraction of two cities and Newton's universal attraction theory. He stated: two cities attract buyers from the rural surrounding areas directly proportional to their population and inversely proportional to the square of the distance between them. (Atzema et al, 2002).

The increasing mobility and the increasing popularity of the inner-city centres resulted in the first large-scale interventions in the urban morphology of city centres. The first interventions were related to the accessibility of the inner-city centres. Inner-cities were made more attractive for consumers in- and around the city (Van der Wiel, 1996). The accessibility improvements change the function of the inner-city centre as well. In this period, large multi-functional buildings, buildings with both a shop and a living function, dominated the inner-city centres. The dualistic building function was changed by the introduction of large-scale retail facilities and offices. This process is called the depopulation of city centres or suburbanization and results in the following inner-city characteristics (Van der Wiel, 1996):

- Strong separation of inner-city functions;
- Mono-functional buildings in the inner-city centres;
- New morphological structure. (Wide, straight-lined streets and large-scale urban squares.

These three aspects are relative well visible in cities reconstructed after the Second World War. The bombed cities had the opportunity to rebuild the inner city without the historical morphological structure. Inner-cities adapted the morphology structure, related to their new environment and the requirements of consumers with respect to modern shopping. A nice example is the reconstruction is the inner-city centre of Rotterdam. The development of the Lijnbaan started after the Second World War, in 1949. This shopping centre broke with the traditional historical morphology structure and became a modern shopping street with long open passages and shops at both ends, which were only accessible by pedestrians. This made the Lijnbaan Rotterdam the first low-traffic zone in the Netherlands. In the design of the inner-city centre, the different functions (living, shopping, and offices) were located in their own zone in the inner-city centre. The inner-city centre was primary reserved for the strong economic related functions. The difference was noticeable in the percentage of dwellings that were rebuilt. Ten percent of the total dwellings located in the inner-city centre before the Second World War, were relocated within the inner-city centre.



Figure 6: Lijnbaan Rotterdam 1970
Source: www.henkvanrenssen.nl/blog/henkenkt.html (09-02-2010)

Inner-city centre and multi-functionality

Until the seventies, the urban restructuring was related to the accessibility of cars within the inner-city centres. However, the constantly increasing mobility and the increasing attractiveness of inner-city centre influenced the liveability in a negative way. This was immediate cause to design a new urban restructuring program of the inner-cities. These new urban plans must optimize the liveability of the inner-city centres and three aspects became important by the restructuring of inner-city centres (Van der Wiel, 1996):

- maintenance of the historical value;
- introduction of large-scale low-traffic zones;
- more multi-functionally within the inner-city centres.

First, the non-economical functions like dwellings, catering facilities, public space, were kept out of the inner-city centres. Now, the urban restructurings plans were stimulating the multi-functionality within the inner-city centres. Because of the required multi-functionality within the inner-city centres, the development space for large industrial

related organizations decreased and business enlargement became difficult within the inner-city centres. Therefore, industrial related organizations moved their activities to the periphery of the inner-city centres. The service industry took the place of these industrial related organisations. This resulted in a function shift from production-oriented inner-city centres, into consumer-oriented inner-city centres (van Duren, 1995). The inner-city centre became the central place, not only used by employees, but for all different kind of visitors. Van Seip (1999) distinguished two different user groups. First, the consumers of the urban facilities for instance the residents, the shopping consumers, the employees, and tourism and second, the suppliers of the urban facilities for instance the shopkeeper, the real estate owners, market vendors, and catering entrepreneurs. The suppliers of the urban facilities are important for continuity the economical performance of the inner-city centre and has the common interest of consumers attraction.

Users inner-city centre	
Consumers of the inner-city centre	Supplier of the inner-city centre
Residents	Shop keepers (daily shopping)
Shopping public (daily shopping)	Shop keepers (fun shopping)
Shopping public (fun shopping)	Catering entrepreneur
Catering	Market vendors
Tourism	Business organizations
Employers	Tourism and recreation organization
	Real estate owners/investors

Table 1: Users inner-city centre

Source: Van Seip, 1999

Consumer behaviour

Consumer behaviour can be described as all the acts of people related to the acquisition, the use and dismiss, of products and services, which satisfy the needs of people. This includes data handling and the decision-making process before and after the three activities (Wieringa & Van Raay, 1994). This definition notifies that consumer behaviour is not only a physical observation, like buying and using the products. A consumer gains information about products and services. They absorb and analyse this information and take this information in memory. The received information influences in certain extent the decision-making processes of a product or service. These mental processes are dividable into cognitive- and affective process. The cognitive processes are about the knowledge of consumers and in which way the knowledge is used. Affective processes concerns instinctive and emotional behaviour. According to Bolt (2003), the shopping motivation of consumers can be subdivided into seven elements, which can be subdivided into a rough division of three shopping motivations, namely: the run, goal and fun oriented shopping motivations. Table 1 discusses these three shopping motives into more detail.

The three shopping motivations are strongly related to the central place theory of Christaller. For instance, consumers are not willing to travel a long distance for their daily groceries this shopping motivation is oriented on the two lowest geographic scale levels: district centres and neighbourhood shops. By goal-oriented and fun-oriented purchases, consumers are willing to travel a longer distance for their products and experiences. Therefore, these shopping motivations are linked to the higher geographic scale levels like the town centres and the inner-city centres. Because the multifunctional character of inner-city centres, these centre could serve daily shopping motives as well.

Shopping motives of consumers		
Run-oriented shopping motives	1	Purchases which satisfy the daily needs, such as the purchasing of food
	2	Purchases which are not related to the daily needs, but still bought frequently, such as non-daily groceries in the supermarket
Goal-oriented shopping motives	3	Goal-oriented purchases with a moderate purchase frequently, such as domestic goods.
	4	Goal-oriented comparison of goods with a low purchase frequently and a large life span, like furniture and cars.
Fun-oriented shopping motives	5	Shop around, comparison of goods. Mostly related to the fashion, luxury and gift branches.
	6	Recreational shopping, could lead to impulse purchases and mostly combined with catering facilities
	7	Touristic exploration of the urban attractions

Table 2: Shopping motives of consumers

Source: HBD, 2005

Developments in consumer behaviour

The quantity and diversity of the activities people do, can be distinguished into three groups (van den Broek, 2004), namely: the obligatory time (study and/or work), personal time (sleep) and leisure time (recreation). Over the years, there has been a shift concerning these time groups. Because a longer labour participation by women and more part-time jobs, the obligatory time has increased and is compensated by a decreased leisure time. However, additional effort and the increasing prosperity have resulted in a large financial leisure budget. Because of the increasing leisure budget and the decreasing leisure time, people take much more trouble for spending leisure time. In comparison with the conspicuous consumption of the eighties, shoppers refocused their priorities and began to shift from buying material goods to buying goods, which generates an experiences as well (Cohen, 2002). Table 3 shows the decreasing leisure time between 1975 and 2000.

Development obligatory, personal and leisure time (1975-2000)				
	1975	1985	1990	2000
Obligatory time	40,7	40,7	42,0	43,9
Labour participation	14,8	14,1	16,6	19,4
Household	19,1	19,4	18,5	19,0
Education	6,7	7,2	6,9	5,5
Personal time	76,3	75,3	75,5	76,6
Leisure time	47,9	49,0	47,2	44,8
Outside recreation	14,8	15,0	14,5	13,3

Table 3: Obligatory, personal and leisure time. (1975-2000)

Source: SCP (TBO'75-'00)

Pine and Gilmore (1999) corroborate the shift of buying materials to buying experiences in their book "The Experience Economy". Pine and Gilmore pictured a shift from a service economy to a more experience economy for the coming years. The experience economy is all about the experience of people in relation to a product or activity. The experience economy of Pine and Gilmore is linear to the economic processes the past years. Firstly, communities related economy, product related economy, service related economy and now the experience economy, which is strong related with the decreasing of leisure time (Figure 7). As mentions earlier people has less leisure time. Nowadays consumers will enjoy their leisure time much more, in comparison of twenty years ago.



Figure 7: Experience stage within economy development by Pine and Gilmore (1999)
Source: ic-pod.typepad.com (09-02-2010)

The experience economy offers four realms of experiential value to add to a business. Pine and Gilmore (1999) termed these realms, the 4Es. The 4Es consist of adding:

- Entertainment experiences entail watching the activities and/or performances of others. The customer is not actively involved in the creation of the entertainment, but the mind is actively engaged during appreciation of the event;
- Educational experiences increase the customer's skills and enhance his/her knowledge through active participation in the experience;
- Esthetical experiences entail customer enjoyment of an enriched, unique physical design. The customer enjoys passively appreciating or "just being in a setting" of the business;
- Escapist experiences require that the customer actively participate in the events of a real or virtual environment. The customer shapes or contributes to the experience, which offers the customer a way of taking on a new persona;
- The four experiences vary based on the customer's active or passive participation and on absorption or immersion in the experience. Active – passive participation entails the level of customer involvement in creation of the experience;

The principle of the experience economy can also be found in the theory of the Maslow. Maslow distinguished the human needs into five categories. First, the physiological needs. These physiological needs, such as: shelter, food, and clothes, are the basic requirements for human functions. The second layer is the need of safety. Where the physical needs are fulfilled, the individual's safety takes over and dominates their behaviour. These needs have to do with people's yearning for a predictable, orderly world in which injustice and inconsistency are under control. The third layer are the social needs like friendships and intimacy. The last two layers are respectively esteem and self-actualization. The development of the experience economy is a result of the wellness of consumers. Within Maslow's hierarchy of needs, the western oriented countries fulfil the first two layers. This means that people become more interest in the last two layers. The experience becomes the new economic movement, materialism, will always have the most important role in the

in the consumer behaviour. However, a shift in the consumer behaviour is noticeable, because it will not only be about the practical value of products, but also about the story behind the products and the experience of the products (Pine and Gilmore, 1999).

The developments within consumer behaviour did influence the demand and supply in the retail market. A direct result of the behaviour of consumers is the up-scaling process of retail facilities. An example of the up-scaling process is the large-scale megastores, such as the MediaMarkt. However, the up-scaling process of retail facilities within the inner-city centre was limited by a lack of spatial enlargement opportunities. The lack of spatial enlargement opportunities increased the retailers demand with respect to possibilities of peripheral retail facilities. Because of the potential competition with the inner-city centre, the development of peripheral shopping centre became a social, economic topic. The development of peripheral shopping centres and the different peripheral shopping types are discussed in following paragraph 2.2

2.2 Peripheral shopping location

Because of the important function of city-centres, the Dutch planning system has consistently frustrated and blocked the development of other retail facilities to maintain and preserve the current retail structure. However, the changing consumer behaviour, and the attractiveness of the inner-city centre did change the demands of retailers. The demand of retailers can be reflected by the theory cumulative causation theory of Myrdal.

Cumulative causation is the process by which economic activity leads to prosperity and increases economic development tends to concentrate in an area with an initial advantage. According Myrdal, when a city has an economic lead, the opportunity to grow is simply based on the economical lead of the city. The economical lead will increase the attractiveness of the city for other functions and organizations. The other added functions and organizations increase the attractiveness again, and so on. The theory of cumulative causation has two additional effects called the backwash- and spread-effects.

- **The backwash effect:** New organizations in the city come from other cities or regions and result, for instance, in a decreasing supply of labour. This means a decreasing attractiveness. This leads to the beginning of a negative cumulative effect of losing organizations and citizens.
- **Spread effects:** The increasing attractiveness of the central place will have some consequents, for example, the value of ground and the accessibility, with the result that organizations will locate their shops outside the central place.

The multi-functionality of the inner-city centres create new economical impulses, but had some spread-effects as well, namely:

- a lack of expansion possibility to enlarge for facilities;
- high development costs, because of the high ground values;
- a deterioration accessibility of the retail facilities.

These three problems create a shift in location interest by retailers from inner-city locations to peripheral location. The definition peripheral location is hard to define. The general definition of a peripheral location is a shopping locations located on the outskirts of a town. The MDW-study group (Ministry EZ,2000) defines peripheral shopping centres as locations outside the existing shopping structure of a city. Van der Wiel (1996) defines the peripheral as the outskirts of the inner-city as well. However, peripheral retail locations are not only situated on the outskirt of the inner-city, but also peripheral located in relation to other shopping centres, like town centres and the district centres. In general, a peripheral shopping centre is a location outside the existing shopping structure of a city. However, the location is not the only aspect. The function of the centre is also important, especially in relation with the competitiveness between the shopping centres. An overview of all peripheral shopping types is made.

PDV-locations

The first peripheral shops were the shops related of the PDV-policy of 1973. The basic principle of this PDV-policy was to protect the current retail structure of the inner-city centres. This PDV-policy blocked the development of peripheral shopping facilities. However, exceptions were made for outlets selling bulky items such as cars, boats, and caravans branches (ABC-branches) and for hazardous/explosive materials. In 1984, the PDV-policy enlarged the development possibilities, for furniture, without white and brown goods, home appliances, toys and home improvement related businesses.

Within the PDV locations, Van der Wiel (1996) makes a separation between the solitary and concentrate peripheral locations. Solitaire shops are spread out over the city, without a systematic pattern. For example, the home improvement related businesses. The concentrate shops are clusters of shops within the same branches, for instance: furniture related businesses. The effect of this type peripheral shopping facilities, does not have in no sense any effect on the inner-city centres.

GDV-locations

The introduction of PDV-locations brought a cause of concerns by retailers located in the inner-city centres. Therefore, the potential impact of new retail developments on existing retail facilities were tested by using a DPO research (Distributie Planologisch Onderzoek). According to this model, shopping service areas are delineated and floor space-per capita ratios are calculated. This indicates in what extent the new amount of floor space has effect on the existing retail facilities in the region. Until 1986, the use of this model was compulsory by preparing land use plans. This method maintains the inner-city centres, but has negative effects on the dynamism of the retail market. Again the demand of retail spaces by retailers and consumers increased, but still there was a lack of retail space in the inner-city centres itself. To solve this problem and to comply to the current demand of retailers, the Dutch Government did introduce the GDV-locations. The objective of these GDV-locations was to both maintain the function of the inner-city centres and to stimulate the dynamism of the retail market, by introducing new efficient and innovative shopping concepts.

The GVD-locations operate under the following conditions:

- The development of a new GDV-location is only allowed, if situated in one of the thirteen urban junctions;
- There is no physical space within the urban retail structure;
- A regional structure view is compulsory and must provide insight into the actual market space and indicate the amount of new real estate;
- The new peripheral developments are only allowed at B-locations. This means that the locations must have a good accessibility by car and public transport as well;
- The GDV locations are only reserved for large-scale shopping facilities (>1500Sqm);
- Cooperation between the municipalities of adjacent cities is obliged.

Dutch GDV-locations are Alexandrium in Rotterdam, ArenA Boulevard in Amsterdam and the Megastores in The Hague. GDV-locations are the new generation of furniture strips. Beside, living related branches, these kind of shopping centres accommodate large megastores (>1500Sqm), such as MediaMarkt. These shopping centres bear the semblance of a wide-range shopping centre, but the branches segmentation is mostly limited. Nevertheless, these GDV shopping centres could have a negative effect on inner-city centres. The PDV-GDV policy has lead to introduction of the factory outlet centres. This retail concept is discussed in the following paragraph.



Figure 8: Shopping centre Alexandrium, Rotterdam
Source: www.cityguiderotterdam.com

Factory outlet centres

The history of factory outlet centres started in the seventies in the United States of America, by selling products direct to employees of the manufacturer. In this stage, consumers became interested in the direct selling concept of product by manufactures. The first factory outlet centre was opened in Pennsylvania. The popularity of this concept results in an enormous enlargement factory outlet centres. The United States of America has in total over the 320 factory outlet centres over approximately 13.000 stores and 512 manufactures. In the eighties, the first factory outlet centre was developed in Europe. The largest concentration of factory outlet centres is located in Great Britain. In total Great Britain has approximately 40 factory outlet centres followed by France, Swiss and Spain (Meijering, 2001)

The term used in this report will be factory outlet centre, there are a lot of synonyms, like Outlet Village, Designer Outlet Centre, Outlet-Park or Brand-Village. All the different names do have one similarity, the concept of these kind of centres. The factory outlet centres are spatial-functional clustered centres in which manufacturers sell their stock directly to the public through their own branded stores. Manufactures do have several reasons to selling products to the consumer directly. Some motives are (BRO,1999):

- short distribution channel (efficient distribution);
- gain an direct insight into the changing demand of consumers;
- larger market of the brands;
- create interest in brands, which are not offered in regular shopping centres;
- new distribution channel for out-of-season goods or failed productions.

The centres can be different in location, size, branching and attractiveness. The four aspects are discussed in more detail.

The products and prices do deflect from regular shopping centres. The factory outlet centres only offer a large range of exclusive brands, with offers high quality of product. The major parts of the selling goods are also footwear, fashion or leather related goods (approx 80%). In an increasing degree are also sport related brands (15%), home appliances,

and gifts goods presented in factory outlet centres. The products are mostly surplus in stock goods, production failed goods or out-of-season goods. Also the product prices do deflect with regular shopping centres, because products are sold with a standard reduction of 30-70 percent of the regular prices.

Normally, factory outlet centres are peripheral located to do not upset the balance of the inner-city centre structure. Factory outlet centres could be located at the edge of the inner-city centre, touristic areas, nearby border-area's or drive-by locations. The locations are good accessible by car or public transport. However, factory outlet centres are more frequently developed nearby or in the inner-city centres. These kind of locations can stimulate the combination visits between both centres. In Europe most factory outlet centres are developed in touristic areas nearby the border-area to take advantage of selling-tourism.

The average size of factory outlet centres varies from approximately 4.500sqm/sfa to 40.000sqm/sfa. The average size in Great Britain's centres is approximately 10.000sqm/sfa and the United States do the largest centre of 140.000sqm/sfa. The three Dutch outlet centres do have the average size of 25.000sqm/sfa (BR0,1999).

The developer mostly controls the management of the factory outlet centres. The management team has the objective to optimize the attractiveness of the centre. A striking contrast with the organization of inner-city centres is the role of the developer or management team. The developer is the entrepreneur, so retailers are primarily focused on selling goods. There will be no promotion of individual shops in the centre. The promotion objectives are not focused to attract consumers to a particular shop within the centre, but to attract consumers to the factory outlet centres itself. Beside promotion, the management team is also responsible for development activities within the centre, security, cleanness of the centre. By monitoring all the consumers, the management is able to get more insight in the consumer behaviour within the centre and in a particular shop. The management team knows the number of consumers and number of purchases of any individual shop, so the management team do have an advising and coordinating function of all individual shops results.

Factory outlet centres have a catchment area within a radius of 45-90 minutes. Because of the large catchment area, factory outlet centres of 10.000-35.000sqm/sfa will have around the three million visitors a year. Most of the consumers are visiting factory outlet centres between one and three times a year. In average consumers are purchasing more goods in comparison with an inner-city centre visit.

Shopping mall

The fourth peripheral shopping concept, the large-scale shopping mall, does not exist in the Netherlands yet, but some development initiatives were taken. This type of peripheral shopping centres are mostly not located on the outskirts of the city, but concentrated around several kinds of cities. The main objective of these kind of shopping centres is to attract consumers regionally. It therefore has a wide range of different kind of retail and leisure facilities. The development initiatives of shopping malls in the Netherlands development are commensurable with the of the large shopping mall concepts in the United States of America, such as the Mall of America and the West Edmonton Mall. The West Edmonton Mall is a mall of 483.000sqm, has 800 shops, including 10 large departments stores. The shopping mall has different large retail and leisure

concentrations. It has five main attractions: Graxyland, World Waterpark, Deep Sea Advantage, an ice palace and a Europe Golf (Kooijman, 1999). The Mall of America has also a large amount of shopping and leisure facilities over 400.000sqm. These type of shopping malls reflect the changing retail market and especially the development of the experience economy. The effects of these large-scale retail facilities are incredibly large and discussed in paragraph 1.1. The characteristics of the peripheral shopping facilities are summarized in table 4.

Inner-city centre vs. peripheral shopping centres					
	Inner-city centre	PDV-locations	GDV-locations	Factory Outlet centre	Shopping mall
Core functions	Multi-functionality	Retail	Retail	Retail	Retail /leisure
Floor area	15.000 - 100.000	4.000-10.000	4000-30.000	4.000 - 40.000	75.000 - 150.000
Sqm/sfa per shop	20-20.000	> 4.000	>1500	75 - 800	20-20.000
Branching	Traditional retail market (food- and non-food sector)	Car/ furniture / home improve ment	Furniture/ electronic Megastores	Brand articles (fashion and shoes sector)	Traditional retail market (food- and non-food sector)
Product assortment	Wide and deep	Small and short	Small and short	Small and short	Wide and deep
Anchor stores	Different anchor stores	Shop = anchor store	Different anchor stores	Different anchor stores	Different anchor stores
Visit frequently	High	Mid	Mid	Low	Low
Price instrument	Variable prices	Variable prices	Variable prices	Fixed prices, 30-70% of regular price	Variable prices
Catchment area	15-45 minutes	5-15 minutes	5-30 minutes	< 90 minutes	>90 minutes
Consumer behaviour	run/Goal/fun-oriented	Goal/fun-oriented	Goal-oriented	Fun-oriented	Fun-oriented
Management	Heterogenic	Heterogenic	Heterogenic	Homorganic	Homorganic
Effect on inner-city centre	N.A.	Neutral	Neutral /negative	Negative /positive	Negative

Table 4: overview characteristics differences between inner-city centre and peripheral shopping centres
Sources: Bolt, 2003; BRO,1999; Van der Wiel, 1999.

2.3 Effect measuring models

The introduction of peripheral shopping locations brought concerns to retailers located in the inner-city centres. The addition of new (peripheral) retail facilities could influences the spatial-economical structure within the regional retail markets. The indication of the potential impacts, two models are developed and used during new retail developments:

- DPO (*Distributie Planologisch Onderzoek*)
- Scoping

DPO

The DPO-Model was the first research method to analyze the potential impact of new retail developments on the current retail structure. The DPO-model analysis both the current and future demand and the supply to indicate the (mis)match of retail facilities

within a particular an area. The DPO-Model indicates the potential (mis)match, by means of quantitative variable, such as: purchasing power division, pattern of spending and the average consumer spending. Based on the potential consumers, the DPO-Model gave recommendations related to the location, centre dimension and branches composition of potential new retail facilities.

The DPO-Model became the theoretical underpinning by policy outlines and from 1976 until 1985, the use of the DPO-Model became compulsory in the preparation for land use plans. Although it is not mandatory any more, the DPO-model is still used to analyze the potential spatial economic effects of retail facilities. The model has faced a wave of criticism by organizations and researchers. The main criticism with respect to the DPO-Model was (Van der Post, 2004; Ruigrok,2004):

1. The use of the DPO-Model is expensive. The consumer flow researches labor-intensive research methodology, such as large skill surveys. The expensiveness of DPO-Model was the major factor to lift the compulsory in 1985.
2. The expensiveness results in the use of other current mostly dated research data, or taking the departure from the assumption of normative purchasing power binding. The use of dated research data or assumption degraded the plausibility and reliability of the DPO-model.
3. The DPO-Model is primary based on quantitative research variables, such as purchasing power and distance of travelling and does not take any qualitative research variable, such as the shopping centre attractiveness into account.
4. The DPO-model is primary focused on potential consumers domiciled within the radius of X minutes of the shopping centre and does not take the other target groups and functions within the shopping centre area into account, while the economical performances of a city-centre in large extent depends on a large range of target groups related to different functions. Nowadays, retail planning is not only based on retail developments, but focuses on the right equilibrium of functions.

In spite of the four negative aspects of the DPO-model, the model is still used frequently, and plays an important role, in the inventory the basic condition of the retail market, from local and regional perspective. However, to improve the reliability and the usability of the DPO-Model, a new model is developed called: Scoping.

Scoping

The Scoping-Model does not function as an individual model, but is an addition of the DPO-Model. The Scoping-Model is a spatial economic analysis of the current retail supply, by two new variables: purchase horizon and level of service. The horizon of purchase is the consumer behaviour within the geographical border and provides insight into service level of shopping centres within the geographical border (Oort, 2006). This model takes the purchasing motives, travel distance and centre attractiveness into account. The attractiveness of city centres is based on shop supply and branches composition related to the function within the hierarchal retail structure. According to Evers et al (2005) it eliminates the Scoping-Model some of the negative aspects of the DPO-Model, namely:

- The Scoping-Model is focused on the service level of consumers and not centralized on the position of the current retail supply
- The Scoping-model does take some qualitative variables in the sense of inner-city attractiveness into account.

- New retail facilities are not always successful, because new facilities are not considered as new, but as current retail supply
- The model is transparent, cheaper and communicates more easily.

2.4 The current retail market

For the first time in five years, the Dutch economy falls into an economical recession in the fourth quarter of the 2008. The economic decline has to do with the worldwide financial crisis. Because the worldwide financial crisis and fall down of the Dutch stock exchange (AEX), the consumer confidence ratio decreased rapidly and results in a decreasing consumer consumption and import of goods (CBS, 2009).

In the first half of 2009, the economic situation is not directly changed. The consumer consumptions, the export, the import and the unemployment are still decreasing. However, in a certain extent the stabilization of the economy was visible in the second half of 2009. The consumer confidence, the investors' confidence, and the improvements of the financial market are the first signs of the recovery of the economy. Figure 9 shows the turnover development of six retail branches the Netherlands, over a period of 2002 until 2009.

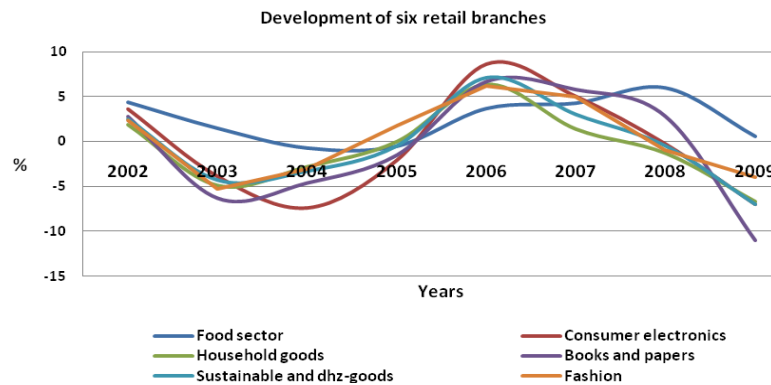


Figure 9: Development turnover retail branches The Netherlands 2002-2009
Source: CBS, 2009

The shrinkage of the retail trade volume is particularly noticeable in the non-food sector. Since the begin of 2009, the non-food sector is faced with decreasing turnovers of more than five percent. The turnover of consumer electronics decreased fifteen percent. In the food-sector, only specialist shops had a decreasing turnover of about 0,5 percent. Supermarkets had an increasing turnover of three percent. The decreasing of trade volume does result in an increasing number of retailer bankruptcies. In the first quarter of 2008 the number of bankruptcy petitions was 281. In the first quarter of 2009 the number of bankruptcies was increased up to 482 bankruptcy petitions (CBS, 2009). The overall decreasing retail volume resulted in increasing vacancy rates by retail real estate. The vacancy rate increased with nine percent up to an average 5,5 percent. This vacancy rate is formed by a vacancy of eleven percent on the C-locations nine percent on B-locations and A-locations are faced with a vacancy rate of two percent (Locatus, 2009).

Retail supply in the Netherlands

The current economic situation of the retail market did not influence the retail real estate development projects. In 2009 the total floor area of shops was around the 27 million square meter (Locatus,2009). Between 1995 and 2009 the total amount of selling floor area increased yearly with 750.000sqm. The explosive growth is not awarded to particular branches, because both the food sector and the non-food sector grow equally. Table 5 shows the division of branches in the different kind of shopping centres and shows a small amount of daily groceries related shops in relation with the total amount of shops. Approximately 30 percent of the total shop supply in district- and neighbourhood shops are related to daily groceries. Within the inner-city centres daily grocery represent eight percent of the total amount of shops. Almost all shopping centres have a large amount of fashion related shops, especially the inner-city centres and the town centres. The amount of fashion shops decreased as the catchment area of the centres decreased. Totally in line with the PDV-policy, both furniture and leisure facilities are peripheral located.

	Branches differentiation									
	1	2	3	4	5	6	7	8	9	10
Inner-city centre	21.273	5,58	1.679	5.690	1.310	1.687	872	87	6.694	3.254
Inner-city (Large)	18.644	8,67	1.707	5.520	1.353	1.964	601	54	4.175	3.270
Inner-city (small)	18.111	6,46	2.232	5.421	1.251	2.110	443	67	3.282	3.305
Town centre (large)	18.256	6,55	2.851	4.863	1.147	2.213	330	142	3.110	3.600
Town centre (Small)	19.343	5,91	4.062	3.113	802	2.795	313	439	3.989	3.830
Town centre (Daily)	177	10,7	71	4	1	17	1	5	37	41
Town centre (strip)	10.907	6,47	1.925	1.961	526	1.368	389	101	2.368	2.269
District centre	2.957	3,75	569	935	215	398	45	17	318	460
District centre (daily)	1.050	5,62	428	36	25	140	23	47	195	156
District centre (large)	7.049	6,02	1.711	1.111	358	942	174	88	1.184	1.481
District centre (Small)	11.016	6,25	3.272	1.104	459	1.598	277	185	1.917	2.204
Neighbourhood Cen.	5.015	6,24	1554	281	156	758	114	120	995	1.037
Large-scale concentrations	2.889	5,61	59	53	72	2.083	42	271	206	103
Spread out shopping centre	74.033	3,8	5.782	2.203	1.756	12.019	2.024	19.233	17.929	13.087
Total	210.720	6,15	27.902	32.295	9.431	30.092	5.648	20.856	46.399	38.097
	1. Amount of shops (#)		5. Leisure goods (#)			9. leisure (#)				
	2. Vacancy (%)		6. In/outside dwelling (#)			10. consumer services (#)				
	3. Daily groceries (#)		7. divers (#)							

Table 5: Branches differentiation Source: HBD, 2009

3 Inner-city centre attractiveness

This chapter provides more insight into the inner-city centre attractiveness. The first four attractiveness factors, location qualities (paragraph 3.1), the functional qualities (paragraph 3.2), the function mix (paragraph 3.3) and the physical qualities (paragraph 3.4) are the most tangible factors of the inner-city centre attractiveness. Paragraph 3.5 makes a hierarchical subdivision between these four attractiveness factors. The last part of this chapter deals with the stakeholders involved, during the attractiveness improvement processes (paragraph 3.6), the organisation and interrelation between stakeholders (paragraph 3.7).



3.1 The location qualities

The location qualities are the most important factors by the development or enlargement of a shopping centre. The location qualities determine the function and the economical performance of the shopping centre. The location qualities are distinguished into three factors, namely: the geographical position, the accessibility, and the parking facilities.

Geographic position

The geographic position of an inner-city centre is an important factor, because the population composition and spending power within a particular catchment area modifies the economic feasibility of the retail facilities within the inner-city centre. The shrinking of population or spending power, within the catchment area of a shopping centre, will properly influence the economic continuity of the centre. The opposite will probably increase the economical performance of the centre. Beside, circumference of spending power and the potential consumers amount, the composition of inhabitant's influence in certain extent the branch composition of the shopping centre. For example, in a childless neighbourhood the amount of toyshops will be relatively low.

Most of the shopping centre stakeholders do not have any grip on the environmental developments within the catchment area. For example, the development of new main office building nearby the inner-city centre can influence the economical performance of the shopping centre. Paragraph 3.3 provides more insight in the the relation between the different functions within the inner-city centre in more detail.

Accessibility

The accessibility is an important aspect of inner-city attractiveness. The accessibility determines the possibility to reach the shopping centre on a respectable way and within a reasonable travel time. The accessibility of the shopping centre is dependent on the performance of the infrastructural structure around the shopping centre. The quality of the infrastructural structure is not only related to the accessibility for consumers travelling by car, but is also related to other vehicles, like public transport or for cyclists and pedestrians.

Parking facilities

The amount of parking places and parking location are important. Related to the distance between the inner-city centre and the parking facilities, Snijder (2000) distinguished the goal-oriented consumer and the fun-oriented consumer. A goal-oriented consumer requires a parking place directly situated nearby the centre. This means that a large shopping centre must have parking facilities around the centre, to minimize the walking distance. The fun-oriented consumer will visit the inner-city centre for a longer duration and is willing to walk a longer distance from his parking place.

If parking facilities are situated at a large distance from each other, an automatic system that gains information about the availability of parking places is advisable. The parking information system will prevent driving around unnecessary and will decrease the traffic flow in and around the inner-city centre, which has a positive effect on the shopping centre accessibility (PDN,2009).

Parking facilities within the inner-city centre, are mostly connected to a parking fee (PDN, 2009). The willingness to pay for parking facilities is related to shopping motive of consumers. Fun-oriented consumers are willing to travel a longer distance, to get the advantage of lower parking fee. The parking fee is therefore less important for goal-

oriented consumers, because they stay for a shorter period in the shopping centre (Snijder, 2000). Beside the accessibility and the availability of parking places for cars, the availability of parking places for bicycles is important as well. The car parking requirements are comparable with the parking requirements for bicycles (Weltevreden, 2007).

3.2 Functional qualities

The functional qualities are distinguished into the branch segmentation, the routing and the function mix. This paragraph discusses the branch segmentation and the routing in more detail.

Branch segmentation

The retail branches are distinguished into two branch groups, namely the food branch (daily groceries) and the non-food branch (non-daily groceries). The branch segmentation reflects the function of the shopping centre, which is related to the consumer behaviour theory of Bolt (2003). An inner-city centre is focused on the fun-oriented consumers. These kinds of consumers are characterized by long shopping time, comparative shopping and free time spending. The branch segmentation within the inner-city centre reflects this consumer behaviour, by for instances the clustering of shops within the same branch. According Nelson (in Atzema et al, 2002), is the clustering of shops, selling identical products, a reaction of the consumer behaviour that has the habit to compare products with each other. For example, the large concentration of fashion shops in the inner-city centres. Inner-city centres, which have more than 150 shops, do have approximately 40 fashion shops. If the shop amount increases, the number of fashion shops would increase as well.

The branch segmentation is separate in seven sectors, namely (Locatus, 2009):

1. Daily groceries;
2. Fashion and Luxury articles;
3. Leisure goods;
4. Furniture and household and home improvement goods;
5. Transport & fuels;
6. Consumer services;
7. Leisure;
8. Various.

Routing

The shopping centre routing depends on the spatial design and Gruen (1990) designed four different shopping typologies based on one or more anchor stores (Figure 10). His first design is based on one anchor store and other stores are situated around this anchor store. The straight-line extension design has two anchor stores on both ends, connected by means of other stores. The L-shape design has three anchor stores and the cross cluster form is based on four anchor stores. Beside the different spatial designs and the number of anchor stores, some similarities are noticeable:

- All four variants are intern oriented;
- Both sides are available for shops.

These design aspects are important to keep consumers focused on their shopping activities, without be tempted by other activities (Nes, 2008).

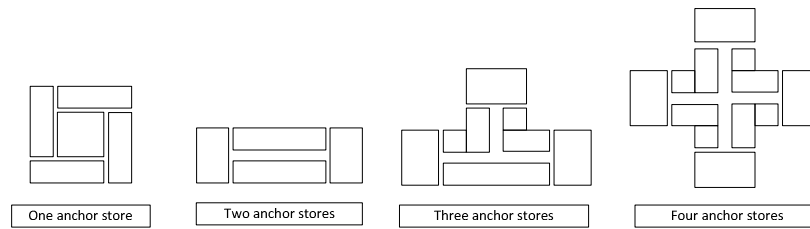


Figure 10: The shopping centre typology of Gruen
Source: Gruen 1990, (in Kooijman, 1999)

Anchor stores are shops or other functions, which are able to attract a large amount of consumers. The target group is interested in a particular anchor store, because the anchor store has a certain reputation, offers a popular assortment or autonomous services. Anchor stores could influence the pedestrian flow of consumers, which has benefits for the other shops in the shopping centre as well.

Two different anchor stores are distinguished (Ruiter, 2004):

- **Primarily anchor stores:** primarily anchor stores are larger than 800 square meter, do have a large target group and are focussed on the middle market segment.
- **Secondary anchor stores:** secondary anchor stores are mostly smaller than 800 square meters and are oriented on a specific target group or specific branch sector/segment.

Over years, the market dynamism changed the anchor store. In the eighties department stores, like V&D, were of great worth in the stimulation of the pedestrian flow. Nowadays, the anchor stores are the fashion department stores, home appliances, and supermarkets, like the MediaMarkt, H&M and the Albert Heijn.

3.3 Function mix

A function mix stimulates consumers to enlarge their staying time in the shopping centre. Food and entertainment alternatives may provide either needed breaks from hours of shopping or as closing of an extended shopping excursion. Other functions must be situated within the shopping centre, otherwise consumers may not visit the centre again or leave the centre prematurely (Wakefield & Baker, 1998). Within a multi-functional inner-city centre, the different functions are in certain extent related to each other. The relation between the different functions can have a negative effect and a positive effect. When functions have a positive effect, this is called functional synergy. The synergy can be one-sided or two-sided.

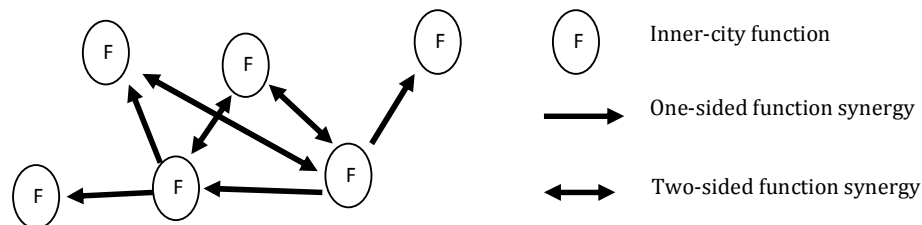


Figure 11: Functional synergy.
Source: Boekema, 1998

Both one-sided functional synergy and two-sided synergy examples are given to describe the different functions of an inner-city centre and the relation between the functions.

Offices facilities:

Offices do have an important function within an inner-city. In general, offices will promote the employment of the inner-city and stimulate the use of other facilities in two different ways. First, public related offices, will attract people to the inner-city, which will probably use other functions within the inner-city as well. Second, the office employees will probably use the other functions within the inner-city centre. Offices facilities creates one-sided function synergy.

Living facilities:

Economic related functions (offices/retail) are mostly time-bounded functions. Therefore, these functions do not contribute the 24-hour liveliness and vitality of the inner-city centre. Living facilities do, and stimulates the 24-hour economic of the inner-city centre. Inner-city inhabitants will use leisure, culture, and catering facilities and stimulate the liveliness and safety in the city, especially after shop hours and offices hours. This is an example of one-sided synergy.

Leisure facilities:

Leisure is distinguishable into three components Bastiaansen (2002): free-time spending; free-time facilities and experience. According to Vrijthoff (1998) are leisure functions all the functions, which have a positive effect on the attractiveness of the shopping area and are related to the free-time spending of consumers, without retail facilities. The leisure facilities are subdivided in the following elements (EIM, 1996; Vrijthoff, 1998): 1) catering industry, 2) sport facilities, 3) culture and art, 4) amusement and recreational facilities, environmental facilities. According to Clement (1998), the catering industry does have a positive effect on the staying time of consumers. The retail and catering facilities are mostly jointed together, during an inner-city visit. The catering industry stimulates two-sided functional synergy. Recreation and cultural functions are museums, theatres, galleries and festivals. The uses of these functions are mostly combined with the use of retail facilities and the catering industry as well. This example is a one-sided functional synergy.

Urban space

Urban space is distinguished into two types of urban spaces: movement spaces and staying spaces. Movement spaces are based on the forward-direction senses and linear movement patterns of consumers, the paths between tents and booths later became the streets and boulevards between buildings (Gehl et al, 2006). Staying are variety like plazas, squares and other open spaces in the city. Staying places are the meeting places of the city. The staying places are attractive for consumer to stay longer in the inner-city centre. That's why city plazas and squares facilitates demanding functions like markets and meetings and public events. This is where the majority of cities café life, public gatherings, concerts are held. City parks also belong in the category of spaces that encourage staying, or perhaps a combination of staying and strolling leisurely along paths (Gehl et al, 2006). Urban space functions within a two-sided functional synergy.

Function	Shopping facilities	Living facilities	Offices facilities	Leisure facilities	Urban space
Characteristics	Contribute free-time spending	Create 24-hour economic	create employment	Contribute free-time spending	Contributes free-time spending
	Creates 9-5 hour economic	Economic continuity	Creates 9-5 hour liveliness	Distinguishing power	create 24 hour economy
	Attract large amount of visitors	Positive effect urban structure	Positive effect urban structure	creates employment	Space for catering industry
	Creates employment	Results in strong mobility	Results in strong mobility	Results in strong mobility	Space for events
	Results in strong mobility	Safety dwelling demand	Distinguishing power	Extra spending power retail facilities	Parking facilities
Synergy	Two-sided	One-sided	One-sided	Two-sided	Two-sided

Table 6: Function mix inner-city centre

Source: Seip, 1999

3.4 Physical qualities

The physical quality influences the atmosphere within the inner-city centre. The atmosphere of an inner-city is important because this variable is able to both determine in large extent the shopping centre choice of consumers and could have a positive effect on the duration time of stay. Historical city-centres take advantage of the standard history value of the city. A historical city will mostly have a better atmosphere in comparison with the systematic developed inner-city centre. However, the atmosphere of an inner-city is determine and impressionable by means of the following atmosphere increasing elements, like events, decoration, use of materials, safety, cleanness, architecture etcetera (Baker, 1986; Kooijman, 1999; Stoel et al, 2003)

3.5 Attractiveness from hierarchic perspective

The inventory of attractiveness factors indicates a whole range of possibilities to improve the shopping centre attractiveness. A balanced combination these factors determined the inner-city centre attractiveness. Nevertheless, the subdivision attractiveness can be subdivided into three attractiveness levels (De Lange, 2005) namely:

- Basic attractiveness
- Plus attractiveness
- Distinguishing attractiveness

Basic attractiveness

The basic attractiveness must be adequately to guarantee the economical performance of the shopping centre. The basic attractiveness is related to the quality of the accessibility, parking facilities, supply of shops, branch segmentation, function mix, safety and cleanness. It is not possible to specify the quality level of these functions, because this depends on the economical and spatial function of the shopping centre. For instance, the basic attractiveness of the inner-city centre must match with the fun-oriented shopping requirements of consumers.

Plus attractiveness

The plus attractiveness is related to the same factors, but is the superlative degree of basic attractiveness. The quality of the plus attractiveness determines the duration of stay of consumers within the inner-city centre and can influence the shopping location of consumers. Beside, the functional elements, plus attractiveness is also atmosphere-increasing elements, such as: safety, seats, decorations and signpost etcetera.

Distinguishing attractiveness

Distinguishing attractiveness are incomparable facilities or atmospheres within the inner-city centre. For instance, large amount of leisure facilities. Shopping centres with distinguishing attractiveness are able to attract a large amount of regional consumers.

Attractiveness from hierarchic perspective	
Basic attractiveness factors	Accessibility Parking facilities Basic level urban spaces Basic level facilities supply (commercial and non-commercial organizations)
Plus attractiveness factors	Plus level urban spaces Plus level supply facilities Plus level safety Plus level facilities supply (commercial)
Distinguishing capability factors	Incomparable attractiveness

Table 7 : Attractiveness from hierarchic perspective
Source: De Lange, 2005

3.6 Stakeholders

To get more insight into the stakeholders involved during the implementation of these attractiveness factors, a stakeholder analysis is used. The important aspects are the interests, the power and steering opportunities of stakeholder. The power of the stakeholder depends of the independently of the stakeholders. If a stakeholder has exclusive means, such as money, knowledge or instants contracts the stakeholder will have more power and steering opportunities. The stakeholder analysis inventories the following aspects of the stakeholders (Pinto, 1998).

- Identification of stakeholders
- Information concerning stakeholder interest
- Information concerning stakeholder strategy
- Information concerning stakeholder behaviour
- Information concerning strengths and weaknesses of the stakeholders
- Information about the power and steering opportunities of the stakeholders

During the development process of a shopping centre, different kinds of stakeholders are involved, with different kind of interest. Talking about the competitiveness of the shopping centres it can be assumed that the shopping centre is situated in the last phase of the development process, the exploitation and management phase. In this phase it can be assumed that the increasing competitiveness of an inner-city centre does have the general interest to maintain the function of the shopping centre and to make the shopping centre more attractive for public. Beside the general interests of stakeholders, stakeholders involved have their own interest as well.

Developers

The developer is the stakeholder responsible for the real estate developments and has the main objective of maximise the profit and minimise the risks. There are two types of developers. First, the developer with a short-term financial risk. After completion of the development, an investor has bought the project. Second, the developer with a long-term financial risk, after the completion the project the developer self will become the owner of the project. Build to sell developers can be expected to less concern with long-term considerations. If the developer takes the project in ownership, the developer will have the same interest of an investor.

Investors

The main objective of the investor is to receive a positive return on investment in combination with a low risk level. Mostly, related on the characteristics of real estate, for a long exploitation period. The distribution of investment vehicles determines the return/risk ratio. Therefore, most large investment organisations are involved by retail developments. There are different investor's institutions, such as: institutional investors; investments banks, but also small private investors. The interest of the investor is to attract as much as possible consumers, and try to keep these consumers in the shopping centre. The attractiveness of the shopping centre and the duration time of stay, determine in large extent the sales of the shopping centres and the economic value of the shopping centre it self: increasing consumers, increasing sales, increasing rent level, increasing economical value of the shopping centre. Investors are only willing to invest, if the investment will generate a higher return on investment in the future.

Retailers

The interests of the retailers are comparable with the interests of investors. Retailers are the stakeholders, who are economical depended on the performance of the shopping centre. They require an attractive shopping centre, to attract consumers as much as possible. There are two types of retailers: 1) the small shopkeepers and 2) the large chain stores. Both have their own opinion concerning the attractiveness of the shopping centres. For large chain stores a higher number of consumers are important for the continuity of the organisation, but small shopkeepers, mostly have another selective target group. Therefore, chain stores are more willing to contribute towards the costs to improve the attractiveness. In this case, the investor will increase the rent level of the new retailer and the old shops as well. The increasing scale of shops and the increasing rent level will have negative effect for small shopkeepers, who are not in a position to pay a higher rent level. This process is positive for the investor who is able to attract new shops and on this manner can anticipate on the new market demands.

Therefore, the involvement of retailers is prerequisite, but nowadays only chain stores are in the initiative phase of the development process involved. The local storekeepers will be involved later in the process. The involvement of all retailers is important because all retailers become responsible for the management of the shopping centre. Because the heterogeneous character of the retail stakeholders, retailers become mostly represented by an association for retailers.

Politicians

Although planners are very important in an advisory capacity in most cases, it are the politicians who are ultimately responsible for deciding on land use issues, like peripheral shopping centres. In most cases, the relevant tier of government is the municipality politicians. They are the mostly concerned about the economical development, current local shopkeepers and the prestige of the city. Therefore, the interest is dualistic if it becomes a discussion concerning the development of a large-scale peripheral shopping centre. An objective of a municipality is to create employment, but maintain the current economic (retail) structure as well. The position of the politicians in those cases is very interesting. In general, the local authorities are always involved by retail developments, but by regional cross-border developments or cross-border effects, the provincial authorities will also be involved.

Planners:

A planner becomes an important stakeholder to the permitting process for new shops and shopping centres and is an important partner between planner- developer and planner retailer. The planners serve the public interest, but have the responsibility to conserve the current retail structure as well.

Other stakeholders

Beside those main stakeholders, there are a lot of other stakeholders involved, such as: suppliers, Chamber of Commerce, consultants, Media, Architects, contractors, consumers, inhabitants, banks and different kind of (organized) interest groups (Evers, 2008)

Evers (2008) has modelled all stakeholders into his Model of Retail Development Arena and gained insight into the different stakeholders involved (Figure 11). The stakeholders coloured in dark blue are the major stakeholders during the retail development process.

The Regional Retail Derby

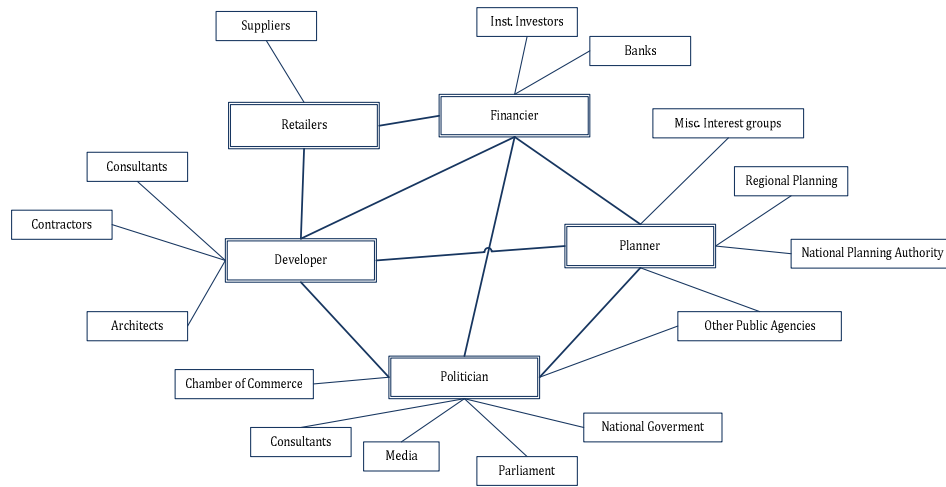


Figure 12: Stakeholder analysis,
Source: David Evers, 2008

3.7 Inner-city centre management

Because of the functional synergy between the functions, stakeholders are able to influence the performance of the inner-city centre on a direct or indirect way. Therefore, the relation between functions forces stakeholders to go into cooperation with each other. A separation can be made between a temporary cooperation and a long-standing cooperation. Take the dynamism of the inner-city centre, a long-standing cooperation between stakeholders into account; it will be necessary to improve the attractiveness of a long period.

To make the cooperation between stakeholders more easily, in the nineties the concept inner-city centre management or centre management was introduced. Voogd (1995) defines inner-city management as a structured goal-oriented cooperation process, which has the following objectives:

- to have a harmonious consolidation of both the urban structure and functions;
- economic efficiency;
- the establishing and maintaining of an attractive high-quality living environment.

This definition of inner-city centre management is broadly based in comparison with the definition of Buursink (1991). According Buursink is city-centre management a structured cooperation between public and private parties of the inner-city, based on equivalency, jointly effort of means, to increase the attractiveness and the economic structure of the inner-city (centre).

Advantages of inner-city management

Centre management has four advantages (Segeren,1998; Seip, 1999). First, the structural lines of communication between stakeholders. As mentioned, are inner-city centre related projects dissimilar to other projects. Beside project development, maintenance is important as well, to keep up the attractiveness of the inner-city centre. The long cooperation between stakeholders makes the lines of communication shorter and results in a mutual faith for the future.

Second, the long cooperation period between stakeholders. The long cooperation period increases the reliability, the engagement and the confidence between public and private parties. These three aspects are important in the decision-making process. If stakeholders have no faith in each other, it will be hard to make decision about the future performance of the inner-city centre. The short and structured lines of communications can have a positive effect on the relationship.

Third, the openness and clearness of the stakeholders interest. This is an important aspect of the decision-making process as well. At the beginning of every new development project, an inventory must be made of the stakeholders interest. After this inventory of interest the similarities and differs of interest forms a point of departure of the implementation negotiations. If stakeholders participate for a long period, the interest of stakeholders are familiar by the stakeholders. This saves a lot of time, during the development and implementation of projects.

Fourth, the possibility of integrally design. Because the (economical) performance of the inner-city is depends on the multifunctional, the cooperation of the different stakeholders will stimulated the integrally approach. One condition for an integral approach of the inner-city development is the participation of a broad range of stakeholders within a centre management entity.

The stakeholders involved

More and more inner-city centres establishes an inner-city management with the collective objective to improve the attractiveness of the inner-city centre. However, before the inner-city management is established, the organization objectives must be clear. Two important aspect of the objective are the geographical delineation and the interpretation of functions (Seip,1999). With regard to function interpretation, some cities are primary focussing on the strong economical functions of the inner-city like retail facilities. This type of organisation is called shopping centre management.

The amount of functions, the inner-city management is dealing with, depends on the geographical delineation. The more the geographic level grow, the more functions will be a part of the city centre management.

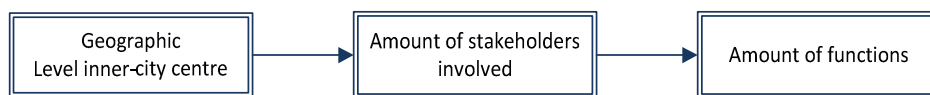


Figure 13: Relation function and stakeholders
Source: Seip,1999

Because all stakeholders groups have their own interest and means, the amount of stakeholders determine the complexity of the decision-making process. But on the other way, the amount of stakeholders determine the change to improve the attractiveness of inner-cities centres. Mostly, the local government, the retailers or the retailers association are participants of the management, but because of the multi-functional character of the Dutch inner-city centres, Boekema (1988) desired the following composition to optimize the activities of the management (Table 8). According Van Dinteren (1992), is the involved of real estate investors primarily condition to operate a city management successfully.

Potential stakeholders centre management		
Real estate related	Public functions	Associations
Local authorities	Catering industry	Tourist (Information) Offices
Housing associations	Entrepreneurs	Chamber of Commerce
Investors	Street trading	Entrepreneurs
Developers	Chain stores	Inhabitans
Consultants	Retailers	Retailers
Real Estate brokers		

Table 8: Potential stakeholders centre management

Source: Boekema, 1988

4 Inner-city centre Lelystad

The first case study provides more insight in the relation between the inner-city centre of Lelystad and factory Outlet centre Batavia Stad. The first two paragraphs introduce both the factory outlet centre Batavia Stad (paragraph 4.1) and the inner-city centre of Lelystad (paragraph 4.2). Paragraph 4.3 discusses the effects on the inner-city centre caused by the factory outlet development. Paragraph 4.4 outlines the development process of the FOC development. Paragraph 4.5 discusses the interventions taken to minimize the competition and stimulate the synergy. Paragraph 4.6 gains insights in the involvement of stakeholders during the implementation process of the interventions. The last paragraph (paragraph 4.7) evaluated the results by means of the operational sub questions.



4.1 Factory Outlet Centre Batavia Stad

In 2001 Factory Outlet Centre Batavia Stad, initiated, developed, and still operating today by developer Stable International, was the first factory outlet centre in the Netherlands and situated at the Lelystad Flevopolder coast. This area is a touristic spot with different leisure facilities, such as “Nieuwland National Heritage Museum” and the seventeenth-century replica ship “The Batavia”. This location was a great location for the first factory outlet centre, because this location has the characteristics of a touristic location, which regulates Sundays opening. Beside in 2001, no large shopping centres were situated within a radius of 45 minutes, which were confront with potential negative effect of the FOC development directly¹. At the moment the total selling floor area is around the 25.000 square meters divided over 119 outlet stores and 3000 parking places (Locatus, 2009).

From traditional point of view, FOC Batavia Stad is designed with an own identity and atmosphere. The concept of the centre is based on the historical Maritime Golden age. The shop design, the use of colours and the attractive interior, by using traditional materials like wood and stones, imitates the atmosphere of a fortified town.

Catchment area

Consumers are willing to travel a longer distance for a factory outlet centre. The maximum travel distance is approximately 90 minutes. Within a radius of 45 minutes 2,6 million potential consumers are domiciled, within a radius of 60 minutes 4,8 million potential consumers and within a radius of 90 minutes 11,5 million potential consumers. In 2009, FOC Batavia Stad had a binding percentage of 19 percent of the total catchment area (Locatus, 2009). This mean that FOC Batavia Stad was able to attract around the 2,2 million consumers in 2009. In general, the average consumers amount over a period of eight years, was around the 2,5 million consumers yearly.



Figure 14: Factory outlet centre Batavia Stad
Source : www.flickr.nl



Figure 15: Catchment area FOC Batavia Stad
Source: www.stable.nl

¹ De heer W. Veldhuizen, director Stable international, interview date: 7 October 2009

Consumer behaviour

The visit frequency is relative low. In general, consumers are visiting FOC Batavia Stad less ones a month or several times a year. The average visit frequently is around three times a year. FOC Batavia Stad became a well-known shopping centre under the inhabitants of Lelystad. Three years after the opening in 2001, 34 percent of the inhabitants of Lelystad have visit FOC Batavia Stad. This percentage increased up to 90 percent in 2008 (Goudappel Coffeng, 2008).

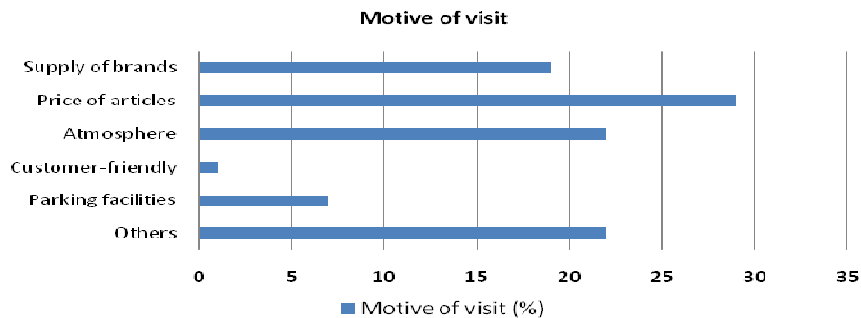


Figure 16: Motive of visit FOC Batavia Stad
Source: Goudappel Coffeng, 2008.

Consumers are visiting FOC Batavia Stad for the large supply of well-known, high-qualitative brands and the attractive prices. The clustering of brands is positive evaluated by consumers (Goudappel Coffeng, 2008). The centre has the opportunity to compare several brands in one single centre. Consumers do large purchases in the fashion and sport related branches. Beside prices and quality, consumers are positive about the atmosphere of FOC Batavia Stad. The design concept of the centre, a fortified city, creates a special atmosphere (figure 16).

FOC Batavia Stad has also a positive effect on the amount of consumers visiting the Flevopolder coast. A large number of consumers combine their visit with other facilities in the coast area, such as the Batavia shipyard. FOC Batavia Stad has a positive effect on the total coast area. The coast area of Lelystad became a popular touristic area with facilities like the Batavia Port, Batavia shipyard, Museum's and the Public Service for Cultural Patrimonial Estate of Lelystad

4.2 Inner-city centre Lelystad

The inner-city centre of Lelystad, called: “Lelystad Stadhart”, is the main shopping centre of Lelystad. The centre is systematic developed in the seventies as a cluster of several small individual shopping centres, consisting of large building blocks. Figure 17 visualizes the spatial structure of the shopping centre.

The Waag is the daily groceries cluster and the Wissel, the Kroonpassage and the Dukaatpassage, two small covered shopping centres, focusses on the non-daily grocery sector. However most of the stores are local shopkeepers, but some chain stores are present, such as the Kijkshop and Lucardi.

According to the hierarchic retail structure, this centre must play an important role in the retail structure of Lelystad, but twenty-five years after development, the inner-city centre became an out of date shopping centre, which could not provides the requirements of fun-oriented consumers. The concrete construction of bridges and stairs dominates and creates restrained street views and an outdated atmosphere. Beside, the atmosphere, the shop supply did not match with the current demand of consumers. Small local shopkeepers dominate the inner-city centre, while in other cities the up-scaling process introduced new large-scale shopping formulas. The lack of large-scale shopping formulas is a result of the small enlargement opportunities within the inner-city centre. The enlargement of shopping facilities was only possible by means of new retail developments. This happens in 2007, with a large redevelopment project. The redevelopment includes the renovation and demolishing of out of date retail blocks and the development of new (retail) functions at the Wisselplein.

Including the new developments, the total shop supply is 40.668sqm divided over 315 shops. Twenty percent of the total supply is related to the daily grocery sector and eighty percent is non-daily sector related (Locatus, 2009).



Figure 17: Inner-city centre Lelystad
Source : www.oms.nl // www.flickr.nl

4.3 FOC Batavia Stad versus inner-city centre Lelystad

To get more insight into the effects of the FOC development on the inner-city centre of Lelystad, this paragraph analyse the historical development of the consumer binding, the (geographical) market position and the consumer behaviour of the inner-city centre Lelystad.

Consumer binding

The catchment area is distinguishable into the primary catchment area and the secondary catchment area. The primary catchment area is the area where 50 percent of the consumers come from and the secondary catchment area is the area where 80 percent of the consumers come from (Locatus,2009). Beside the two catchment areas, a separation is made between the daily groceries and the non-daily groceries. Table 9, shows the catchment area of the inner-city centre Lelystad.

Catchment area inner-city centre Lelystad		
	Daily groceries	Non-daily groceries
Consumer binding (%)	43	14
Indexed disposable income	98	97
Primary catchment area	12478	7120
Secondary catchment area.	15990	37330
Score	Middle	Low

Table 9: Catchment area inner-city centre Lelystad
Source: retail nota Lelystad (2003); Locatus (2009)

Table 9 shows a difference between the catchment area of daily groceries and non-daily groceries. The consumer binding percentage related to the daily groceries is 43 percent and over a period of ten years not changed (Retail Nota Lelystad, 2003). However, the consumer binding of non-daily grocery sector decrease drastically. In 1999, the binding percentage of the non-daily groceries was 50 percent, but decreased up to 14 percent in a ten year period. The binding percentage of 14 percent is relatively low. The average non-daily groceries binding percentage of comparable cities, is around the 50-70 percent (Bolt, 2003). The outflow of consumers influence the market position of the inner-city centre within regional perspective.

Market position

The historical market position of the inner-city centre is determine by means of the consumer purchases of the inhabitants of Lelystad. Table 10 shows the market position of present branches within the inner-city centre. The branches, of both FOC Lelystad and the inner-city centre, such as fashion, sport and shoes branches decrease with 13,5 percent over a seven year period. However, not only the market position of the inner-city centre decreased, but the market position of almost all branches with the inner-city centre were affected after the DOC development. The total market position increased 8,7 percent in a seven year period.

This means that the decreasing consumer binding is not primarily related to the development of FOC Batavia Stad, but inhabitants of Lelystad are visiting other shopping centres for their non-daily groceries as well. The out flow of consumers is visualize in table 11.

Market position branches Lelystad Stadhart (%)				
	2001	2004	2006	2008
Fashion (Woman)	52	44	47	46
Fashion (man)	59	49	52	43
Sport goods	62	50	46	44
Shoes and leather	63	56	55	50
Gold, silver, jewels	62	70	71	65
Household goods	69	69	70	65
Office stationer's	66	67	70	65
Bike dealer	59	53	62	45
Electronic	70	71	68	61
Photographic goods	69	69	70	60

Table 10: Market position branches Lelystad Stadhart (%)

Source: Goudappel Coffeng, 2008.

Table 11 shows an increasing market position in both the inner-city centres of Almere and Dronten over a six year period. The market position of woman fashion within the inner-city centre decreased with eight percent, while the market position of woman fashion within the FOC Batavia Stad, the inner-city of Almere and the inner-city of Dronten respectively increased with eight, three and four percent. Most striking is the market position of male fashion within the inner-city centre of Lelystad., The market position decreased twelve percent, while the position of Batavia Stad increased with seventeen percent. The market position of Dronten and Almere increased as well. The same pattern is noticeable in the sport branch.

Geographical market position (%)										
	Fashion (Woman)		Fashion (man)		Sport goods		Shoes and leather		Domestic goods	
	2002	2008	2002	2008	2002	2008	2002	2008	2002	2008
Inner city centre	54	46	55	43	60	44	60	50	76	65
Lely centre	10	8	9	4	10	4	11	5	16	12
Batavia Stad	3	11	3	20	9	29	4	19	0	3
Lelystad diverse	2	2	2	1	2	3	2	2	3	5
Almere	8	11	8	11	5	8	6	6	2	5
Amsterdam	11	3	11	5	7	4	10	4	2	4
Dronten	0	4	1	2	1	1	1	2	0	1
Other	12	15	11	14	6	7	6	12	1	5

Table 11: Geographical market position (%)

Source: Goudappel Coffeng, 2008.

Consumer behaviour inner-city centre 2001-2008

Inner-city centre visitors are using the inner-city centre mostly for their daily groceries. Visitors are not using the inner-city centre of Lelystad for spending their leisure time by means of fun-oriented shopping activities. The non-daily shopping facilities within the inner-city centre are especially related to the goal-oriented shopping motives.

Totally in line with the performance of the inner-city centre, as run and goal-oriented centre, is the visit frequency of consumers (Figure 18). Consumers are visiting the inner-city centre of Lelystad several times a week. 63 percent of the consumers are visiting the centre ones or three times a week. The visit frequently of ones or three times a week did not change after the realisation of FOC Batavia Stad.

The evaluation of the inner-city centre gains more insight in decreasing binding percentage in the previous years. Figure 19 shows the evaluation of the individual attractiveness factors. In general, the overall consumer judgment decreased over seven years. Consumers were not satisfied with the current retail supply. The retail supply was

outdated and did not meet the current demand of consumers. Taken into account the function of the inner-city centre, the lack of shop supply is especially connected to the non-daily grocery sector. To improve the shop supply quality, adding new fashion related shop is necessarily, like large department shops or fashion related department stores. Other points of improvement are related to the function mix and the atmosphere.

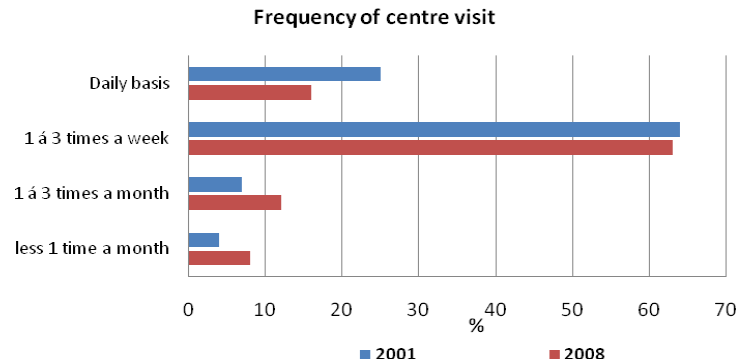


Figure 18: Frequency of visit inner-city centre Lelystad
Source: Goudappel Coffeng, 2008.

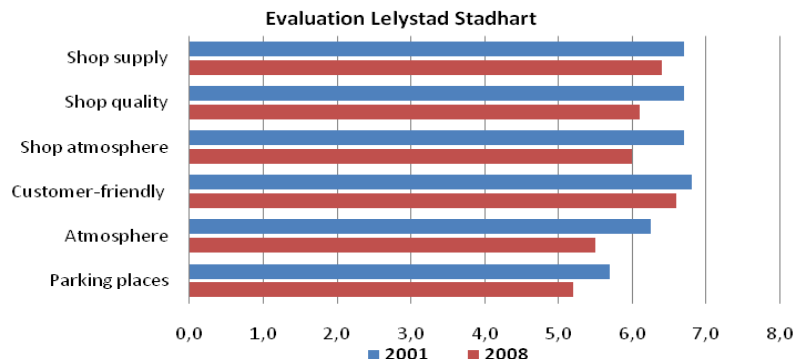


Figure 19: Evaluation Inner-city centre Lelystad
Source: Goudappel Coffeng, 2008.

Synergy

The number of combination visits, from the inner-city centre to FOC Batavia Stad increased previous years. In 2007, seven percent of the consumers have visited both the inner city of Lelystad and FOC Batavia Stad. In 2008, the combination visits were doubled. However, in relation with this research, the combination visits are the order way around. The FOC Batavia Stad has a large amount of visitors, but the percentage of combination visits, between FOC Batavia Stad and the inner-city is Lelystad is very small. According to Fackeldey² has the stagnation of combination visits to do with the physical distance between FOC Batavia Stad and the inner-city centre, three kilometres, and with the qualitative condition of the inner-city centre. "Unfortunately, the inner-city centre is not attractive enough to attract consumers from FOC Batavia Stad to the inner-city centre of Lelystad."

² De heer J. Fackeldey, Alderman City development, interview date: 23 October 2009

Evaluation

The decreased market position is caused by the overall attractiveness of the inner-city centre, which does not satisfy the consumer demand related to the fun-oriented shopping motives. Without an upgrading of the inner-city centre attractiveness, market position declining was unavoidable, but the FOC development accelerate the downward process of the inner-city centre. The following paragraph provides more insight into the development process of FOC Batavia Stad and the interventions within the inner-city centre to improve the inner-city competitiveness.

4.4 Development process FOC Batavia Stad

In the eighties, Lelystad must become the new city of administration within the IJsselmeerpolder area. However, due to the development of Almere, which became the overspill city for the Randstad population. This influences the attraction to Lelystad. People with a great purchasing power, prefers the city of Almere to the city of Lelystad as new living place. This results in an unbalanced inhabitant composition and a declining of the average purchasing power within the city of Lelystad and the city was faced with a downward economic trend. The combination of a low purchasing power and the lack of proper infrastructure structure influence the economical performance of the inner-city centre and finally the attractiveness of the inner-city centres as well (Masterplan Lelystad, 2001).

In these years, the municipally point out the coast area as new touristic development area and the development of a factory outlet centre could be an enormous stimulus for this new touristic development area. The DPO research (BRO,1999), indicates a positive effect for the coast area, a positive effect on the employment and on the imago of Lelystad. However, the DPO indicates also a large impact on the inner-city centre of Lelystad. The study concludes that FOC Batavia Stad the will attract local consumers from the inner-city centre, if the inner-city centre attractiveness was not upgraded, before the FOC development. If the attractiveness improves within a small period, FOC Batavia Stad would have a neutral effect on the inner-city centre (BRO, 1999).

Because of the dualistic role of the municipality, protecting to current retail structure within the municipality and stimulating the economic development of the city, the municipality had to make an important and difficult decision. Especially with respect to the opposition of market parties, such as: inner-city retailers, SME-Netherlands and the Vendex-KBB organisation. These parties were afraid for a large negative effect on the inner-city centre and taken into account the conclusions of the DPO research, the concerns were pertinent. These stakeholders were involved during the development process, but there was no strong cooperation between stakeholders in finding solutions to minimize the potential competition. The stakeholders cooperation was especially focus to frustrate the FOC development. However, in spite of the potential negative effects on the inner-city centre and the opposition of different organisation, the municipality concludes that the FOC development was an interesting instrument to increase the attractiveness and the economical performance of the city³. Nevertheless, the municipality considers the DPO-advice and started in 2000 with the preparation of a new master plan for the inner-city centre of Lelystad. Beside, the municipality elaborate

³ De heer J. Fackeldey, Alderman City development, Municipality Lelystad interview date: 23 October 2009

different development conditions with regard to the potential competition and synergy between FOC Batavia Stad and the inner-city centre.

Development conditions

The development conditions between the municipality and the Stable international must ensure the complementarity of product, between FOC Batavia Stad and the inner-city centre of Lelystad. The following conditions were agreed:

- FOC Batavia Stad is only allowed to sell goods if the prices are minimum 25 percent under the normal recommended retail prices.
- The products in FOC Batavia Stad must meet one or more of the following descriptions: The product deviates from the standard quality level, products of overproduction or product surpluses that do not satisfy the current consumer demand, end of line or end of season or slow movers products.
- Parties agreed the restriction or limitation of the following sectors: supermarkets, catering facilities daily groceries sector, like drugstores, butchers, greengrocer etcetera.
- The conditions observance is under control of the municipality.

Beside, the complementarity related agreements, the municipality enters the following agreements to stimulate the synergy between FOC Batavia Stad and the inner-city centre.

- A cooperation intention between Stable International and the inner-city stakeholders, with the objective to initiate collective project to stimulate synergy. (page 56: Improve synergy between FOC Batavia Stad and the inner-city centre);
- Under the condition of the Ministry for Housing, Spatial Planning and Environment, the municipality must improve the physical connection between both the FOC Batavia Stad and the inner-city centre and the FOC Batavia Stad and the touristic spots Friezenmeren and the Veluwe;
- In 2003, the municipality relaxed the complementarity conditions of FOC Batavia Stad, to give the organisation Vendex-KBB, the permission to establish an outlet concept of the department store Bijenkorf. The products do not match the complementarity conditions, but the municipality approved the establishment of the Bijenkorf within the FOC, under the following conditions⁴. First, the Bijenkorf shop must increase the number of consumers in a period of two years and second, the Vendex-KBB organisation must establish the retail formula V&D within the inner-city centre. If the establishment of the Bijenkorf does not influence the number of consumers or the Vendex-KBB was not willing to establish the retail formula V&D within the inner-city centre, the establishment permission of the Bijenkorf will be suspended.

4.5 Implementation attractiveness factors

In conflict with the complementarity conditions, FOC Batavia Stad influences the economical performance of the inner-city centre. According to Klooster⁵, an inner-city centre without proper basic attractiveness has no opportunity to offer resistance against FOC Batavia Stad or other competing retail facilities. Besides, the mismatch between the city centre attractiveness and consumer requirements, made it not possible to take advantage of the FOC Batavia Stad. These effects were mentioned in the DPO research as

⁴ Idem

⁵ De heer D. Klooster, Director Strategy and Development, Municipality Lelystad, interview date: 23 October 2009

well. The attractiveness of the inner-city centre was not sufficient to offers resistance to FOC Batavia Stad, if improvements stays away (BRO,1999). In 2007, the inner-city centre undergoes a redevelopment with the objective to stabilize and recover the negative inflationary gap. Beside the improvements of the inner-city centre, some initiatives were taken directly related to improve the synergy between FOC Batavia Stad and the inner-city centre of Lelystad. The paragraph discussed both the physical improvements of the inner-city and the initiative to improve the synergy between FOC Batavia Stad and the inner-city centre of Lelystad.

Improve attractiveness inner-city centre

The low the inner-city centre attractiveness was for a large extent caused by the branch composition, shop supply and the small amount of anchor stores. The lack of anchor stores, was a result of the decreasing attractiveness and the enlargement possibilities of the real estate supply within the centre. The dimension and the small establishment possibilities did not match with the demand of large-scale retailers.

To improve the attractiveness, new retail blocks were developed, took into account the requirements of the nowadays-important anchor stores. In total 10.000 sqm/sfa new retail facilities were developed, of which 4.000sqm/sfa was reserved for the establishment of new large-scale anchor stores and 6.000sqm/sfa was reserved to strengthen the shop supply in the fashion and luxury branch. The new retail facilities result in the establishment of the anchor stores H&M, the Sting and the New Yorker. In spite of the agreements with Vendex-KBB, the V&D formula did not establish within the inner-city centre. However, table 12 indicates that the objective, strengthen the shop supply in the fashion and luxury goods, is archived. This sector increased with approximately 9.500sqm/sfa.

Beside the retail facilities, the redevelopment includes the objective to improve the function mix as well. In total 17.575sqm new leisure facilities are developed. The leisure facilities are a new cinema, theatre and different catering facilities. These functions were clustered nearby the Waag and the Theatre quarter. The clustering of facilities creates a meeting point for both consumers and inhabitants. The central spot within the shopping area, the Stadshuisplein, is improved by adding new catering facilities. Beside, the leisure facilities, in total 36.500sqm offices and 600 dwellings are developed within the inner-city centre.

The dwellings must improve the inner-city atmosphere, the social control and public support for urban renewals. The dwellings are intended for the middle high target groups, to compensate the imbalanced inhabitant's composition and increase the purchasing power within the inner-city area (Masterplan Lelystad, 2001).

The offices must optimize the employment and increase the activity of the inner-city centre. The addition of different functions, retail, leisure, dwellings and offices, must improve the liveability, liveliness and atmosphere of the inner-city centre. According to Fackeldey⁶ has a balanced function mix, within the inner-city centre, an important function to attract consumers from FOC Batavia Stad to the inner-city centre, especially the leisure functions, such as the catering facilities and the new theatre.

6 J. Fackeldey, Alderman City development, Municipality Lelystad, interview date: 23 October 2009

Branch composition inner-city centre Lelystad (Sqm)		
	2001	2009
Daily groceries	7.922	8.000
Fashion and luxury goods	8.231	17.666
Leisure	4.030	4.154
In/ around home	6.005	7.017
Diverse	1.047	1.146
Vacancy	1.493	2.763
Total	28.748	40.746
	22.306	32.746

Table 12: Branch composition inner-city centre Lelystad in sqm

Source: Locatus, 2009

Creating a real routing

The routing of the old situation was one of the main problems of the inner-city centre. Because, the centre lay-out, the street pattern and the missing anchor stores on strategy spots, the routing did not function as a circular routing. This resulted in a low consumer penetration of some parts of the inner-city centre, such as the Kroonpassage (figure 20). Consumers were mostly use the Kroonpassage as corridor to reaches the Stadshuisplein, the central spot of the inner-city centre. The most followed route was from the Stadshuisplein to the Agorahof by means of the Wissel Street. This route was popular; because the most attractive shops were situated in these shopping streets and these streets has shops on both sides.

The new retail facilities at the Wisselplein, creates a circular routing and improves the routing of the centre substantially (figure 20).



Figure 20: improvements routing inner-city centre 2001 – 2009

Accessibility and parking places

The basic quality of an inner-city centre is to guarantee the accessibility and parking possibilities for all kind of traffic vehicles. This is realized by a new road ring all around the inner-city centre and the addition of approximately 1800 new parking places. Because of the addition of new facilities, the parking facilities did not meet the parking standards of the municipality. To satisfy these parking standards 1.800 new parking places were developed. The most important parking facilities are situated strategy nearby the anchor stores and the four corners of the inner-city centre. Most of the parking facilities are direct connected to the ring road of the inner-city centre. This results in a proper accessibility and parking facilities nearby the shopping facilities.

Synergy between FOC Batavia Stad and the inner-city centre

As mentioned before, the municipality encourage a cooperation between the FOC Batavia Stad and inner-city centre stakeholders, to stimulate the potential synergy between both centres. This intention of cooperation resulted in two different project initiatives. First, the intention to introduce a free shuttle bus, between FOC Batavia Stad and the inner-city centre, second collective promotion activities and third the enlargement of opening hours within the inner-city centre.

Unfortunately, it became difficult to translate these initiatives into performable plans. The lack of financial means made the free-shuttle bus impracticable; the introduction was depending on the contribution financial means of both parties. However, the inner-city stakeholders were not willing to invest for a long period in this project⁷. Given that a direct physical relation between both centers is required, a local bus replaces the free shuttle.

The promotion of the inner-city centre to stimulate the combination visits contain by advertising brochure, with information about the inner-city centre, distributed within Batavia Stad area. The distribution of advertising brochure was the only promotion activity until the redevelopment of the inner-city centre. Nowadays, the first billboards and signpost, with information about the inner-city, are situated around the FOC Batavia Stad and Batavia Werf area.

Beside these initiatives, Stable International has always stimulated the synchronization of opening days. Most of the consumers are visiting FOC Batavia Stad on Sunday and the openness of the inner-city centre on Sunday has probably a positive effect on the potential combination visits between both centres⁸.

Unfortunately, there is no collective support of inner-city stakeholders, to open their doors on Sunday. Nevertheless, several time the initiative is taken to open the inner-city centre on Sunday, but resulted into the great annoyance of those cooperating retailers, in a half open inner-city centre. If the inner-city retailers will taken advantages of the large visitors of the FOC on Sunday, a cooperation of all stakeholder retailers and leisure is necessary⁹.

4.6 Stakeholders and organisation

The different improvements and initiatives had the objective to on the one hand protect the inner-city centre for the potential impact of FOC Batavia Stad and on the other hand the stimulation of the potential synergy between both centres. In this process, different stakeholders were involved and responsible for a specific part within this improvement process. In Lelystad, the municipality had a leading role during the development process of FOC Batavia Stad. The municipality was responsible, to finalize the development conditions of FOC Batavia Stad and must control these conditions to guarantee the performance of the inner-city centre. Beside the development process of FOC Batavia Stad, the municipality had a leading role in the redevelopment of the inner-city centre. In 2001, the municipality prepared a new masterplan for the entire inner-city centre. To execute the designed master plan, the municipality enters into a temporary cooperation with the developer ASR Real Estate. The developer was selected, based on their record of accomplishment expertise and financial means. The cooperation between both parties

⁷ W. Veldhuizen, director Stable international, interview date: 7 October 2009

⁸ W. Veldhuizen, director Stable international, interview date: 7 October 2009

⁹ S. van de Linde, Centre manager Municipality Lelystad, interview 11 december 2009

was organized in a legal entity called the Development Company Stadshart (OMS), in which both partners were fifty percent shareholder (figure 21). ASR Real Estate was responsible for the development of the new retail facilities of 30.000sqm/sfa and OMS for 40.000sqm/sfa. The municipality was responsible for the development of the urban spaces, the new theatre and the parking facilities. The other subprojects, offices, dwellings, leisure, were subdivided over other market parties. OMS was responsible for the process management of the whole project.

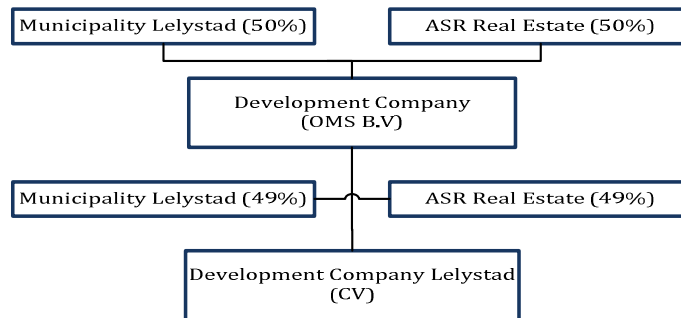


Figure 21: Development cooperation municipality
Source: www.lelystad-stadshart.nl

Centre management Lelystad

Beside, the redevelopment, some initiatives were taken to improve the synergy between t FOC Batavia Stad and the inner-city centre. In this process centre, management has an important role. The initiatives were taken within cooperation between Stable International and the inner-city centre retailer, organized by mean of the centre management.

As visualized in figure 22, Centre management Lelystad is entrusted with three portfolios, namely: management, safety and consumer attraction. The portfolio consumer attraction is responsible for the consumer attraction in general, but also to enlarge the combination visits between FOC Batavia Stad and the inner-city centre¹⁰. The implementation of these three portfolios is organised by means of an inner-city stakeholders collective. The stakeholders of centre management Lelystad are subdivided into an extern management team and an intern management team. The intern centre team is a composition of municipal employees, like an entrepreneur accountant, communication advisor, process manager and a centre management. The extern centre team is subdivided into a steering committee and a brainstorming committee, which is compound by the following stakeholders:

- Chamber of Commerce (KvK)
- Real estate owners
- Representatives of entrepreneurs
- Police

10 S. van de Linde, Centre manager Municipality Lelystad, interview 11 december 2009

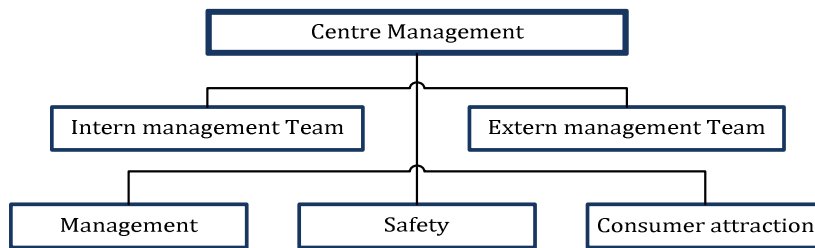


Figure 22: Centre management organisation Lelystad
Source: S. van de Linde, 2009

Effectiveness

The centre management has large problems with the implementation of new initiatives, as mentioned by the synchronisation of opening hours, the collective promotion and the introduction of the free shuttle bus. The implementation problems are in a certain extent related to the lack of support and therefore a lack of financial means for these new initiatives¹¹. The lack of support is visible during the brainstorm sessions, organized by the centre management. The brainstorm sessions is faced with a poor turnout of inner-city stakeholders, while a regular attendance is urgently requested. According to Van der Linde¹², the following aspects could explain the lack of support:

- The over years decreased attractiveness of the inner-city centre
- The composition and organization of the stakeholders involved

The negative attractiveness of the inner-city centre resulted in a sceptical attitude of stakeholder involved, concerning the effectiveness of the mostly relative small, non-physics projects initiated by the centre management. Beside, the doubts, related to the effectiveness of the project initiative, the organization of stakeholders involved does not function well. For example, the retailers are represented by two shopkeeper organizations. However, not all inner-city retailers are participating within these two shopkeeper associations. This has a restraining effect on the stakeholder support, because retailers are not willing to invest in projects if other inner-city stakeholders, who are not involved within the centre management, take advantage of the projects as well. Furthermore, the centre of Lelystad is characterized by a shattered real estate ownership, what means many real estate owners. The organisation of the real estate owners is limited as well. The real estate owners are not united by means of a coordination organisation. This results in a lack of support. According to Van der Linde¹³, the redevelopment of the inner-city centre and the addition of new large retailers could have a positive effect on the involvement of inner-city stakeholders in the future.

¹¹S. van de Linde, Centre manager Municipality Lelystad, interview 11 December 2009

¹² Idem

¹³ S. van de Linde, Centre manager Municipality Lelystad, interview 11 december 2009

4.7 Evaluation

What kind of effects had the large-scale shopping centre on the inner-city centre?

The development of FOC Batavia Stad had a negative effect on the inner-city centre of Lelystad. The market position of the branches, which were established in both FOC Batavia Stad and the inner-city centre, decreased with -13,5 percent. However, the market position of all branches within the inner-city centre decreased. This because surrounding inner-city centres was able to attract consumers from Lelystad. In a period of eight years, the consumer binding decreased with 36 percent. The decreased market position was caused by the overall attractiveness of the inner-city centre, which did not match with the fun-oriented consumer requirements. Without an upgrading of the the outflow of consumers was unavoidable. However, FOC Batavia Stad accelerate this downward trend of the inner-city centre.

Which stakeholders groups were involved during the development process of the large-scale peripheral shopping centre, and who?

The development of FOC Batavia Stad was faced with large resistance. Therefore, different parties were involved during the development process. However, the parties, which were involved with respect to the potential effect on the inner-city centre, were the inner-city centre retailers, Vendex-KBB organisation and large national branch organisations. However, these parties were not actively involved finding solutions to minimize the potential effects.

What kinds of conditions were made during the development process of the large-scale shopping centre with respect to the potential effects on the inner-city centre?

The municipality and Stable International agrees different development conditions, to guarantee the complementarity between FOC Batavia Stad and the inner-city centre. The development conditions concerns to the shop supply, branch segmentation, product quality. and the control on these factors. Beside, the development conditions, an intention agreement between Stable International and the inner-city stakeholders was made, to stimulate the synergy between FOC Batavia Stad and the inner-city centre.

Which attractiveness factors were adapted after the realisation of the large-scale shopping centre?

In 2009, the inner-city centre undergoes a large-scale redevelopment. The redevelopment improved the basic attractiveness of the inner-city centre. The redevelopment enlarged the shop supply, branch composition and improved the routing and the multi-functionality of the inner-city centre. The main objective was to increase the consumer binding within the fun-oriented segment. Beside the large-scale physical developments, initiatives were taken, to stimulate the synergy between both centres. For example, the synchronization of opening hours, promotion and the introduction of a shuttle bus.

Which stakeholders were involved by the implementation process of these attractiveness factors, and how were they organised?

A subdivision can be made between stakeholders, who were involved during the redevelopment of the inner-city centre and the initiative to stimulate the synergy. The municipality and the external market parties were responsible for redevelopment of the inner-city centre. Both parties were organised within Municipal Development Company. The centre management was responsible for the implementation of the non-physical attractiveness factors, like events, promotion etcetera. Within the centre management organisation, different inner-city centre stakeholders were involved, such as the municipality, retailers and real estate owners. However, the involvement of the inner-city stakeholders was relative small and had a detrimental effect on the implementation of new initiatives to stimulate the synergy between both centres.

5 Inner-city centre Roermond

The second case study provides more insight in the relation between the inner-city centre of Roermond and Designers Outlet Centre Roermond. The first two paragraphs introduce both the Designers Outlet Centre Roermond (paragraph 5.1) and the inner-city centre of Roermond (paragraph 5.2). Paragraph 5.3 discusses the effects on the inner-city centre caused by Designers Outlet Centre Roermond. Paragraph 5.4 outlines the development process of the Designers Outlet development and paragraph 5.5 discusses the intervention taken, to minimize the competition and stimulate the synergy. Paragraph 5.6 provides insights in the stakeholders involved during the implementation process of the interventions. The last paragraph (paragraph 5.7) evaluated the results by means of the operational sub questions.



5.1 Designer outlet centre Roermond

The second developed factory outlet centre in the Netherlands is Designer Outlet Centre Roermond, an initiative of the McArthurGlen Group. DOC Roermond is developed at the Ernst Casimirkazerne area, an area in what used to be a barracks area and situated between an aquatic sport area and the inner-city centre. Sticking of this location is the distance between DOC Roermond and the inner-city centre. The physic relation between both shopping facilities is around the 500 meters.

Nowadays, DOC Roermond has in total 170 well-known brands and 120 shops over 28.000sqm (Locatus, 2008). Beside the 120 shops, DOC Roermond facilitate small-scale catering facilities, has a playground for children and around the 3000 parking places. In 2011, McArthurGlen Group will properly enlarge the centre with 9000sqm/sfa up to 37.000sqm/sfa.

Because of the diversity of brands, shop supply and atmosphere, DOC Roermond was acclaimed as the best outlet centre of Europe in 2009. The DOC design respects the historical value of the old barrack area by integrating three historical monumental buildings within the DOC layout. The shop design is based on the canal-side houses in Amsterdam.

Catchment area

Because of the central position of Roermond, situated between both large Dutch and German cities, the amount of potential consumers is quite large. For instance, within a radius of 30 minutes around 1,8 million potential consumers are domiciled and around 8 million potential consumers within a radius of 60 minutes. Within a radius of 90 minutes around 21 million potential consumers are domiciled. The large catchment area strongly influences the economical performances of DOC Roermond. The binding percentage is 16 percent (Locatus, 2009). This means an average consumer amount of 3,3 million consumers in 2009.



Figure 23: Designers Outlet centre Roermond
Source:www.flickr.com

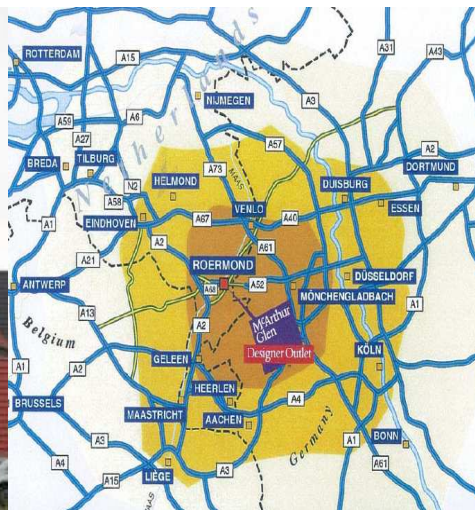


Figure 24: Catchment area DOC Roermond

Consumer behaviour

The average visit frequency of factory outlet centres is ones or three times a year (BRO,1999). The visit frequency of the DOC Roermond is with two up to six visits yearly, higher than the average visit frequency. This difference is a result of the number of German consumers. Table 13 shows the origin of the DOC consumers and indicate that more than fifty percent of the visitors are from Germany. During official national German holidays, the percentage of German consumers may run up to 75-80 percent¹⁴. According to Huszti (2006) do German consumers visit the DOC more frequently than Dutch consumers. Dutch consumers are visiting DOC Roermond ones up to three times a year, German consumers visit DOC Roermond between four up to twelve times a year. This explains the difference of visit frequency in more sense.

Consumers Designer Outlet Centre	
	%
Roermond	13
Region (primary and secondary catchment area)	11
The Netherlands (divers)	17
Germany	58
Other foreign countries	1

Table 13: Consumers Designer Outlet Centre Roermond
Source: DHV, 2003

The main motives of consumers to do their purchases in the DOC Roermond are the price/quality ratio of products, the shop supply and the accessibility (figure 25). The combination of well-known brands, reduced prices and the thematic appearance of the centre attract consumers with both goal-oriented and fun-oriented consumers. Logically, the purchases are concentrated on the fashion branches. The purchases in the other sectors, domestic goods and luxury goods increase after the first enlargement in 2005 (BRO,2009).

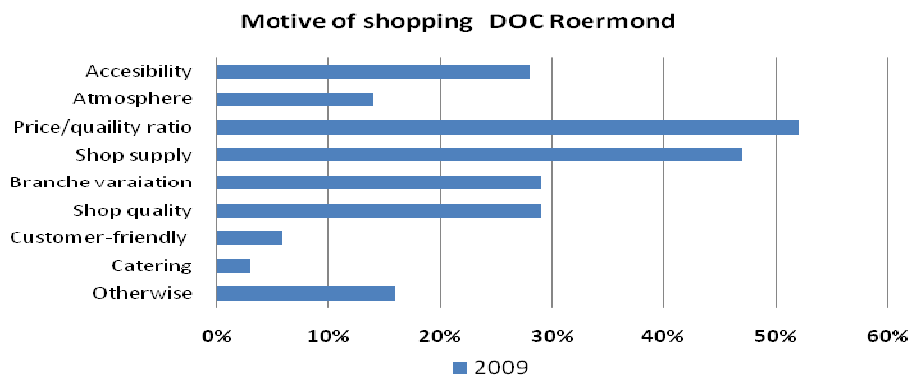


Figure 25: Shopping motive DOC Roermond
Source: BRO, 2009

14 H. Brouwer, City management, Municipality of Roermond, interview date 30 September 2009

5.2 Inner-city centre Roermond

The inner-city centre of Roermond is a multi-functional inner-city centre with a large variety of functions. The inner-city centre has a large amount of cultural-historical monuments, various retail and catering facilities. The combination of facilities and the historical value make the inner-city centre of Roermond an entertainment centre within a pleasant historical atmosphere. This was the argument to make the inner-city of Roermond the best middle-large Dutch inner-city centre of 2009–2011.

Because of the multi-functional character of the inner-city centre, the inner-city centre preforms as a fun-oriented shopping centre, within a regional catchment area. The regional attractiveness of the inner-city centre increased, because of the DOC development According to Engels¹⁵ has the inner-city centre always performs within a regional scope. However, the development of DOC Roermond, nearby the inner-city centre, made the inner-city centre more attractive.

The shopping facilities within the inner-city centre are quite divers. The main shopping street is the Steenweg and established large chain stores such as the V&D, C&A and H&M. The oldest part of the centre is the area around the Neerstraat. This street has many small-scale local shopkeepers and the new covered shopping passage has a large supermarket and other, food-oriented shops.

The cluster Schuitenbergh-Bakkerstraat-Zwartbroekstraat/plein-Christoffelstraat offers a large amount of cafes and restaurants. In total eight, percent of the total square meter shop supply is related to the daily grocery sector. The largest amount of shops are fashion related (50 percent). The inner-city centre of Roermond has in total 65.000Sqm/Sfa (Locatus, 2009).

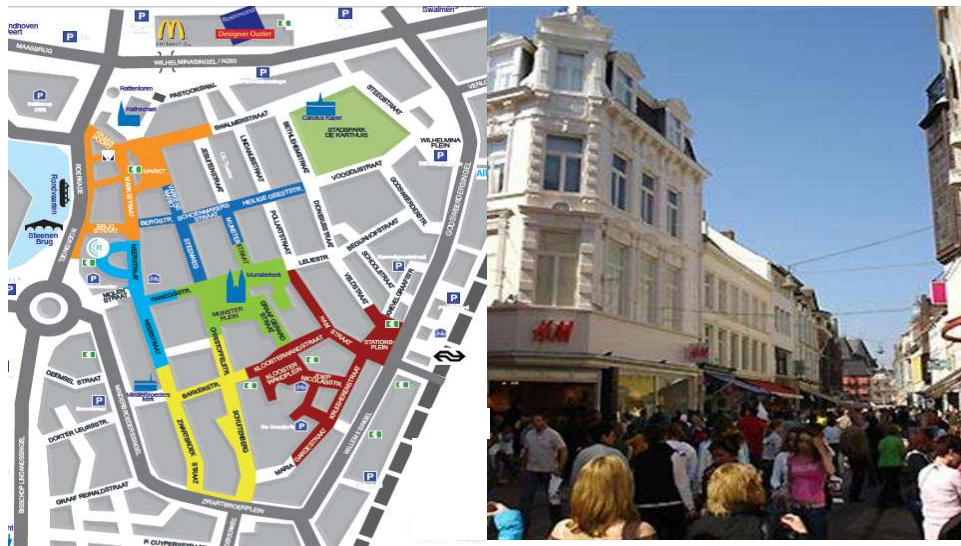


Figure 26: Inner-city centre Roermond
Source: www.shoppingroermond.nl

15 J. Engels, Director department urban development Municipality of Roermond, interview date: 12 November 2009

5.3 DOC Roermond Versus inner-city centre Roermond

To get more insight into the effect of the DOC development on the inner-city centre of Roermond, this paragraph analyses the historical development of the consumer binding, the (geographical) market position and the consumer behaviour within inner-city centre Roermond.

Consumer binding

The binding percentage of both daily grocery and non-daily grocery sector emphasized the function of the inner-city centre. The binding percentage of the daily grocery and non-daily grocery sector is respectively 16 and 40 percent. The secondary catchment area of 97.030 consumers indicates the regional function of the inner-city centre.

Over years, the binding percentage of both the daily grocery and the non-daily grocery sector is increased. In 2001, before the DOC development, the binding percentage of both sectors was respectively 15 and 35 percent (DHV, 2003). The increased binding percentage of the non-daily grocery sector is directly caused by new shopping investments in and around Roermond, like the Designers Outlet Centre and the new Retail Park.

Catchment area Inner-city Roermond		
	Daily groceries	Non-daily groceries
Consumer binding (%)	16	40
Indexed disposable income	100	99
Primary catchment area	8400	25760
Secondary catchment area.	91840	97030
Score	Middle	Low

Table 14: Catchment area inner-city of Roermond
Source: Locatus, 2009

Market position

Before the DOC development, the inner-city centre of Roermond had a balanced branch composition. The inner-city centre had a large amount of fun-oriented shops, including large anchor stores. The development of the DOC did not change the supply of shops and the branch segmentation drastically. In a period of 8 years, the shop supply increases with 8.000sqm (table 15).

Branches segmentation (sqm)		
Branches	2001	2009
Daily groceries	4.681	4.928
Fashion and luxury goods	29.854	32.844
Leisure	3.265	4.136
In/ around home	8.565	11.296
Diverse	1.954	2.065
Vacancy	5.895	6.754
Total	54.214	62.023

Table 15: Shop supply inner-city centre Roermond
Source, DHV,2003 locatus,2009

The branches within both DOC Roermond and the inner-city centre of Roermond were faced with a moderate negative effect. DHV (2003) monitored a drop of sale in the fashion branch of 5 percent. The effects in the other cities around Roermond were faced with a drop of sale of two percent. In this period, only the sport branch and the self-employed shopkeepers were faced with large competition. The sport branch has a drop of sale of 5 to 10 percent. The drop of sales for these branches is directly related to the DOC development. However, in broad terms, the DHV study concludes that there were no structural shifts after the DOC development.

In fact, the combination of retail facilities, such as the DOC Roermond, the Retail park and the inner-city centre are performing as a large multi-functional retail agglomeration, in which the DOC Roermond, functions as an important anchor facility. This retail agglomeration of retail facilities attracts a large amount of regional consumers.

Table 16 gains insight into the regional spending behaviour of consumers related to the non-daily groceries. In 2005, the inner-city centre of Maastricht was the most attractive inner-city centre. The consumers outflow to Maastricht was in relation with the other cities in the region quite large (BRO,2004). However, in four years, the flow out of consumers decreased rapidly. Between 2007 and 2009, the purchases outside Roermond decreased with approximately 25 million euro. The decreased purchases outside Roermond, did increase the purchases inside Roermond. Table 16 shows that in a period of two years, the inner-city centre of Roermond became more attractive for regional consumers. Only the inner-city of Maastricht was more attractive the last two years. Striking is the consumer flow of both cities Venlo and Mönchengladbach. The purchases of consumers living in Venlo and Mönchengladbach Roermond increased with more than 50 percent in two year.

Geographic purchases within Roermond				
	2007		2009	
	Inside Roermond	Outside Roermond	Inside Roermond	Outside Roermond
Maastricht	9,8	12,5	8,5	6,2
Heerlen	4,9	7,5	14,2	7,8
Sitterd Geleen	16,1	10,1	22,5	4,5
Weert	14,4	9,5	29,8	5
Venlo	23	3,2	50,3	5,4
Eindhoven	29,1	8,4	37,8	5,4
Nijmegen	17,7	1,3	24,7	1,1
Mönchengladbach	78,4	12,7	125,3	8,4
Kleve	58,5	0,3	59,3	0,2
Aken	16,3	3,5	32,2	1,5
Diverse	14,5	7	35	6,4
	282,70	76,00	439,60	51,90

Table 16: Geographic purchases within Roermond (€ Million)
Source: BRO 2007; BRO 2009

The large purchases within Roermond, have a positive effect on the inflationary gap of Roermond. The inflationary gap means a positive balance between the purchases inside and outside a particular city. Roermond has an inflationary gap of 388 million Euro. This is an increasing of 177 million Euro over a period of two year.

The large inflationary gap reflects the regional attractiveness and popularity of the retail facilities of Roermond. However, the inflationary gap makes the position of the retail facilities in a certain extent vulnerable as well. The economical performance of the facilities is depending on the consumer flow of surrounding cities. In the case of Roermond, also from other countries. Attractiveness improvements of these cities, could have negative effects on the economical performance of the retail facilities in Roermond.

Consumer behaviour inner-city centre 2001-2008

In both 2001 and 2009, most of the consumers visit the inner-city centre of Roermond on daily basis or 1 á 3 times a week (figure 27). Over years, the visit frequently increased. The economical impact analysis of DHV (2003) concludes no difference in visit frequency, two year after the DOC development. How in a seven-year period, consumers are visiting the inner-city centre more often. The visit frequency shifts from a monthly to weekly visit frequency (DHV, 2003; BRO, 2009).

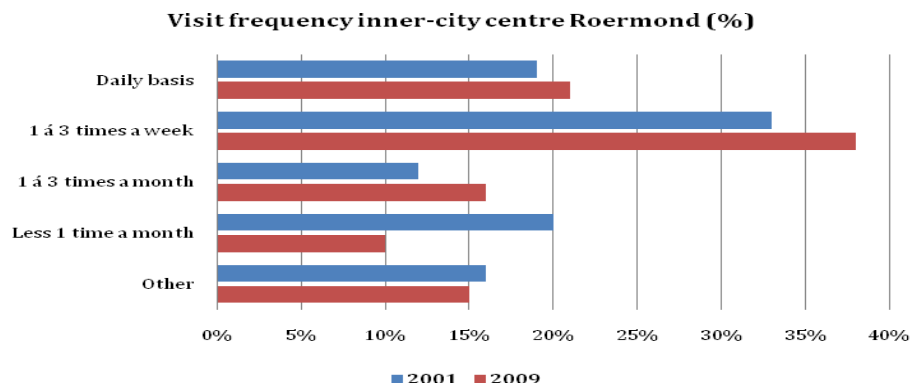


Figure 27: Visit frequency inner-city centre Roermond
Source: DHV, 2003, BRO, 2009

The inner-city centre is mainly visit for shopping reasons. Figure 28 shows the motives of visits in the inner-city centre of Roermond. The figure reflects the large amount of shopping related visitors. In total 71 percent of the visitors have a shopping motive and most are relate to the non-daily groceries (44%).

Most of the consumers are quite positive about the accessibility, atmosphere, shopping supply and branch diversity (BRO, 2009). Beside the shopping facilities, visitors are visiting the inner-city centre for leisure facilities,

Consumers are evaluating the inner-city centre of Roermond quite positive. The inner-city centre is average evaluate with a 7,4 (BRO, 2009). Consumers are positive about the accessibility of the inner-city centre. Consumers are also positive about the shop supply within the centre. The centre is especially oriented on the fun-oriented shopping activities and the most popular anchor stores are situated within the inner-city centre, as well, the large departments stores and fashion department stores. Beside the retail facilities, consumers are also very positive about the atmosphere of the inner-city centre (BRO, 2009).

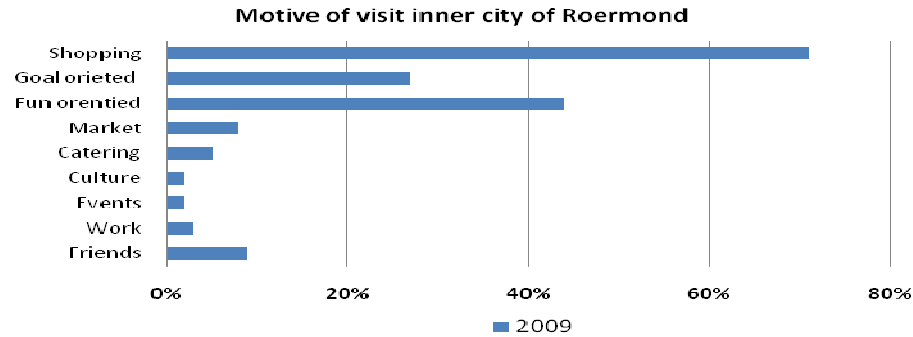


Figure 28: Motive of visits inner-city of Roermond
Source: BRO, 2009

Combination visit

The inner-city centre of Roermond takes advantage of the DOC attractiveness. 40 percent of the consumers, who visit DOC Roermond, do also visit the inner-city centre of Roermond. The motive of combination visit is the overall shop supply, the atmosphere, but most important the large amount of catering facilities within the inner-city centre (DHV, 2003; BRO, 2007).

The first years the increased consumer flow does not have any advantage on the turnover of retailers. A positive synergy between DOC Roermond and the inner-city centre was only noticeable in the catering industry. The sector takes advantage of the consumers flow, because of the limited catering facilities within the DOC area. The reason why retailers did not take advantage of the new consumer is various¹⁶.

- The objective of DOC Roermond is to optimize the purchases of consumers, before consumers are visiting the inner-city centre of Roermond. DOC Roermond achieves this goal, because the average purchase pattern of DOC consumers is between 250 euro and 300 euro.
- The physical relation from DOC Roermond to the inner-city centre was unclear. Beside, the intern routing of the inner-city centre was not designed for a large consumer flow from the north side of the inner-city centre.
- Retailers within the inner-city centre did not react on the changing consumer characteristics. For instance, 58 percent of the DOC consumers are Germans. If forty percent of the DOC consumers visit the inner-city centre as well, results this in an increasing amount of German consumers within the inner-city centre, while retailers did not use the commercial opportunity of the increasing amount of German visitors.

Evaluation

Taken into account the combination visit of approximately 40 percent (DHV, 2003), on balance, the DOC development have a confined effect on the inner-city retail structure. There are both negative and positive effects and difference from location and branches. In the inner-city centre some shops seems to get lost, but other shops take the opportunity and established their shop within the inner-city centre. From wider perceptive was the development of the DOC Roermond an opportunity to attract a large amount of

16 H. Brouwer, City Manager, Municipality of Roermond, interview date 30 September 2009

consumers and made it possible to develop other new retail facilities. From 2001, Roermond enlarged their retail facilities with 99.000sqm/sfa.

5.4 Development Process DOC Roermond

The first intent location for the DOC development was Venlo, but the municipality of Roermond offers, developer McAtterGlenn Group, the opportunity to develop their DOC at the barrack area nearby the inner-city centre. From municipal point of view, two important arguments formed the basis for the DOC development in Roermond. First, in the nineties Roermond was faced with a large unemployment of more than 19 percent and the DOC development could have a positive effect on the unemployment rate within Roermond. Second, the municipality had the conviction that the DOC will create an enormous spin-off effect on the attractiveness of the inner-city area¹⁷.

However, the initiative to develop the DOC, relative nearby the inner-city centre made this project more difficult, because there were no comparable projects with a relative short physical distance. Therefore, there was no historical evidence, with respect to the potential effects on the inner-city centre. To make the potential effects more clear, the municipality established a project group, which were responsible to inventories all potential political, juridical and economical obstructions.

In consultation with the inner-city stakeholders, the project group execute two economical impact studies (DPO's). The economical impact study provided a negative effect on the fashion and luxury branch of 4 á 5 percent. Beside, within a radius of 10 kilometres around Roermond, the effects on the fashion and luxury branch could be 10 percent. The second study indicated a negative effect of respectively 4 percent and 1 á 2 percent (D&P, 1999).

According the inner-city stakeholders was a 5 percent drop of sale too much, but according the municipality and economic affairs was an average drop in sale of five percent, acceptable¹⁸. This resulted in a strong resistance from for instance: inner-city centre entrepreneur, Small to Medium sized enterprises Limburg (SME - Dutch: MKB), sector association Mitex, the municipality of Maasmechelen, the municipality of Düsseldorf and Vendex-KBB. According to Smits (2008) were the inner-city centre stakeholders afraid that the DOC development signified the collapse of their inner-city centre. In the same period, Maasmechelen develop a new factory outlet centre in their own municipality and were afraid for a potential overlapping of the catchment areas.

The strong resistance results in around 100 request of damage caused by planning. However, the request of damage caused by planning is only possible, if the petitioners are faced with adverse consequences of land use plan alternations. This means that the requests had no legal basis and results in the rejecting of all requests. Nevertheless, it subsequently appeared that the strong resistance in the early phase of the initiative phase accelerates the development process of the DOC. The stakeholders and their interest become clear and especially the inner-city stakeholders were continuing informed and involved during the development process¹⁹.

17 J. Engels, Director department urban development Municipality of Roermond, interview date: 12 November 2009

18 J. Engels, Director department urban development Municipality of Roermond, interview date: 12 November 2009

19 J. Engels, Director department urban development Municipality of Roermond, interview date: 12 November 2009

The municipality and McArtherGlen enters a partnership agreement in 1999 and in April 2000, the new land use plan design become available for inspection, including a proposed amendment of the potential enlargement up to 25.000sqm/sfa. Two month later, the province of Limburg issues a certificate of incorporation and in august 2000 started the development of DOC Roermond.

Development conditions

Because the municipality of Roermond had no juridical evidence concerning the development of a factory outlet centre and the location of the DOC become short with the PDV/GVD regulations, the partnership agreement, signed in 1999, takes several conditions related to the attractiveness of the DOC, complementarity, concept control and enlargement possibilities into account.

- DOC Roermond must have a branch composition of 80 percent fashion, shoes or sport related products and 20 percent household goods, luxury goods, perfumery or electronics.
- The product must become directly from the manufactures or from organization, which acquired rights to produces a particular brand.
- The products do divert from the standard quality level, products of overproduction or product surpluses which do not satisfy the current consumer demand, end of line or end of season or slow movers products.
- Parties agreed the restriction or limitation of the following sectors: supermarkets, catering facilities daily groceries sector, like drugstores, butchers, greengrocer etcetera.
- The municipality determines the composition of shops in DOC. This means that there is no freedom of establishment by retailers in the DOC. The DOC must submit a new brand to the municipality for approval.
- The development phasing is determined by the municipality and depends of the effect on the inner-city centre. From the opening, the effects on the inner-city retail facilities were monitored and if appears that DOC Roermond has a negative effect on the current inner-city retail structure, this had resulted in no further enlargements of the DOC.
- The physical relation between DOC Roermond and the inner-city centre (Karzerneplein), has the priority within the improvement process, because this could enlarge the potential synergy between both centres.
- The DOC must participate in the city management organization.

The partnership agreement did not agree a potential direct investment of McArtherGlen in the inner-city centre. Agreements about direct investments were not in the view of the municipality, because the development of the DOC in Roermond, instead of a DOC development in Venlo, was an important step to improve the attractiveness and competitiveness of the inner-city centre in regional perspective²⁰.

20 J. Engels, Director department urban development Municipality of Roermond, interview date: 12 November 2009

5.5 Implementation attractiveness factors

As mentioned, fashion branches were faced with a small drop of sale, but in general, the inner-city centre was able to offer resistance against DOC Roermond. This relative low impact on the inner-city centre is reflected by the different projects initiated. The projects are not focussed to decrease the competition between both centres, but to increase the synergy between the factory outlet centre and the inner-city centre. This paragraph discussed the projects implemented.

Enlargement of catchment area

The enlargement of the catchment area is realized by the development of the new motor highway A7, which was operational in 2009. This new motor highway decreased the travel time of cities around Roermond with approx 15 minutes. The catchment area of factory outlet centers is based on a radius of 90 minutes, and will enlarge the geographical scope of with 15 minutes. Before the development of the A7 highway, the DOC Roermond catchment area foresees 21 million potential consumers. The accessibility improvement resulted in an increasing of 5 million potential consumers up to 26 million potential consumers within radius of 90 minutes. The enlargement of the catchment area will properly increase the consumer amount of DOC Roermond over years and will indirectly increase the amount of combination visits as well.

Improvement of the routing in three ways

In 2000, 1850 parking places within the inner-city centre were south oriented and gave in certain extent insight into the starting point of consumers (Figure 29, 2000) However, the DOC development includes 3000 new parking places on the DOC area. This amount and the parking fees differences between the FOC parking facilities, two euro a day, and the parking facilities within the inner-city centre, ranged between the 4.40 euro and 14 euro a day, make the parking facilities on the DOC area most popular. The inner-city centre is suffering the consequences, because consumers park their car directly on the DOC area, even though they will visit the inner-city centre directly²¹. In combination with the forty percent combination visits, the approach route of the inner-city centre changed.

Because the shift of orientation, the penetration of consumers within the inner-city centre was concentrated until the MunsterPlein area, with the anchor stores V&D and the Hema (Figure 29, 2001). To enlarge the consumer penetration within the inner-city centre, the routing was improved by three important developments:

1. The development of the new covered shopping centre with 27 new shops in the non-daily sector, called the RoerCentre. The development of the Roercentre, creates a circulate routing between the Munsterplein, the Neerstraat and the Paradijsstraat, However, the consumer flow was still concentrate on the Munsterplein (Figure 29, 2004)
2. The transformation of the buildings blocks at the Munsterstraat and the Christoffelstraat from offices to retail facilities. The upgrading of these streets and the introduction of low-traffic streets, makes these streets more interesting for new anchor stores, like the Sting. The addition the new anchor store improved the routing of the inner-city centre and enlarged the consumer penetration within the inner-city centre substantially (Figure 29, 2004).

²¹ H. Brouwer, City Manager, Municipality of Roermond, interview date 30 September 2009

3. The third intervention was the redevelopment of the Kazerneplein. The Kazerneplein, the area between the inner-city centre and the DOC Roermond, was not related to the intern routing of the centre and had primary function to transfer consumers from the DOC Roermond to the inner-city centre. The redevelopment of the Kazerneplein creates the new physical connection between both centres more pleasant and simplified. Stairs were replaced by escalators and evaluators, but the most important element of the redevelopment, was the addition of new small- and large-scale leisure facilities such as a cinema and a casino. The connection become a new part of the inner-city centre and not just a transfer zone between DOC Roermond and the inner-city centre.

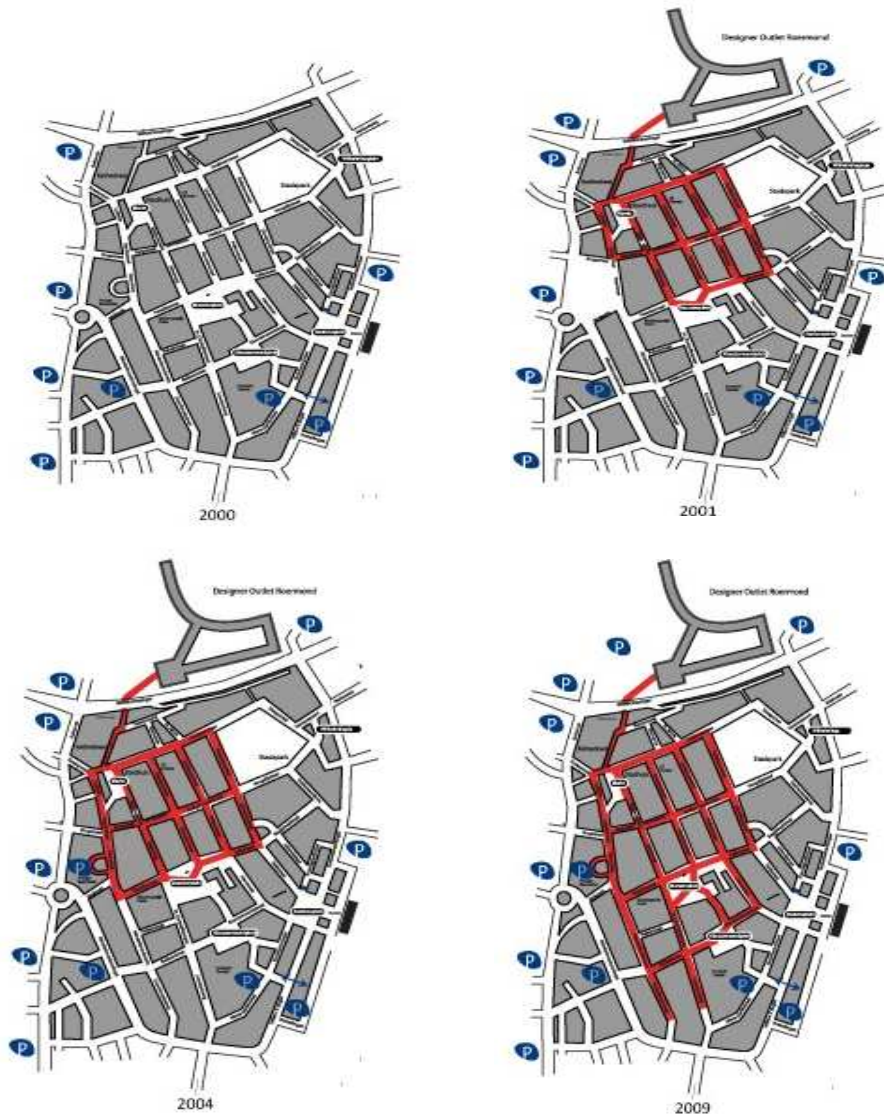


Figure 29: Routing inner-city centre Roermond (2001-2009)
Source: www.roermond.nl, updated

The adapting of the opening hours

To guarantee the economical performances of DOC Roermond, the centre is opened every day a year and especially on Sunday, DOC Roermond attracts a large number of consumers. One year after the DOC opening, the municipality acclaimed the inner-city centre as touristic area. This makes it possible to synchronize the openings days of the inner-city centre with the DOC Roermond and takes advantage of the large consumer amount on Sunday. The status of touristic area, gave the inner-city retailers complete freedom of shop openness. To ensure the collective centre openness the inner-city centre stakeholders draw up agreements to open their doors collective ones a month²².

The organization of events

Events are distinguished in large-scale events and small-scale events. Examples of large-scale events were the Eneco-tour and the ice sculpture festival. Events are able to upgrade the atmosphere of the inner-city centre on temporary basis and are an interesting instrument to increase the number of visitors in the city. In relation with DOC Roermond, the events stimulate the amount of combination visit between DOC Roermond and the inner-city centre²³.

Individual and collective promotion activities

If consumers are ignorance about the attractiveness and possibilities of the inner-city centre the change consumers are willing to visit a particular inner-city centre is relatively small²⁴. The promotion of the inner-city centre became an important mean to attract consumers to the inner-city centre.

The promotion in Roermond is distinguished into two promotion groups. First, the individual promotion of inner-city centre facilities and the DOC Roermond. The promotion activities of DOC Roermond are related to their catchment area of a 90 minutes radius, while the promotional activities of the inner-city centre is focused on the consumers around Roermond. To improve the synergy between the different shopping facilities in Roermond, the centre management of Roermond started to promote their retail facilities by means of a collective city branding campaign.

The city branding campaign is not only focused on the inner-city centre, but includes the other retail facilities as well. The objective of city branding is collecting all strong facilities of Roermond and creates one strong uniform brand. Within the city branding campaign, the retail market has an important function. The centre management takes a lot of trouble to promote the retail facilities in Roermond. The collective promotion of the retail facilities are expressed by means of the following periodical promotion activities:

- Advertisements in regional newspapers and television channels.
- Monthly, publication of events calendar
- Monthly, publication of retail & living magazine City-life
- Publication of "Shopping Roermond", a brochure about the retail supply in Roermond.

22 H. Brouwer, City Manager, Municipality of Roermond, interview date 30 September 2009

23 Idem

24 idem

The collective promotion activity resulted in a cooperation between the inner-city centre, DOC Roermond and Retail Park Roermond. The main objective is to stimulate the combination visits between these centres. For example, the website of the DOC gave information about both the inner-city centre and Retail Park Roermond and vice-versa

Shuttle bus between the retail facilities

In 2008, the three parties take the initiative to stimulate the combination visits between the three shopping facilities, the inner-city centre, the DOC Roermond and Retail Park Roermond, by introduce a free shuttle bus between these three shopping facilities.

Decoration of the inner-city centre

To improve the attractiveness of the inner-city centre, centre management started an experiment with an uniform city decoration policy. The first initiative was the Christmas decoration in 2008 and continued with uniform flower boxes and streetlight decoration. Because the relative short distances between the inner-city centre and DOC Roermond, in the future the decoration will includes the Kazerne area as well. By creating an uniform atmosphere between the inner-city centre and DOC Roermond it became possible to connect these two areas. This will guide consumers to the inner-city centre. Centre decoration includes signposting. Signposting draw attention possibilities within the inner-city centre. In Roermond these signposts are located in the DOC area as well.

5.6 Stakeholders and organisation

It is plain that the attractiveness of the best middle sized inner-city centre of 2009-2011, matched with the (current) demand of both consumers and retailers, within the fun-oriented sector. The inner-city centre has a sizeable shop supply, balanced branch composition and an extensive function mix. The large attractiveness of the inner-city centre is noticeable in the attraction of consumers in both the inner-city centre and DOC Roermond and in the initiatives taken, to improve the attractiveness of the inner-city centre. Because, the inner-city centre has all ready strong basic attractiveness, the improvements are not focused on the basic attractiveness, but on the attractiveness optimization by improving the plus attractiveness and the distinguishing attractiveness. Within this improvements process the municipality has a leading role. The municipality elaborate the future attractiveness of the inner-city centre, distinguishable in different subprojects. Within the implementation process, the municipality involvement is restricted by infrastructure and urban spaces. For instance, the low-traffic zone of the Munsterstraat, to stimulate the establishment of the new anchor store “The Sting”. Within the improvement process of the inner-city centre, the municipality is depends on the involvement of market parties and the cooperation of inner-city centre stakeholders²⁵. In Roermond, the implementation of the soft-improving projects is the responsibility of the centre management Roermond. Centre management Roermond is a cooperation between different stakeholders, which has the objective to improve the economical development of Roermond, by taken initiatives and manage new activities and developments. The establishment of the centre management is a result of the intended cooperation between inner-city centre stakeholders during the DOC development process. The responsibilities of the Centre management Roermond is subdivided into five portfolios, namely: city branding, coordination of events, city partners, service point & retail Academy and inner-city management.

25 H. Brouwers, City Manager, Municipality of Roermond, interview date 30 September 2009

The centre management is managed by an executive committee, which determine the policy and strategy of the organization and is composed by the major inner-city stakeholders. The stakeholders involved are the:

- Municipality of Roermond;
- Associations of entrepreneurs Roermond (SRO);
- Dutch council of retail;
- Association of real estate owners;
- McArthurGlen Designer Outlet Centre Roermond (DOC);
- Dutch catering industry association;

Figure 30 visualises the organisation structure of centre management Roermond.

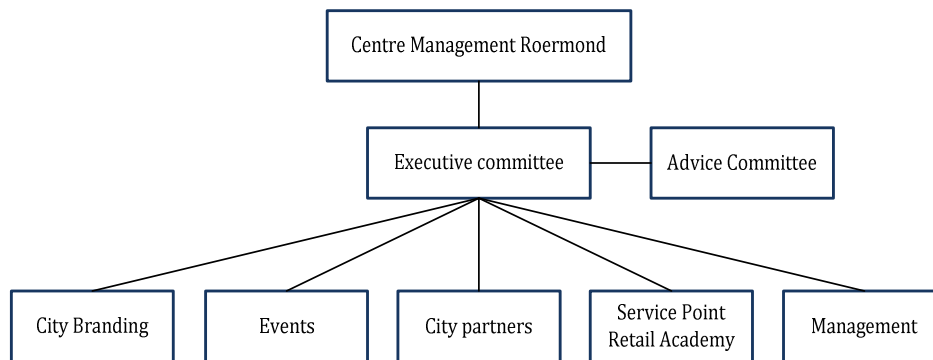


Figure 30: Centre management Roermond
Source: www.cityroermond.nl

Effectiveness

The participation and support of stakeholders involved, make it possible to initiate and execute new projects successfully. According Brouwers²⁶, is the support of stakeholder one of the basic necessities to execute projects successfully. The development of DOC Roermond professionalizes in a large extent the organization of the inner-city centre stakeholders. According Smit (2008) has the development of the DOC Roermond influence the solidarity of inner-city stakeholders directly and improved the support, organization and involvement of stakeholders.

Before the DOC development, retailers were organized in street clusters. These clusters have their own committee, ambitions, financials, activities, street decoration and promotional activities. In total, the inner-city centre of Roermond had ten individual street clusters. This made a collective uniform approach to improve the inner-city centre more difficult. The improved solidarity, communication and the cooperation between street clusters result in 2006 in the establishment of the association of entrepreneurs Roermond (SRO). The SRO is the coordinating organization of all street clusters, responsible for the communication between street clusters. The SRO represents the general interest of the inner-city entrepreneurs within the centre management. This improved the uniformity of stakeholder interest and the decision making process. Beside the proper organization of the inner-city centre retailers, interesting is the participation

26 H. Brouwers, City Manager, Municipality of Roermond, interview date 30 September 2009

of the developer of DOC Roermond and the real estate owners. The real estate owners were organised by means of a coordination organisation

The operation field of the centre management organization enlarged in 2008. Beside the stakeholders of the inner-city centre and DOC Roermond, the stakeholders of the new peripheral shopping centre, Retailpark Roermond, are involved as well. To make an inventory of all stakeholders interest, an "inner-city board committee" was established to increase the solidarity between stakeholders. This organization contains a monthly meeting with stakeholders and resulted in a new successful cooperation between stakeholders formed in a flanking measures foundation.

The flanking measures foundation is an initiative of the municipality and has the objective to compensate unintended side effects, within the inner-city centre due to the DOC Roermond or the Retailpark. This foundation is financed by the municipality of Roermond, DOC Roermond, Retailpark, the huis- & tuin-boulevard and the SRO. The first initiative of the flanking measures was the introduction of the free shuttle bus between the different retail facilities.

5.7 Evaluation

What kind of effects had the large-scale shopping centre on the inner-city centre?

Over a period of eight years, the development of DOC Roermond had a small effect on the inner-city centre. Especially, branches presented in both DOC Roermond and the inner-city centre, such as the fashion, luxury, shoes and sport branch. The competition was concentrated on the small-scale shopkeepers and were faced with a five percent drop of sale. In general, the development of DOC Roermond had an enormous spin off effect on the shopping imago of Roermond. Beside, the large increased inflationary gap, the inner-city centre was able to generate a combination visit of 40 percent. Especially the catering industry takes advantage of this large amount of combination visits.

Which stakeholders groups were involved during the development process of the large-scale peripheral shopping centre, and who?

Different stakeholders were involved during the development process of DOC Roermond. Because of the cross-border catchment area of DOC Roermond also Germans stakeholder groups were involved. However, with respect to the potential effects, the inner-city centre retailers, the Small to Medium sized enterprises Limburg (SME - Dutch: MKB), sector association Mitex, and the Vendex-KBB organisation were involved. The large opposition in the begin phase of the DOC development process influence the relation between the inner-city centre stakeholders and the municipality in a positive way. Stakeholders were actively involved by the development process. This resulted in an intention agreement of cooperation between DOC Roermond and the inner-city stakeholders. This resulted in the first preparations for the former centre management.

What kinds of conditions were made during the development process of the large-scale shopping centre with respect to the potential effects on the inner-city centre?

The development conditions included agreements with respect to the complementarity of goods, presented in both DOC Roermond and in the inner-city centre. Beside, the complementarity agreements were made to protect the inner-city centre, namely: phasing of the DOC development, improvements of physical relation between both centres and the participation of the McAttherGlenn Group within the future centre management organization.

Which attractiveness factors were adapted after the realisation of the large-scale shopping centre?

Because the inner-city centre of Roermond functions as a fun-oriented shopping centre, the improvement were are related to improve the plus attractiveness of the inner-city centre. The improvements were related to the overall attractiveness and the to stimulate the combination visits between DOC Roermond and the inner-city centres. For instance the improvements were focused on the routing from DOC Roermond to the inner-city centre. Other initiatives taken to stimulate the synergy were the organization of events, city branding, city decoration, shuttle bus and the synchronisation of opening days.

Which stakeholders were involved by the improvement process of the inner-city centre, and how were they organised?

The municipality pointed out the integrally view of the future inner-city centre attractiveness. However, within the improvement process, the involvement of market parties are important. Beside the municipality and market parties, centre management has an important role with respect to the implementation of synergy factors. Centre management is an organisation between the municipality, inner-city centre stakeholders and the large-scale peripheral stakeholders. Because the proper involvement of stakeholders and the cooperation between stakeholders, the centre management organisation was successful in the implementation of different synergy projects.

6 Inner-city centre Roosendaal

The last case study provides more insight in the relation between the inner-city centre of Roosendaal and Factory Outlet Centre Rosada. The first two paragraphs introduce both Factory Outlet Centre Rosada (paragraph 6.1) and the inner-city centre of Roosendaal (paragraph 6.2). Paragraph 6.3 discusses the effects on the inner-city centre caused by Factory Outlet Centre Rosada. Paragraph 6.4 outlines the development process of the Factory Outlet development and paragraph 6.5 discusses the intervention taken to minimize the competition and stimulate the synergy. Paragraph 6.6 provides insights in the involvement of stakeholders during the implementation process of the interventions. The last paragraph (paragraph 6.7) evaluated the results by means of the operational sub questions.



6.1 Factory Outlet Centre Rosada

In 2006, the third Dutch factory outlet centre was opened in Roosendaal. FOC Rosada was an initiative of the McMahon Development Group (MDG), but Stable international, the developer and centre manager of FOC Batavia Stad, took over the management in 2009.

FOC Rosada is situated on the “Stok Area”. This area is as a touristic spot, with a variety of leisure facilities, such as a karting track, indoor skydive centre, scuba divers centre, swimming pools and catering facilities. The “Stok Area” is the largest leisure area in the region of Roosendaal. The “Stok Area” is located in the periphery of Roosendaal, nearby the highway junction of the A15 and the A58. The regional central location and the existing proper infrastructural structure of the “Stok Area”, creates a good accessible area for both Dutch and Belgium consumers.

FOC Rosada is the smallest outlet centre in the Netherlands. The first development phase concerns 80 shops, 1600 parking places and some small catering facilities over 12,500sqm/sfa. In the first exploitation years, FOC Rosada was not able to attract the high-quality well-known brands. The lack of well-known brands was caused by the development of a factory outlet centre in Antwerpen, where these brands were presented already. The absence of these well-known brands, makes it difficult to attract other brands to FOC Rosada and resulted in a vacancy rate of 65 percent in the first exploitation year. The combination of the absence of well-known brands and the high vacancy rate, influence the attractiveness of FOC Rosada. This is reflected by the amount of visitors. The situations improved, but FOC Rosada still has a vacancy rate of 12 percent (Locatus, 2009). The centre will probably enlarge the activities with approximately 5000sqm/sfa over 20 new shops in 2011.

Catchment area

The economical performance of Rosada depends of the catchment area within a radius of 90 minutes. Within a radius of 60 minutes and within a radius of 90 minutes are respectively 5.3 million and 13 million potential consumers domiciled. However, the low attractiveness of FOC Rosada results in a small consumer attraction. FOC Rosada has a consumer binding of 4 percent (Locatus,2009), an average of one million consumers a year.



Figure 31: Catchment area FOC Rosada
Source: Hundt, 2006

Consumer behaviour

The average visit frequently of FOC Rosada is ones or three times a year. In 2008, almost the half of the inner-city visitors visited FOC Rosada ones or twice a year. The catchment area of FOC Rosada is situated on the Belgium consumer market. This is reflected by the origin of consumers. Almost 20 percent of the FOC Rosada consumers are from Belgium. Beside, consumers are from the region Rotterdam and the province Zeeland (table 17).

Consumers Designer Outlet Centre	
	%
Roosendaal	26
The Netherlands (divers)	54
Belgium	20

Table 17: Consumers Designer Outlet Centre Roermond
Source: DHV, 2003

The shopping motivation of FOC Rosada consumers are strong related the products, the price of these products and the atmosphere of the centre. (Gemeente Roosendaal, 2008).

6.2 Inner-city centre Roosendaal

The development of the inner-city centre starts slow and is recognizable by the building structure of the centre. Except for a few old architectural elements, the inner-city centre is a combination of buildings dated after 1800 and new modern buildings occupied by retailers. The oldest part of the inner-city centre is the Marktplaats, the traditional central place of the inner-city centre. Because the different kind of development periods, the inner-city centre of Roosendaal does not have the status of a monumental historical inner-city centre. The inner-city centre has the characteristics of modern multi-functional shopping centre, performing within the fun-oriented shopping sector (Gemeente Roosendaal, 2009).

The inner-city centre of Roosendaal is subdivided into twelve different retail areas. The non-daily groceries are located in the Roselaar centre, the Roselaarplein, the Nieuwe Markt, the Passage, the Raadhuisstraat and shopping centre the Biggelaar. The Roselaar is a covered shopping centre and has a consumer penetration of 85 percent. This makes the Roselaar, the most attractive shopping location within the inner-city centre.

The inner-city centre has a total selling floor area of 70.622 Sqm/sfa. This is much higher than the national average of 41.000Sqm/sfa. The selling floor area of 70.622sqm, is distinguishable into 12 percent daily grocery sector and 88 percent of the non-daily grocery sector (Locatus, 2009). The inner-city centre has a large amount of catering facilities, which are situated nearby the Marktplaats and the Bloemenmarkt.



Figure 32: Inner-city centre Roosendaal
Source: www.roosendaal.nl // www.flickr.nl

6.3 FOC Rosada Versus inner-city centre Roosendaal

To get more insight into the effects of FOC Rosada on the inner-city centre of Roosendaal, this paragraph analyses the historical consumer binding, the (geographical) market position and the consumer behaviour within the inner-city centre Roosendaal.

Catchment area

The binding percentage on both the daily- and non-daily grocery sector is respectively 41 and 74 percent (table 18). Take the binding standard of 60-70 percent within the non-daily grocery sector into account, the inner-city centre attractiveness is relative large in local perspective.

Catchment area Inner-city Roosendaal		
	Daily groceries	Non-daily groceries
Consumer binding (%)	41	74
Indexed disposable income	99	99
Primary catchment area	15760	33800
Secondary catchment area	60180	83230
Score	Middle	High

Table 18: Catchment area Inner-city Roosendaal

Source: Locatus, 2009

The attractiveness of the inner-city centre decreased with 9 percent after the FOC realization. According to Munnik²⁷ has the decreased of consumer binding nothing to do with the development of FOC Rosada, but with the improved attractiveness of surrounding inner-city centres like Bergen op Zoom and Etten-Leur. Both inner-city centres undergo a large-scale redevelopment project. In 2007, the inner-city centre of Bergen op Zoom became the best inner-city centre of the Netherlands. Beside these two centres, was the inner-city centre of Breda attracted more consumers as well. Local consumers are visiting more frequently these surrounding cities as well (BRO, 2007).

Beside, the consumer outflow to surrounding inner-city centres, the regional attraction of inner-city centre Roosendaal decreased as well. In 2005, the inner-city centre of Roosendaal attracts consumers from Breda and Bergen op Zoom, in 2008 most of the inner-city centre visitors were domiciled within the municipality of Roosendaal or surrounding cities, like Wouw, Nispen and the Wouwse Plantage (Gemeente Roosendaal, 2008).

Market position

Since the FOC opening there were no demonstrable effects on the retail structure, attributed to FOC Rosada directly. According to Van Gastel²⁸, is the neutral effect, related to the performance of FOC Rosada. It is obvious, that FOC Rosada has not the expected attractiveness the first exploitation years. However, the performance of FOC Rosada improved and could still have a negative effect on the inner-city centre, if the enlargement of FOC Rosada attracts new well-known brands to FOC Rosada.

²⁷ T. de Munnik, coordinator inner-city centre Roosendaal, Municipality of Roosendaal, interview date 5 January 2010

²⁸ R. van Gastel, urban development, Municipality of Roosendaal, interview date 5 January 2010

Branches segmentation (sqm)		
Branches	2005	2009
Daily groceries	6.715	7.976
Fashion and luxury goods	31.576	32.254
Leisure	8.187	7.966
In/ around home	17.856	15.042
Diverse	1.837	1.931
Vacancy	6.518	7.384
Total	72.689	72.553

Table 19: Shop supply inner-city centre Roosendaal
Source: Gemeente Roosendaal, 2008; Locatus, 2009

Regard to the shop supply and branch segmentation of the inner-city centre, in a period of three years, there were no large structural changes within the branches (table 19). However, within the fashion branch small changes were noticeable in the inner-city centre. Some unknown brands, which were presented within FOC Rosada, establish a store or their brand within the inner-city after the FOC realisation²⁹.

Consumer behaviour inner-city centre 2006-2008

In 2006, consumers visit the inner-city centre ones or three times a week. This did not change after the FOC development (Gemeente Roosendaal, 2008). The main motive of visit in the inner-city centre of Roosendaal is shopping. Within the shopping activities, the inner-city is mostly (28 percent) use for fun-oriented shopping activities, but also for goal-oriented shopping activities (12 percent) and run-oriented shopping activities (22 percent). The combination of these two shopping motives confirms the large consumer binding percentage of retail sectors. Beside the shopping activities, consumers are visit the inner-city centre during their free-time spending activities as well (figure 33).

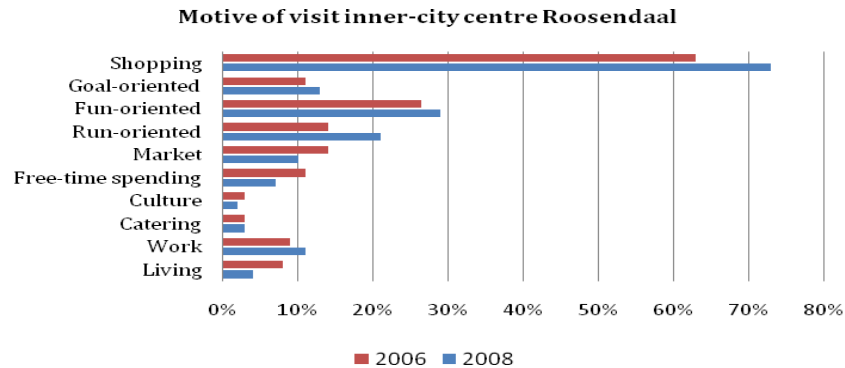


Figure 33: Evaluation inner-city centre Roosendaal
Source: Gemeente Roosendaal, 2008

The evaluation of the inner-city centre confirms the decreasing consumer binding. Table 34 visualizes the evaluation of the inner-city centre and indicates a decreasing of four attractiveness factors, namely: the accessibility, shop supply, shop quality and atmosphere. The increased rating for parking places could be a result of the new parking places to intercept the potential consumer from the FOC Rosada (page 89). It should be

29 T. de Munnik, coordinator inner-city centre Roosendaal, Municipality of Roosendaal, interview date 5 January 2010

noticed, that the shop supply and the accessibility are rated positively. The average rating of the inner-city is a 6,9,

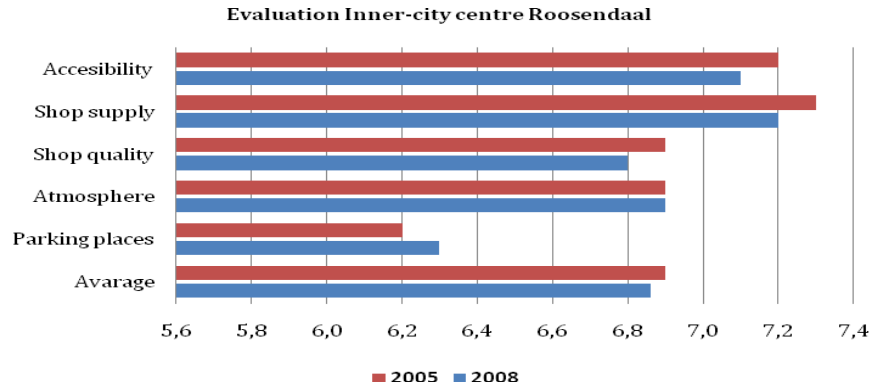


Figure 34: Evaluation inner-city centre Roosendaal
Source: SES West Brabant 2005, Gemeente Roosendaal, 2008

Synergy

The inner-city centre takes advantage of visitors, attracted by FOC Rosada. In 2009, ten percent of the consumers visit the inner-city centre after they visit FOC Rosada. This means 100.000 extra consumers in 2009. However, the total consumer amount of the inner-city centre is around the 9,3 million a year/180.000 a week. The addition of 2.000 consumers is relative small³⁰. The relative small amount of consumers makes it difficult to indicate, the positive effects on the inner-city centre by these combination visits. The economical effect study (Goudappel Coffeng, 2003) concludes that especially the catering industry had the opportunity to take advantage of the combination visits, because the small amount of these kinds of facilities within the FOC area.

Evaluation

The completeness between FOC Rosada and the inner-city centre can be described as a natural effect. Irrespective of the combination visits of 10 percent, broadly speaking the synergy between FOC Rosada and the inner-city centre is relatively small. However, the amount of combination visits could increase between both centres, if the attractiveness of FOC Rosada increases. This influence the competition between both centres as well. Paragraph 6.4 provides more insight in the development conditions and the interventions taken to minimize the competition and stimulate the synergy between both centres.

30 T. de Munnik, coordinator inner-city centre Roosendaal, Municipality of Roosendaal, interview date 5 January 2010

6.4 Development process FOC Rosada

In 2003, MDG Development Group takes the initiative for the FOC development. The municipality of Roosendaal supported this initiative based on following four arguments³¹. First, in a period between 1999 and 2003 the attractiveness of both inner-city centers Bergen op Zoom and Breda increased rapidly and FOC Rosada was a great opportunity to improve the distinguishing character of Roosendaal within the region. Second, FOC Rosada could have an important role to stimulate the dynamism within the municipal retail market, what probably has a positive effect on the involvement of inner-city stakeholder within the attractiveness improvement process of the inner-city centre. Third, FOC Rosada could have a positive effect on the inner-city centre by means of a large amount of combination visits, comparable with the situation in Roermond and fourth from economic point of view, FOC Rosada could have a large economic spin-off effect on the city of Roosendaal.

The director of MDG Development Group, Andrew Roud, was also the project leader of the development in Roermond. Take into account the FOC development in Lelystad, the municipality of Roosendaal was able to take advantage of both development experiences. Based on these two developments, the municipality knew that they had to overcome a large aversion of inner-city retailers, with regard to the potential negative effects of FOC Rosada on the inner-city centre. Therefore, the main task was to create support of the inner-city centre stakeholders, by involve the inner-city centre stakeholders early in the development process, even before the initiative came into public³².

In general, two stakeholders were involved, namely: the catering industry and the retailers, who were respectively for and against the FOC development. By a collective brainstorm sessions, the opportunities and threat on the inner-city centre were analyzed and an economical impact study (DPO) was used to objectify the potential effects. The DPO research, indicate a small impact on the non-daily grocery sector of 0,8 percent. Within the fashion and luxury goods a drop of sale between of 0 and 4,3 percent. Beside these effects, the potential synergy between FOC Rosada and the inner-city centre was indicated on the 240.000 extra visitors a year (Goudappel Coffeng, 2003). Based on the small negative effect and the potential synergy between both centres, the economical impact study foresees a neutral effect or even a small positive effect. Especially for branches which were not represented in FOC Rosada, such as the catering industry. However, the economic impact study concludes, that synergy between both centres only can be achieved, if the inner-city centre could offer an attractive inner-city centre.

However, it was not the DPO conclusion, but an unforeseen occurrence, what influence the support of inner-city centre stakeholders in a positive way. In 2004, developer Stable International, took the development initiative for a covered factory outlet centre in the periphery of Etten-Leur. This resulted in an overlap of both catchment areas. This initiative made inner-city stakeholders aware from the potential larger effects on the inner-city centre, because the synergistic effect between both centres became more difficultly, This increased the involvement of the inner-city retailers and under the following development conditions FOC Rosada was completed in 2006.

31 J. Pelle, Alderman economic affairs (during FOC Development), Municipality Roosendaal, interview date 19 January 2010
32 Idem

Development conditions

During the development process of FOC Rosada, the municipality of Roermond had a consultative role by the implementation of the development condition. According to Engels³³, the municipality of Roosendaal used the same development condition with respect to the complementarity of the factory outlet centre. The following development conditions were agreed:

- FOC Rosada must have a branch composition of 80 percent fashion, shoes or sport related products and 20 percent household goods, luxury goods, perfumery or electronics.
- The product must become directly from the manufactures or from organization, which acquired rights to produces a particular brand.
- The products diverts from the standard quality level, products of overproduction or product surpluses which do not satisfy the current consumer demand, end of line or end of season or slow movers products.
- The municipality determines the composition of shops in FOC Rosada. This means that there is no freedom of establishment by retailers in the FOC Rosada. The FOC Rosada must submit a new brand to the municipality for approval.

Beside the complementarity condition the following conditions were agreed:

- The MDG Development group must finance a free shuttle bus, over a period of three years.
- The MDG Development group must participate within the study group synergy FOC Rosada & inner-city centre, which was responsible for the synergy between FOC Rosada and the inner-city centre.

6.5 Implementation attractiveness factors

Given that, the inner-city centre is faced with an increased regional competition, the objective of the municipality is to strengthen the recreation character of the inner-city centre. The basic attractiveness meets the current demand of the inhabitants of Roosendaal, but the basic attractiveness is not enough to attract regional consumers as well. Strengthen the plus attractiveness of the inner-city centre is important (BRO,2007). The improvement of the plus attractiveness will also stimulate the synergy, between FOC Rosada and the inner-city. However, the main objective of the improvements is to decrease the consumer outflow of surrounding inner-city centres³⁴. The improvements within the inner-city centre are related to the functional and the spatial quality.

Improvement functional quality

The functional quality is related to the shop and branch segmentation within the inner-city centre. The inner-centre became the obvious place, preferred to the PDV-GDV locations, to established new large-scale shopping facilities. The addition of 10.000sfa/sqm is intended for the up-scaling of existing shops and for the attraction of new shops. Beside, the addition of new retail facilities, the inner-city centre will become a more multi-functional inner-city centre, with the enlargement of facilities, such as: catering industry, culture and leisure. The addition of new retail facilities has from spatial point of view an important function.

33 J. Engels, Director department urban development Municipality of Roermond, interview date: 12 November 2009

34 T. de Munnik, coordinator inner-city centre Roosendaal, Municipality of Roosendaal, interview date 5 January 2010

Improving routing

In the current situation, most of the anchor stores are situated within or around the covered shopping centre the Roselaar. The clustering of anchor stores resulted in a consumer penetration of 85 percent within the Roselaar area, but also in an unfavorable intern routing. The routing of the inner-city centre will be improves by the reposition of anchor stores and the addition of new retail facilities on strategic positions.

The municipality is responsible for the accessibility, parking places and the urban spaces. The quality of those three factors determines the willingness of market parties to invest in new inner-city centre projects³⁵. To stimulate the reposition of anchor stores, the municipality developed a new underground car park at the “Nieuwe Markt” (figure 35). This initiative had a positive effect on the market parties, because the Blokker organization developed a new store of 1.800sfa/sqm at the “Nieuwe Markt” area.

However, this kind of inner-city improvements are specially related to improve the competitiveness in regional perspective and is not direct related to FOC Rosada development. FOC Rosada is considered as the distinguishing value for the Roosendaal and because FOC Rosada functions within a large regional catchment area, this centre could have indirectly a positive effect on the inner-city centre as well. Therefore, the municipality of Rosada takes a lot of attention for the synergy between FOC Rosada and the inner-city centre.

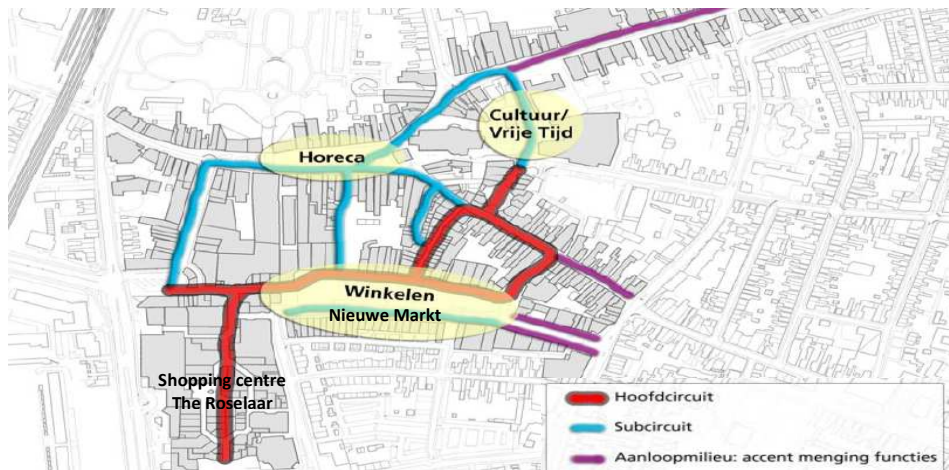


Figure 35: Inner-city centre routing
Source BRO, 2007, updated

The municipality takes advantage of the experiences of Lelystad and Roermond, these two cases showed that the synergy between factory outlet centres and the inner-city centres is not granted. The municipality concludes that synergy projects must be organized before the opening of the FOC Rosada³⁶. Therefore, in 2004 the initiative was taken to design a plan of action to stimulate the synergy between FOC Rosada the inner-city centre (Gemeente Roosendaal, 2006). This plan of action was designed in cooperation of the municipality, the MDG Development Group and the inner-city stakeholders. The initiatives taken are pointed out in more detail.

35 T. de Munnik, coordinator inner-city centre Roosendaal, Municipality of Roosendaal, interview date 5 January 2010

36 R. van Gastel, urban development, Municipality of Roosendaal, interview date 5 January 2010

Shuttle bus between FOC Rosada and inner-city centre

From the opening of FOC Rosada, a free shuttle bus was operational to transfer consumers from the FOC Rosada to the inner-city centre. The shuttle bus is operational in the weekend only. The first three years the shuttle bus is financed by the MDW development group. However, the first evaluation concludes those consumers are mostly using their own car, instead of the shuttle bus, to visit the inner-city centre³⁷. Therefore, the municipality inventories different options to transfer consumers to the inner-city centre, for example fun connections.

Symbolization of the opening hours

First, the opening days of FOC Rosada were synchronized with the opening days of the inner-city centre. However, in 2007 was noticeable that, to guarantee the economical performance of FOC Rosada, it was imperative to open the FOC Rosada at Sundays as well. In 2008 FOC Rosada was able to open their doors 356 days a year. To guarantee the attractiveness and the economical performance of the inner-city centre on Sunday, the opening days of the inner-city centre were limited up to 15 Sundays a year.

Promotion

Promotion is an important factor in the attraction of FOC consumers to the inner-city centre and is distinguished in two different concepts, namely: city marketing and the individual promotion.

As mentioned, the FOC Rosada was a great opportunity to improve the distinguishing value of Roosendaal within regional perspective. However, marketing of promotion activities, related to FOC Rosada are the responsible of the MDG-Development Group, but the regional attraction of consumers is a matter of general interest. Therefore, some promotions and marketing activities from both the inner-city centre and FOC Rosada were geared to one another. For instance the references on the FOC Rosada website.

Beside the jointed promotion and marketing activities, the inner-city centre has individual promotional activities, to stimulate the synergy, as well.

The marketing activities are subdivided in the following marketing activities:

- A direct promotion spot at the FOC area to promote the other retail facilities within Roosendaal.
- The establishment of a tourist information office within the FOC area.
- Physical promotion activities on the FOC area.
- Promotion activities at the route between FOC Rosada and the inner-city centre, such as signposts.
- Some brands refer to the local, in the inner-city centre located, retailers, which offer the same brands.

Beside, these promotional activities, the municipality has started with the reorganization of the city marketing concept. At the moment are the city marketing activities related to the inner-city centre, but in the coming years, the city marketing concept must promote all facilities presented in Roosendaal.

37 R. van Gastel, urban development, Municipality of Roosendaal, interview date 5 January 2010

Parking facilities

During the busiest moments, the inner-city centre had the disposal of two flexible parking places, designed to intercept the potential large amount of car caused by the consumers from FOC Rosada.

6.6 Stakeholders and organisation

The involvement of the municipality of Roosendaal is important and could be subdivided in three different parts. First, the municipality must protect the current retail structure, tried to do this, by means of drawing up different development conditions. The municipality was also the committee of control related to these development conditions. Second, the municipality draws up different spatial economical policies to outline the future attractiveness of the inner-city centre from municipal view. The municipality had an active steering role with regard to the implementation of the policies. For example, by accessibility and parking improvements, the municipality tried to stimulate market parties to invest in the inner-city centre as well. According to Munnik³⁸ are those two attractiveness factors from vital impotency, to stimulated market parties. This is not only in connection with the large physical improvements as new retail developments, because the municipality had a steering role in the potential synergy between FOC Rosada and the inner-city centre as well. The municipality draw up a plan of action to stimulate the synergy and in 2004, the study group "Synergy FOC Rocada -> inner-city centre" became responsible for the further details of the plan of action "synergy FOC Rocada -> inner-city centre". The objective was to establish a perfect organization, with a proper financial basis to implement the plan of action "synergy FOC Rocada -> inner-city centre" directly after the FOC opening (Roosendaal, 2004).

Study group synergy FOC Rosada -> inner-city centre

The study group is a subdivision of the steering committee city marketing, who is also the co-ordination committee of the study group "Synergy FOC Rocada -> inner-city centre". Beside the objective to stimulate the synergy, this organization is also responsible for implementation of some city marketing activities. Figure 36 visualizes the organization structure of the Study group synergy FOC Rosada -> inner-city centre.

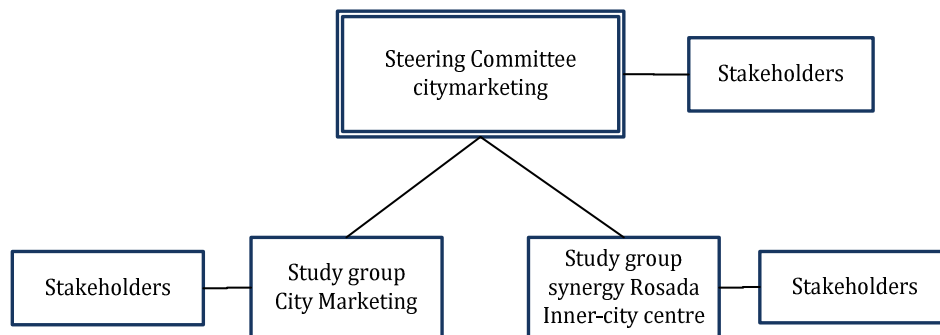


Figure 36: Organisation structure Study group synergy FOC Rosada -> inner-city centre
Source: Gemeente Roosendaal, 2006

38 T. de Munnik, coordinator inner-city centre Roosendaal, Municipality of Roosendaal, interview date 5 January 2010

The stakeholder composition of the study group is a cooperation between the municipality, market parties and branch organization. The stakeholders involved are:

- Municipality of Roosendaal
 - Federation of entrepreneurs Roosendaal
 - McMahon Development Gr. (MDW)
 - Dutch council of retail
 - Chamber of Commerce West-Brabant
 - Dutch catering industry association
 - Small to medium sized enterprises Netherlands
 - Shopkeeper association Roosendaal
 - Real estate owners

Effectiveness

The effectiveness of the synergy “synergy FOC Rocada -> inner-city centre” is large. Most of the synergy initiatives were implemented or are still in process. The effectiveness of the organization is a result of the stakeholder’s involvement before the realization of FOC Rosada. From 2004, all stakeholders of the Study group were involved during the elaboration of the plan of action. The involvement of stakeholders early in the FOC development process, made it possible to enter some agreements about the responsibilities and the financial contribution of the different stakeholder groups. For example, the financial contribution of MDW-group with regard to the shuttle bus and the disposal of the shopping unit for the touristic information point³⁹.

39 R. van Gastel, urban development, Municipality of Roosendaal, interview date 5 January 2010

6.7 Evaluation

What kind of effects had the large-scale shopping centre on the inner-city centre?

The DPO study indicate a negative effect between a bandwidth of 0 and 4,3 percent by a consumer amount of minimum two million consumers a year. However, the moderate performance of FOC Rosada, an average of one million visitors a year, resulted in a neutral effect on the inner-city centre of Roosendaal. The decreasing market position is in larger extent caused by the increased attractiveness of surrounding inner-city centres. However, the synergy between FOC Rosada and the inner-city centre of Roosendaal is ten percent.

Which stakeholders groups were involved during the development process of the large-scale peripheral shopping centre, and who?

The inner-city centre stakeholders were actively involved from the beginning of the FOC development process. Especially the stakeholders related to the retail and catering facilities were directly involved, because both parties are important with respect to the potential competition and synergy. Because of the development initiative of a FOC development nearby Etten-leur, the stakeholders opposition was relative small and made a cooperation more easily. Stakeholders were closely involved during the preparation of the development conditions and the action plan to stimulate the synergy between both centres.

What kinds of conditions were made during the development process of the large-scale shopping centre with respect to the potential effects on the inner-city centre?

The municipality and the MDW-Development Group draw up different development conditions, to guarantee the complementarity between FOC Rosada and the inner-city centre of Roosendaal. The development conditions were related to the size of the centre (DPO), shop supply, branch segmentation, product quality and the control on these factors. The development conditions were also related to stimulate the synergy between FOC Rosada and the inner-city centre, by means of a cooperation intention between stakeholders and the involvement by the preparation of the synergy plan of action.

Which attractiveness factors were adapted after the realisation of the large-scale shopping centre?

The initiatives taken to improve the inner-city attractiveness are in general related to the plus attractiveness factors, like: enlarge the shop supply, the function mix and the intern routing of the inner-city centre. The upgrading of the attractiveness must enlarge the attractiveness from regional perspective. After the FOC development different synergy, related initiatives were implemented to increase the amount of combination visits.

Which stakeholders were involved by the implementation process of these attractiveness factors, and how were they organised?

The municipality had an important role during the development process of FOC Rosada, but beside the municipality, inner-city centre stakeholders were important as well. They became responsible for the elaboration of the plan of action with regard to the synergy and after the realisation of FOC Rosada, these same stakeholders were organised in a synergy study group. The Study group was a cooperation of inner-city centre stakeholders, the municipality, the MDW-Development Group and were responsible for the implementation of the plan of action to stimulate the synergy between both centres.

7 Cross-case analysis

This chapter compares the three case studies with each other. Paragraph 7.1 compares the effects on the inner-city centres and paragraph 7.2 finds an explanation for these different effects. Paragraphs 7.3 and 7.4 compare the different initiatives, to minimize the competition or stimulate the synergy between the peripheral shopping centre and the inner-city centre. The last paragraph (paragraph 7.5) compares the involvement of stakeholders in this process.



7.1 Effects inner-city centres

The largest impact is measured in the inner-city of Lelystad. In seven years, the market position decreased with almost 9 percent and the consumer binding decreased with 36 percent. The decreased market position of the inner-city of Lelystad was not only limited to the retail branches, which were located in both the inner-city centre and the factory outlet centre, but to all retail branches presented within the inner-city centre. This is reflected by increasing consumer purchases within the surrounding inner-city centres⁴⁰. Therefore, the decreased market position of the non-daily groceries is not only caused by FOC Batavia stad, but also because of the attractiveness of the inner-city of Lelystad in relation to the attractiveness of the surrounding inner-city centres. In comparison to the other two cases, the inner-city centre of Lelystad is the only city which is not able to take advantage of the large amount of the FOC consumers. The combination visit between FOC Batavia Stad and the inner-city centre is relative low.

The effects in Roermond are relative small in comparison with the effects in Lelystad. Especially, the small-scale local shopkeepers, related to the fashion and sport branches, were faced with a five percent decrease of sale. However, this negative effect was especially in the first exploitation years of DOC Roermond. During this period some shops became bankrupt, but were replaced by new shops, which nowadays functions well. In general, DOC Roermond had a positive spin-off effect on the image of Roermond as shopping city. The positive spin-off effect became noticeable by analyzing the regional market position of Roermond. After the DOC development, the inflationary gap, ratio purchases inside and outside the city, increased rapidly⁴¹. The inner-city centre takes advantage of the large amount of consumers attracted by DOC Roermond. The combination visits percentage, between DOC Roermond and the inner-city centre, is approximately 40 percent.

The effects in Roosendaal are in a certain way similar with the effects in Roermond, only on a smaller scale. FOC Rosada did not influence the economical performance of the inner-city centre of Roosendaal. There were no large shifts within the inner-cities retail structure, but in a positive way, the inner-city centre takes advantage of FOC Rosada consumers. Ten percent of the FOC Rosada visitors are visiting the inner-city centre as well. However, the consumer binding decreased with seven percent, caused by the increasing attractiveness of neighbouring cities, like Bergen op Zoom and Etten-Leur⁴².

Effects inner-city centres			
	Lelystad	Roermond	Roosendaal
Effect consumer binding NDG (%)	-36	+5	-7
Effect non-complementarity branches (%)	-13,5	-2,5 / -5	-2,5
Impact total market position	-8,7	Inappreciable	Inappreciable
Positive side effects inner-city		Catering facilities	Catering facilities
Combination visit	0%	40 %	10%

Table 20: Effects inner-city centres

⁴⁰ Chapter 4, paragraph 4.3

⁴¹ Chapter 5, paragraph 5.3

⁴² Chapter 6, paragraph 6.3

7.2 Effect explanation

The characteristics of both the three inner-city centres and the three factory outlet centres, must provide more insight into the effect differences between the three case studies. The comparison leads to the first factors, which influence the relation between the inner-city centres and the peripheral shopping centre. Table 21 shows the characteristics of the three inner-city centres.

Characteristics inner-city centres			
	Lelystad	Roermond	Roosendaal
Centre dimension (sqm/sfa)	40746	62023	67300
Number of shops	315	780	670
Branches	43 % fashion and luxury 10% sport 17% furniture 20% daily groceries 3% divers 7% vacancy	52 % fashion and luxury 7% sport 18% furniture 8% daily groceries 4% divers 11% vacancy	44 % fashion and luxury 11% sport 21% furniture 11% daily groceries 3% divers 10% vacancy
Anchor stores	Sting (2009) H&M (2009)	C&A V&D H&M Sting (2009)	C&A V&D H&M
Primary Catchment area DG	12.478	8.400	15.760
Secondary Catchment area DG	15.990	91.840	60.180
Binding percentage DG (%)	43	16	41
Primary Catchment area NDG	7.120	25.760	33.800
Secondary Catchment area NDG	37.330	97.030	83.320
Binding percentage NDG (%)	14	40	74
Frequently of visit	1-3 week	1-3 week	1-3 week
Motive of visit	Run-oriented Goal oriented shopping Work	Fun-oriented shopping Goal-oriented shopping Market Catering	Fun-oriented shopping Run-oriented shopping Market Free-time spending

Table 21: Differences and similarities inner-city centres

Attractiveness inner-inner centre

The inner-city centre of Lelystad differs from the other two inner cities. Based on consumer evaluations and the consumer binding, the inner-city centre of Lelystad was not a multi-functional inner-city centre, which consumers used for their recreation shopping activities. The inner-city centre became a centre for run-oriented and goal-oriented purchases. The branch segmentation reflects the function of the inner-city centre as well; 20 percent of the branches is related to the daily groceries sector. This is relative high, in comparison to Roermond, 8 percent, and Roosendaal, 11 percent.

The attractiveness of the inner-city centre was pressured by the increasing mismatch between, the then, current supply and current/future demand of consumers and retailers. For example, the inner-city centre of Lelystad did not have large anchor stores before and during the FOC exploitation. The establishment of new anchor stores within Lelystad centre were just realized during the redevelopment in 2008.

The inner-city centres of Roermond and Roosendaal functioned well before and during the FOC development. Both inner-city centres were used for recreation shopping activities, The then current retail supply and function mix meets the current demand of both consumers and retailers. The inner-city centre of Roosendaal has a consumer binding percentage of 74 percent. In comparison to the three cases is this percentage relative high.

Attractiveness peripheral shopping centres

The attractiveness of the inner-city centre is important to offer resistance against the peripheral factory outlet centres, but also to stimulate synergy. However, it is not possible to demonstrate a casual relation between shopping centre attractiveness and the potential positive and negative effects on the inner-city centre. This becomes clearer, when the three factory outlet centres are compared to each other (table 22).

Characteristics of Factory outlet centres			
	Lelystad	Roermond	Roosendaal
Date of construction	2001	2001	2006
Location	Peripheral	Central	Peripheral
Distance FOC- inner-city centre (km)	3,9	0,5	3,2
Centre dimension	25.000	28.000	12.500
Number of shops	119	120	80
Branches	82% fashion and Luxury 16% sport 1% furniture 1% vacancy	82% fashion and Luxury 15% sport 1% furniture 1% daily goods 1% vacancy	82% fashion and Luxury 6% Sport 12% vacancy
Brands	A-brands	A-brands	B-brands
Catchment area (90 minutes radius)	11.000.000	26.000.000	13.000.000
Binding percentage (%)	19	16	4
Number of visitors	2.000.000 - 2.500.000	2.500.000 - 3.000.000	500.000 - 1.000.000
Frequently of visit a year	1-3	1-6	1-3
Motive of visit	Prices products Branches variation Shop supply Atmosphere	Prices products Branches variation Shop supply	Prices products Branches variation

Table 22: Differences and similarities Factory outlet centres

The characteristics of FOC Batavia Stad and DOC Roermond are relative small, striking is the situation of FOC Rosada. The average binding percentage of FOC is around the 15-20 percent (BRO, 1999) like the binding percentage of FOC Batavia Stad and DOC Roermond, but the binding percentage of FOC Rosada is 4 percent. The low consumer attraction could be explained by three factors. First, FOC Rosada is 50 percent smaller than the two other factory outlet centres. Second, FOC Rosada has no large amount of A-brands and

third, FOC Rosada is faced with a relative high vacancy rate of 12 percent. The moderate performance of FOC Rosada could have influences the effects on the inner-city centre on a positive way.

If well-known brands are presented and the centre was not be faced with the high vacancy rate, FOC Rosada was probably able to attract a larger amount of consumers, which could have a larger potential negative or positive (combination visits) effect on the inner-city of Roosendaal.

Distance factory outlet centre and inner-city centre

The distance between the factory outlet centres and the inner-city centre is an important factor related to potential synergy. The relative short distance between DOC Roermond and the inner-city centre resulted in a large number of combination visits. Forty percent of the DOC consumers visit the DOC Roermond first and secondly, the inner-city centre of Roermond.

However, if the distance between both, the factory outlet centres and the inner-city centres increase, it will become more difficulty to attract consumers from the factory outlet centres to the inner-city centres. The distance between the inner-city centre of Lelystad and FOC Batavia Stad is 3,9 kilometre and the distance between the inner-city of Roosendaal and FOC Rosada is 3,5 kilometre and the combination visit is respectively 0 and 10 percent. The distance between both centres is important in relation to the potential combination visits, but the combination visits are also strong related to the attractiveness of the inner-city centre. Because of the situation in Lelystad, the negative attractiveness of the inner-city centre was the most probable reason, of the small amount of combination visits.

Consumer behaviour

The catchment area of a factory outlet centre is based on a travel time of 90 minutes. Consumers are willing to travel one and a half hour to visit the factory outlet centres. This regional catchment area is not comparable with the catchment area of the analyzed inner-city centres. Beside, the catchment area, the frequency of visit and the motive of visit differs as well. The visit frequency of the inner-city centre is higher than the visit frequency of factory outlet centres. Consumers are visiting the inner city centre one or three times a week and the average visit frequency of factory outlet centres is ones or three times a year. Because of the large number of German consumers, who visit DOC Roermond twelve times a year, the visit frequency of DOC Roermond is higher than the two other factory outlet centres.

However, the most important difference, between the inner-city centre and the factory outlet centres, is the motive of the visit. The visit motivation of the factory outlet centres is related to the amount of shops, the brands and the reduced prices of these goods. The reason for visiting the factory outlet centre is purchasing goods, while consumers are being aware of the factory outlet concept.

The visit motivation of the inner-city centre is multidisciplinary, because consumers are visiting the inner-city centre for both their run- goal- and fun-oriented shopping activities. The difference in shopping motives makes the factory outlet centre, in certain extent, complementarity with the inner-city centre. This makes both centres in theory no competitors of each other.

7.3 Influential factors

The previous paragraph identifies four different factors, which determine the negative or positive relation between the peripheral shopping and centre the inner-city centre, namely:

1. the attractiveness of the inner-city centre;
2. the attractiveness of the factory outlet centre;
3. the physical distance between the inner-city centres and the factory outlet centres;
4. the complementarity between the inner-city centres and the factory outlet centres.

This paragraph made a comparison between the three case studies, with regard to interpretation of these four factors. Table 23 visualizes the differences and similarities and are discussed in more detail.

Implementation factors				
		Lelystad	Roermond	Roosendaal
Competition factors	Attractiveness Factory outlet centre			
	DPO	X	X	X
	Scoping			
	Complementarity			
	Minimum reduction conditions	X	X	X
	Assortment conditions	X	X	X
	Branches condition	x	X	X
	Complete control municipality	X	X	X
	Phasing FOC development -> effects		x	
	Attractiveness inner-city centre Basic factors			
	Accessibility	X	X	X
	Parking facilities	X	X	X
	Shop supply	X	X	
	Differentiation of branches	X		
	Function mix	X		
Synergy factors	Anchor stores	X	X	
	Routing	X	X	X
	Attractiveness inner-city centre Plus - Distinguishing factors			
	Function mix		X	
	Leisure facilities		X	
	Synchronization opening days	X*	X	X
	Events	X	X	X
	Theme days	X	X	X
	Collective branding activities	X*	X	X
	Physical connection			
	Free shuttle bus	X*	X	x
	Physical decoration	X	X	X
	Signposts	X	X	x
	* Agreements or intentions which were never realized			

Table 23: Differences and similarities Implementation factors

Attractiveness factory outlet centres and complementarity.

Minimization of the competition between the inner-city centre and the factory outlet centres starts at the development initiative of the factory outlet centres with an economical impact analysis. All three cases used the, so called: DPO Model to gain more insight into the potential effects of the factory outlet developments on the current retail facilities. With this economical impact analyses, it became possible to determine the attractiveness in terms of centre dimension and shop supply, the branch composition and location.

Beside, the preceding economical impact studies, the municipalities draw up different development conditions to guarantee the complementation between the factory outlet centres and the inner-city centres. The complementation must create two different kind of centres, which will attract different kind of consumers. This complementarity between both centres is guaranteed by the following conditions:

- The factory outlet centres are only allowed to sell products, if the prices are at least 25 percent lower than the normal recommended retail prices.
- The products in the factory outlet centres must meets one or more of the following descriptions: The products diverts from the standard quality level, products of overproduction or product surpluses, which do not satisfy the current consumer demand, end of line or end of season or slow movers products.
- Parties agreed the restriction of the following sectors: Supermarkets, daily groceries sector, like drug stores, butchers, greengrocer etcetera.
- Parties agreed the limitation of the amount of catering facilities within the factory outlet area.

Within these conditions, the developer is still responsible for the branch composition within the factory outlet centre, but the municipality controls the branch composition and the establishment of shops within the FOC. To guarantee the complementarity, the establishment of new retailers must submit to the municipality for approval. Beside the approval of new retailers, the municipality is able to monitor the brand composition and the products offered for sale constantly.

The complementarity of the factory outlet creates two different shopping motives and minimizes competition between both centres, but complementation also determines the potential synergy between both centres. City centre attractiveness determines the potential synergy as well.

Inner-city centre attractiveness

All three case studies gave attention to the accessibility and the parking facilities within the inner-city centre, but the other improvements are strong related to the current attractiveness level of the inner-city centre. In fact, the improvements of the inner-city centre are distinguishable by the hierarchical attractiveness model ⁴³.

The inner-city centre of Lelystad for example, the undergoes a large redevelopment project, with the objective to increase the attractiveness by improving the basic attractiveness factors, like branch adaption, routing, function mix and the addition of new anchor stores. The attractiveness upgrading must decrease the consumer purchases within the surrounding inner-city centre.

In the inner-city centres of Roermond and Roosendaal, which function as a fun-oriented inner-city centre all ready, the attractiveness improvements were not focused on the basic attractiveness factors, but focussed to optimize attractiveness.

The plus or distinguishing attractiveness is important to stimulate the synergy between both centres. The consideration of doing a combination visit is related to the added value of the inner-city centre in comparison to the factory outlet centres. In general, the completeness of shopping facilities (basic factors) is not sufficient to stimulate the attraction of consumers to the inner-city centre, but the inner-city centres must improve

their plus or distinguishing attractiveness, for instance the level of multi-functionality. In Roermond and Roosendaal, the catering industry took advantage of the factory outlet developments, the importunacy of these functions is also reflected in the initiative taken to improve these plus attractiveness factors.⁴⁴

It should be noticed that the improvement of plus attractiveness is only possible if the basic attractiveness of the inner-city match with the demand of both consumers and retailers.

7.4 Other findings

The complementarity, the inner-city centre attractiveness and the physical relation between both centres determines the potential competition or synergy between the factory outlet centres and the inner-city centres. The practical research part indicates different initiatives, which are implementing to stimulate the synergy between both centres.

Improve physical distance

In all three case studies is attempted to decrease or simplify the physical relation between the factory outlet centre and the inner-city centre, by implementing special public transport. Roermond and Roosendaal both have a free, in the weekend operational, shuttle bus. The difference between both projects is the moment of introducing the shuttle bus. In Roosendaal the shuttle was a development condition of MDG development group, the municipality and the inner-city stakeholders. In Roermond, the shuttle was operational seven years after the development and was financed the flanking measures, a cooperation between the inner-city centre retailers, the DOC Roermond and the Retail park and the municipality. In Lelystad, the initiative of a free shuttle bus was taken as well, but never implemented.

Beside, public transport, decoration of the physical relation is used to stimulate the synergy between both centres. Decoration of the physical relation is in line with the promotional activities in both centres, the decoration has the objective to increase the atmosphere. The initiative is realized in Roermond where the distance between both centres is relative small.

Collective promotion

The advantage of collective promotion activities is that all retail facilities will promote a collective product. The collective promotion activities are visible in the centre management policy of Roermond in the sense of city branding. The city branding in Roermond is not limited to the promotion of the inner-city centre, but includes the factory outlet centre and Retail Park as well. Roosendaal has taken the initiative to establish a city branding organisation. Several initiatives were taken to stimulate the collective promotion between FOC Rosada and the inner-city. The promotion is visible in the information sharing on the websites of the retail facilities. There is no promotional cooperation between FOC Batavia Stad and the inner-city centre of Lelystad.

Beside, the collective promotion activities, the three inner-city centres had one-sided promoting activities to improve the amount of combination visits. The promotion happens in different ways, namely: promotional activities along the route of the factory outlet centre and the inner-city centre (billboards, lamppost promotion), fixed promotion spots on the FOC area, signposting etcetera.

⁴⁴ chapter 5, paragraph 5.5, chapter 6 Paragraph 6,5

Synchronisation opening hours

Because most consumers are visiting the factory outlet centres on Sundays, for the inner-city centres it became interesting to open the doors on Sunday as well. All three cities took the initiative to open the doors on Sunday. In Roermond, retailers became able to open their doors every Sunday. However, the willingness of retailers to open their doors 52 Sundays a year was small. Therefore, the retailers made an agreement to open the shops 15 Sundays a year. This guarantees the collective openness of shops within the inner-city centre. In Roosendaal, the opening days of FOC Rosada are synchronised with the opening hours of the inner-city centre. Given that, the factory outlet centres must open their doors at Sunday to ensure the economical performance. In 2008 FOC Rosada became able open their doors 52 Sundays a year. Comparable with argumentation in Roermond, the inner-city centre of Roosendaal is able to open their doors 15 Sundays a year.

The implementation of Sunday openness fails in the inner-city of Lelystad, by a lack of support of retailers. The willingness of collective openness was limited, because retailers were sceptical about the surplus value. They took the low attractiveness of the inner-city centre and a collective openness of shops into account.

Events

All three case studies are organising both small- and large-scale events within the inner-city centre. The organisation of events is an instrument to improve the atmosphere and the experience of the inner-city centre. Events can increase the attractiveness of the inner-city centre on temporary basis.

Synergy stimulating factors

In the three case studies, these four factors are implemented to stimulate the synergy between the factory outlet centres and the inner-city centres. For purposes of review, the factors clustered are called: the Synergy Stimulating Factors.

7.5 Stakeholders and organization

The previous paragraphs indicate five different factors which can influence the relation between the factory outlet centres and the inner-city centres. The paragraphs made an indication of the stakeholders involved during the preparation and/or implementation of these factors. Figure 37 shows the involvement of the five main stakeholders.

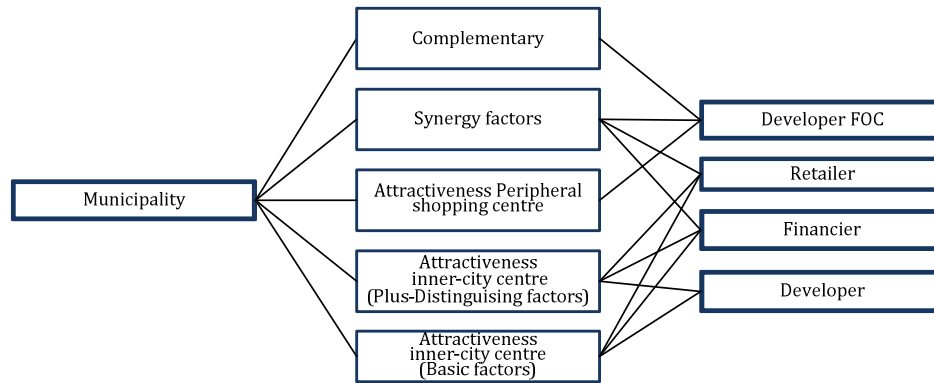


Figure 37: Stakeholders involved

Municipality and market parties

The municipality is responsible for the overall performances of the retail structure within their city and is reflected by the involvement of five factors. The involvement of stakeholders is strongly related to the development phases of the factory outlet centres. This process starts with the development conditions related to the attractiveness and the complementation of the factory outlet centres, in which the municipality plays an important role.

The practical research part indicated that the municipality could influence the potential competition and synergy between the factory outlet centres and inner-city centres. Because the municipality has to make a decision about: the economical and socially desirability of the factory outlet centre within their city, the location of the factory outlet centre, the dimension of the centre and the municipality did draw up several agreements with respect to the complementarity of the factory outlet centre and the potential synergy.

The responsibility of the overall inner-city performances is not only related on the municipal level, but to the quality of the inner-city centre. In general, the role of the municipality is to guarantee the attractiveness of the inner-city centre and the municipal view is reflected different spatial-economical policy elaborations. In the practical research part, the municipalities draw up different kind of policies, related to the inner-city centre attractiveness. For instance, the master plan for the inner-city centre of Lelystad, or the spatial-economical action plan for the inner-city centre of Roosendaal.

The municipality is the director of the future performance of an inner-city centre, but the implementation of the policy is cooperation between the municipality and different market parties. In the practical research, part indicates that the municipality could have an active passive or steering role, during the implementation of the policies. For example, the implementation of the master plan happens by this joint venture organisation

between the municipality and the municipality. In this both parties were responsible for the development of the master plan. In Roosendaal and Roermond, the municipality improve dthe accessibility and the parking facilities, to stimulate the involvement of market within the implementation process⁴⁵. These kinds of improvements are mostly physical improvements related to the basic or plus attractiveness factors, like: new addition of retail facilities, reposition of anchor stores, renovation of retail blocks etcetera.

Implementation synergy factors

In the projects initiatives to stimulate the synergy between the factory outlet centres and the inner-city centre it became clear that the involvement of inner-city centre stakeholders in a large extend influenced by the project severity. Especially, the implementation of the synergy factors, the municipality expects an active participation of inner-centre stakeholders. To stimulate the active participation of the inner-city centre stakeholders. In Lelystad and Roermond, the inner-city centre stakeholders were organised within the centre-management organisation. In Roosendaal stakeholders were organized in a study group, synergy FOC Rosada -> inner-city centre. The different organizational structures and the parties involved are visualized in table 24.

The centre management organisation in Lelystad has three subdivision, management, safety and consumer attraction. The division consumer attraction is responsible for the synergy between the FOC Batavia Stad and the inner-city centre.

In Roermond, the synergy factors were subdivided within different portfolios, like city branding, event and management. In Roosendaal, it is not the centre management, which is responsibility for the stimulation of synergy. The municipality of Roosendaal established an individual study group, which has the single objective to stimulate the synergy between FOC Rosada and the inner-city centre.

Within the centre management of Roermond and the study group of Roosendaal a considerable number of stakeholders are involved in comparison to the organisation in Lelystad. In Lelystad only the municipality, two shopkeeper associations and individual real estate owners are involved. These stakeholders also participate in the centre management organisation of Roermond and Roosendaal, but parties, such as shopkeeper organisations and real estate owners are represented by means of a coordinating organisation. Furthermore, the catering industry, which is an important function to stimulate the combination visit, is involved. In both Roermond and Roosendaal, not only the inner-city centre stakeholders are involved, but the stakeholders of the factory outlet centre were also involved.

⁴⁵ Chapter 5, paragraph 5.4; Chapter 6, paragraph 6.4;

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Differences and similarities organization inner-city stakeholders			
	Lelystad	Roermond	Roosendaal
Stakeholders organization	Centre management	Centre management	Study group synergy FOC Rosada ->Inner-city centre
Policy area	-Management -Safety -Consumer attraction	-City Branding -Events -City partners -Service point -Retail academy -Management	-Improve synergy FOC Rosada and inner-city centre
Stakeholders involved	- Municipality of Lelystad -Chamber of Commerce (KvK) -Real estate owners -Shopkeeper associations -Police	-Municipality of Roermond; -Associations of entrepreneurs Roermond (SRO) -Dutch council of retail -Association of real estate owners -McArthurGlen Designer Outlet Centre Roermond (DOC); -Dutch catering industry association	-Municipality of Roosendaal -Federation of entrepreneurs Roosendaal -McMahon Development Gr. (stable) -Dutch council of retail -Chamber of Commerce West-Brabant -Dutch catering industry association -Small to medium sized enterprises Netherlands -shopkeeper association Roosendaal -real estate owners
Stakeholder support	Low	High	High
Operation capacity	Low	High	High

Table 24 Differences and similarities organization inner-city stakeholders

Organization effectiveness

The centre management organization of Roermond performs well. Over years, the intern organization of the inner-city stakeholders improved by the introduction of a coordination organisation, which represented the interests of the individual retailers and real estate owners. The involvement and proper cooperation between stakeholders is reflected by implementation of different project initiatives, in which the inner-city stakeholders contribute in the financial means.

The study group in Roosendaal is also effective. The effectiveness of this study group is a result of the close collaboration between the stakeholders, during the FOC Rosada development process. The stakeholders were involved in the preparation and the implementation of the action plan to stimulate synergy between both centres. Because the action plan was prepared before the FOC opening, the study group was able to make different agreements with regard to the financial means and responsibilities of the different stakeholders within the implementation process of the action plan and resulted in the project implementation, directly after the opening of the FOC Rosada.

The effectiveness of the centre management organization in Lelystad is relative small. The insufficient effectiveness is caused by a lack of stakeholder involvement and support of the implementation of new initiatives. The following aspects could possibly explain the lack of stakeholder support:

- Decreased attractiveness of the inner-city centre;
- The composition of involved stakeholders;
- The intern organization of involved stakeholders.

The negative attractiveness of the inner-city centre, before the redevelopment, resulted in a sceptical attitude of stakeholders with respect to the effectiveness of these, mostly relative small, non-physics projects, initiated by the centre management. The upgrading process of the inner-city centre could influence the involvement of stakeholders in a positive way.

The centre management of Lelystad includes five stakeholders groups, namely: the municipality, the real estate owners and two shopkeeper associations, but not all inner-city retailers are participating in the shopkeeper associations. This has a restraining effect on the stakeholder support, retailers were not willing to invest in projects, If other inner-city stakeholders, who were not participating within the centre management, take advantages of the projects as well. Furthermore, the inner-city centre of Lelystad is characterized by shattered real estate ownership. However, the intern organization of the real estate owners is limited, because the real estate owners are not united in a coordination organization. This resulted in an incomplete involvement of the real estate owners as well.

The organization of stakeholders does not influence the synergy between a peripheral shopping centres and the inner-city centre, but contributes to the process of increasing the overall attractiveness of inner-city centres.

7.6 Evaluation

The practical research part delivers a clear picture of the factors, which determine and influence the relation between a peripheral shopping centre and an inner-city centre. These factors are visualized in table 38.

Influential factors inner-city centre and peripheral shopping centre	
1.	The attractiveness of the peripheral shopping centre
2.	The physical relation between the peripheral shopping centre and the inner-city centre
3.	The attractiveness of the inner-city centre (basic plus-distinguishing factors)
4.	The attractiveness of the inner-city centre (Plus-Distinguishing factors)
5.	Complementarity between the peripheral shopping centre and the inner-city centres
6.	Implementation of synergy stimulation factors
7.	Organizational capacity of inner-city centre stakeholders (included stakeholders peripheral shopping centre)

Figure 38: Influential factors inner-city centre and peripheral shopping centre

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8 Discussion

The previous chapter sheds some light on the factors, which influence the relation between the factory outlet centres and the inner-city centres in a negative or positive way (paragraph 8.1). In this chapter, the factors and the literature are used to indicate the potential effects and synergy between the large-scale peripheral shopping centre initiatives, called: “Shopping mall AvenTura Brabant” and the inner-city centre of Tilburg (paragraphs 8.2 and 8.3). Paragraph 8.4 is a methodological justification of the method used.



8.1 Influential factors

The practical research part indicates six factors that determine and influence the relation between a large-scale peripheral shopping centre and an inner-city centre. Figure 39, makes the relation between these factors more clearly. The six factors are distinguished into factors, that determine and influence the competition and into factors that determine and influence the synergy between both the peripheral shopping centre and the inner-city centre. Although, the organisation capacity does not determine or influence the competition or synergy directly, the organisation capacity is also assimilated into an influential factors model. This is done because organisation of stakeholders is an important effectiveness factor with respect to the improvement and implementation process of respectively the inner-city centre attractiveness and the synergy stimulation factors.

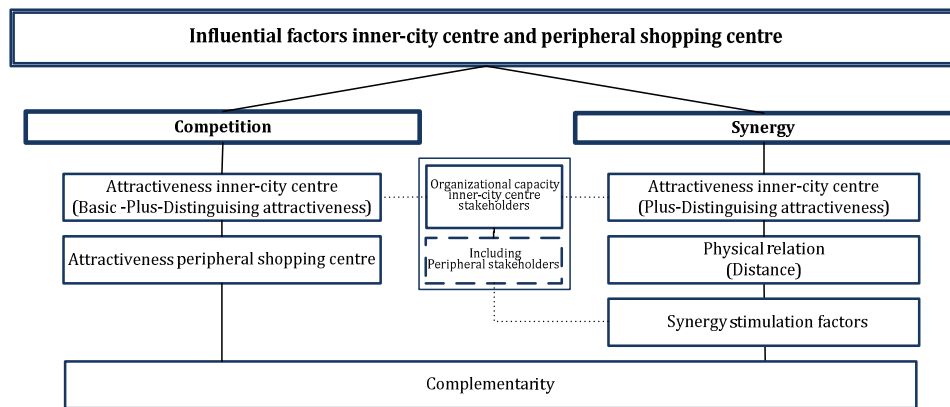


Figure 39: Influential factors Model

Complementarity

Complementarity determines in large extent the competition and the synergy between the peripheral shopping centre and the inner-city centre. Complementarity means that the concept of the peripheral shopping centre must be a proper additional to the retail supply in the same area. The complementarity of the factory outlet centres was guaranteed by different development conditions, such as the complementarity of goods, the exclusion of branches and functions. These conditions made the factory outlet centres complementary to the inner-city centre. Factory outlet centre consumers have a goal and fun-oriented shopping motive and are visiting a factory outlet centre, being aware of the product quality and price, reflected by the visit frequency and catchment area. The complementarity of goods and the execution of large-scale catering facilities stimulate the combination visits between the factory outlet centres and the inner-city centre.

Inner-city attractiveness

In the practical research part is concluded that the basic attractiveness of the inner-city centre must match with the fun-oriented shopping requirements of consumers. This increases the competitiveness of the inner-city centre. However, the basic attractiveness of an inner-city centre is insufficient, to stimulate the synergy. The synergy will increase, if the inner-city centre has a higher attractiveness than the basic attractiveness (plus or distinguishing attractiveness). From theoretical point of view, the inner-city centre attractiveness is an equilibrium between the location qualities, functional and physical

qualities. Beside, the consumer binding and the regional market position of the inner-city centre, a proper measurement instrument to indicate the performance of the inner-city centre within local and regional perspective. The proper plus attractiveness has a positive effect on the attraction of regional consumers and is a clear indication, beside the complementarity, to get more insight in the potential competition and synergy between the peripheral shopping centre and the inner-city centre.

Attractiveness peripheral shopping centre

The attractiveness of the peripheral shopping centre determines the attraction of consumers and has therefore in general effect on the competition with the inner-city centre. The attractiveness of a peripheral shopping centre could be evaluated by using the three attractiveness factors location-, physical- and physical qualities. These attractiveness factors can be evaluated, after the realisation of the peripheral shopping centre by measuring the consumer attraction. The potential attractiveness of the development initiative could be analysed by means of the potential attractiveness level, the interest of market parties, like retailers, investors and the interests of consumers.

Physical relation

The practical research part indicates that a relative small distance stimulates the synergy between both centres. If the distances between both centres increases, it becomes more difficult to take advantage of the large amount of consumers.

Synergy stimulating factors

The four factors discussed, are before the development of the large-scale peripheral shopping centre, measurable or pre-determinable. However, after the development of the factory outlet centres all three case studies took initiatives to stimulate synergy. The package of initiatives is summarized as the synergy stimulating factors and is distinguishable into five different initiatives, namely:

- Collective promotion activities (city branding)
- Improvement of physical relation
- Synchronisation of opening hours
- Organising of events
- City decoration

Organisational capacity inner-city centre stakeholders

The organisational capacity, the organisation, involvement, support and cooperation of inner-city stakeholders, are important factors in the improvement process of the inner-city centre and during the implementation of the synergy stimulating factors. With respect to the implementation of synergy stimulating factors, the involvement of the peripheral shopping centre stakeholders is advisable. However, it must be noticed that the organisation is not a factor that could influence the competition or the synergy between peripheral shopping centres and the inner-city centre directly, but the cooperation and support of stakeholders is an important factor to increase the effectiveness of the improvements and implementation process of the inner-city centre attractiveness.

8.2 Shopping mall AvenTura Brabant

Shopping mall AvenTura Brabant was an initiative of OVG and the MDG Development Group. The objective of this develop initiative was to development the first large-scale shopping mall, after example of the large-scale American shopping malls. The shopping mall AvenTura Brabant had to become a new national attraction in the field of retail and leisure. However, the development initiative failed in July 2009, because of the political dissension within the city council of Tilburg. There was a clear subdivision between municipal parties. On the one hand, political parties were afraid for a negative effect on the inner-city centre and on the other hand, political parties designated the development initiative as an economical stimulus for the city of Tilburg. The dissension within the city council made the decision-making process difficult and increased the ambition to involve the inhabitants of Tilburg, within the decision making process. In July 2009, the inhabitants of Tilburg were able to give their opinion in a referendum, which had a binding outcome. The referendum resulted in the rejection of the shopping mall development in the periphery in Tilburg. 53 percent of the voting inhabitants were against the development of AvenTura Brabant (Volkskrant, 2009). Although, the referendum was the main reason for the rejection, the financial crisis probably influenced the financial feasibility AvenTura Brabant as well.

Although, the development of AvenTura Brabant did not went on, this development initiative is analysed by means of the seven factors discussed in the previous paragraph. This analysis will provide more insight in the potential competition and synergy between AvenTura Brabant and the inner-city centre of Tilburg.

Attractiveness Inner-city centre Tilburg

The inner-city centre of Tilburg has a multifunctional character, with a complete retail supply and a large range of facilities within the culture and art sector. The total retail supply is around the 88.000sqm/sfa subdivided into 7,3 percent daily groceries, 23,4 percent goal-oriented goods and 69,3 percent fun-oriented goods (Locatus, 2009).

The consumer binding of the non-daily groceries sectors (Table 25), indicate that the inner-city centre performs as a fun-oriented shopping centre. The fun-oriented character of the inner-city centre of Tilburg is for instance also reflected by the a proper function mix, large amount of fun-oriented goods, cluster of trend-setting anchor stores, such as the V&D, Hema, Sting, H&M and Zara.

Catchment area Inner-city Tilburg		
	Daily groceries	Non-daily groceries
Consumer binding (%)	41	62
Indexed disposable income	99	98
Primary catchment area	25.972	66.000
Secondary catchment area.	12.442	223.560
Score	Middle	Middle

Table 25: Catchment area Inner-city Tilburg
Source: Locatus, 2009

However, the economical performance of the non-daily groceries sector is strongly dependent on the purchases of local consumers. According to DVH (2009) is the regional market position of the inner-city centre relative small, caused by the compact geographical situation between cities within the province Midden-Brabant. The inner-city

centre of Tilburg is faced with a large competition of surrounding inner-city centres, such as Oisterwijk, Waalwijk and more regional cities like Breda and Den Bosch (BRO, 2007).

The challenge of the inner-city centre of Tilburg is to improve the competitiveness of the inner-city centre in relation to the surrounding inner-city centres. In recent years, the inner-city centre of Tilburg undergoes some new retail developments, but the average consumer evaluation of the inner-city centre (ordinal scale 1 up to 10) decreased between 2007 and 2009 from respectively 6.5 to 5.5 (DHV, 2008; HBD, 2009). Both studies conclude that the quality within the fun-oriented sector is insufficient and has an undistinguishing value in regional perspective. In fact, the basic attractiveness is related to the fun-oriented sector, but the plus attractiveness of the inner-city centre of Tilburg is insufficient in regional perspective.

Attractiveness shopping mall AvenTura Brabant

The branch composition of AvenTura Brabant was distinguished into three shopping clusters (OVG, 2009), namely:

- Lifestyle, sport and toys;
- Media and entertainment;
- Food stores.

The branch cluster lifestyle, sport and leisure is concentrated on the fun-oriented shopping activities with shop formulas, such as fashion, luxury goods and different sport, music, books, toys related formulas. The media and entertainment branch must attract goal-oriented consumers and includes all kind of home related branches, such as home furnishing white and audiovisual goods. Within the daily grocery sector, supermarkets were excluded, but food delicatessens (meat, fish, cheese) were allowed within the centre.

The total selling floor area of AvenTura Brabant would be between the 80.000sqm and 125.000sqm (Gemeente Tilburg, 2009) of which approximately 75 percent is reserved for retail facilities. From the total selling floor area, 80 percent was reserved for fun-oriented branches (lifestyle, sport and toys), 15 percent for goal-oriented branches (media and entertainment) and 5 percent for the daily-oriented sector. Figure 40 shows the segmentation within the three sectors. Beside, the permanent settled retail stores, AvenTura Brabant reserved flexible units for pop-up stores, seasonal shops or event related shops (OVG, 2009).

Overview branch segmentation AvenTura Brabant			
Sector	Segment division (%)		Total (%)
Daily Groceries	Low	0	5
	Middle	1	
	High	4	
Goal-oriented branches	Low	6	15
	Middle	6	
	High	3	
Fun-oriented branches	Low	20	80
	Middle	30	
	High	30	

Figure 40: Overview branch segmentation AvenTura Brabant Source: OVG, 2009

Because of the dimensions and the shop supply of AvenTura Brabant, the period of stay of consumers will be around the 2 á 2,5 hours (DHV, 2008). To enlarge the duration of stay, catering and leisure facilities are from vital importunacy (OVG, 2009). The catering facilities within AvenTura Brabant were distinguished into two types, namely: the catering facilities that had a retail supporting function and the catering facilities, that had a separated function, like clusters of bars and restaurants. Depending on the centre dimension, the total catering facilities supply were determined at minimal 8 percent of the total centre dimension.

Beside, the catering industry, several leisure facilities were presented, like shows, demonstrations; the urban space design within the shopping mall area should stimulate activities like, sporting, walking, biking, picnicking, a wellness resort, a karting track and other in- and outdoor facilities.

Shopping mall AvenTura Brabant was received positive by retailers. In total 53 national and 2 international chain store organizations were interested and able to establish their shop formulas in shopping mall AvenTura Brabant (Gemeente Tilburg, 2009). Consumers are interested as well. The NRW research (Q&A, 2007) indicated that 64 percent of the consumers domiciled in the North-Brabant would visit AvenTura Brabant. In national perspective 30 percent considered to visit shopping mall AvenTura Brabant this would have resulted in five million potential consumers.

Complementarity AvenTura Brabant

The complementarity of the shopping mall AvenTura Brabant is guaranteed by means of four different complementarity conditions, namely:

1. The shops are in the category flagship stores;
2. The shops formulas must be new within the region of Midden-Brabant;
3. The shops are distinguishable in dimension;
4. The shops are distinguishable in assortment.

The complementarity conditions were related to a minimal of 26.967sqm/sfa (DHV, 2008). This means that approximately 25 percent of the shopping mall must match with the four complementarity conditions. Beside, these conditions, the establishment of supermarkets and leisure facilities like: cinemas, casinos were excluded.



Figure 41: Impression AvenTura Brabant
Source: http://www.AvenTurabrabant.nl/images/01_thumb.jpg

Physical relation AvenTura Brabant and Inner-city centre Tilburg

In the beginning of the development initiative, the municipality pointed out four different potential development locations, all situated in the periphery of Tilburg. In 2008, the municipality and the developers did prefer the location at the northern city entrance. This area, a former barrack square, has a total dimension of 60 hectare and offers the possibility for a development of 100.000sqm retail and leisure facilities. Furthermore, the location forms a part of the ecological main structure (EHS) and meets the requirements of the shopping mall concept, to develop a shopping mall within a green environment. Important influential factor, with respect to synergy between peripheral shopping centres and inner-city centres, is the distance between both centres. The preferred location for AvenTura Brabant was approximately seven kilometres out of the inner-city centre of Tilburg.

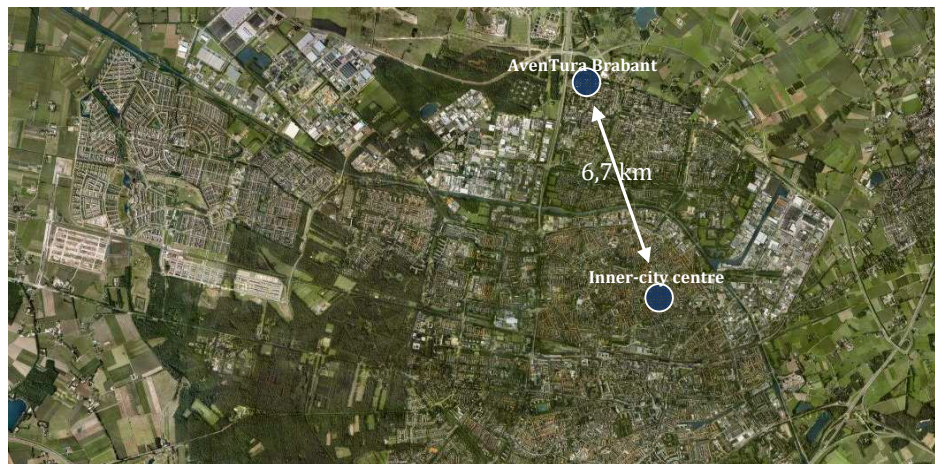


Figure 42: Locations Shopping mall AvenTura Brabant
Source: <http://maps.google.nl>; updated

Synergy stimulating factors

The synergy stimulating factors are related to the exploitation phase of the shopping mall and therefore left open in this study.

Organisational capacity inner-city centre stakeholders

The inner-city centre stakeholders of Tilburg are organised in the centre management organisation called: “Stadskern Tilburg”. The centre management is managed by the executive committee of the municipality and is supported by four clusters of market parties: namely: the cluster inhabitants, the cluster real estate owners, the cluster catering industry and the cluster retail. The organisation has the responsibility of some of the synergy stimulating factors, such as city marketing and the organisation of events. Beside, these activities, the centre management have the objective to increase the involvement of inner-city stakeholders. In 2006, two shopkeeper associations were disbanded by a lack of financial means, a result of a small stakeholder support. At the moment, new shopkeeper organisations are in formation to professionalise the centre management in the future.

8.3 Evaluation

The evaluation discusses the potential competition and the potential synergy between the inner-city centre of Tilburg and AvenTura Brabant.

Shopping Mall AvenTura Brabant versus inner-city centre Tilburg

Shopping mall AvenTura Brabant would become a new attraction in the field of retail and leisure, which must perform within a national catchment area. The NRW research (Q&A, 2007) indicated that 30 percent of the national consumers would consider to visit AvenTura Brabant. The national catchment area is a result of the distinguished attractiveness (centre dimension and retail & leisure supply) of AvenTura Brabant in national perspective guaranteed by the four conditions:

1. the shops are in the category flagship stores;
2. the shops formulas are new within the region of Midden-Brabant;
3. the shops do have a distinguishable dimension;
4. the shops do have distinguishable assortment.

These conditions made the shopping mall concept complementary to the current supply in national and regional perspective. Because the desirable attractiveness level, large amount of fun-related branches, centre dimension and function mix, consumers are willing to travel a longer distance for this kind of retail concentrations. From national point of view, AvenTura Brabant would become the highest layer within the Dutch hierarchic retail structure. In fact, this means, that AvenTura Brabant from national perspective is a proper addition to the retail market.

However, with respect to the inner-city centre of Tilburg, the development shopping mall AvenTura Brabant had resulted in a fierce competition between both centres. The competition is caused by the following two mismatches of the following two influential factors.

First, the complementarity applies in national perspective, but with respect to the inner-city centre of Tilburg, is the negative complementarity. In fact, the complementarity conditions just made the shopping mall more attractive, than the inner-city centre itself. As mentioned, the complementarity conditions were related to approximately 25 percent of the total selling floor area. This means that 75 percent of the AvenTura Brabant shop supply will properly be comparable with shop supply within the inner-city centre in Tilburg. The the shop formulas were never publish in public, but the interest of 53 national and 2 international chain store organizations, to establish their shop formulas in shopping mall AvenTura Brabant (Gemeente Tilburg, 2009), indicates the potential shop supply similarities between AvenTura Brabant and the inner-city centre.

Beside, negative complementarity conditions, the branch segmentation of AvenTura Brabant will stimulate competition between both centres as well. What strikes one most, comparing the branch segmentation of both centres, is the subdivision of the branch segmentation (figure 43). Figure 43 shows that 80 percent of the shop supply is related to the fun-oriented shopping sector. Again, the interest of the 53 national and 2 international chain store organizations, AvenTura Brabant and the inner-city centre of Tilburg would be focusing on the same consumer groups.

Overview branch segmentation		
	AvenTura Brabant	Inner-city centre Tilburg
Daily Groceries (%)	5	7,3
Goal-oriented branches (%)	15	23,4
Fun-oriented branches (%)	80	69,3

Figure 43: overview branch segmentation
Source: OVG,2009; Locatus, 2009

Second, from theoretical point of view the competition between Aventura Brabant and the inner-city centre of Tilburg, which are in local regional perspective oriented on the same potential consumers, is comparable with the regional competition between inner-city centres. At the moment, the inner-city centre of Tilburg has a large local binding percentage, but is faced with a large competition of surrounding inner-city centres, because of the moderate plus attractiveness. The development of Aventura will add a new competitor to the catchment area of the inner-city centre of Tilburg, which has in principle a distinguishing attractiveness. In fact, this will increase the competition for the inner-city centre of Tilburg.

In the regional competition between the inner-city centres, Aventura Brabant could be a distinguishing factor, to attract consumers to Tilburg, but the change that the inner-city centre is able to take advantages of the large consumer attraction is relative low and discussed in the following paragraph.

Synergy Shopping Mall Aventura Brabant and inner-city centre Tilburg

The development of Aventura Brabant could have a positive spin-off effect on the city of Tilburg in general. However, Aventura Brabant will create arge competition with respect to the inner-city centre of Tilburg and the potential synergy between both centres will be relative small because of the following three points.

First, in the practical research part the synergy between the factory outlet centres and the inner-city centres were attempted by means of the complementarity of goods and the limitation of catering facilities within the factory outlet area and made these catering facilities an important motive to visit the inner-city centre as well.

However, within Aventura Brabant, minimal 8 percent of the total centre dimension was reserved for different kind of catering facilities, like bars, cafés and restaurants. The only objective of these facilities was to enlarge the duration of stay within Aventura Brabant. The performance of Aventura Brabant, as multi-functional retail and leisure centre, minimize the potential combination visits with the inner-city centre directly.

Second, the potential synergy between both centres depends of the plus attractiveness of the inner-city centre of Tilburg. At the moment the inner-city centre is faced with an increasing competition of surrounding inner-city centres. Beside, it will become very difficult to attract consumers after improving the attractiveness of the inner-city centre. This has consequences for the effectiveness of the synergy simulating factors as well.

Third, the physical relation between both centres is another negative point in respect to the potential synergy between Aventura Brabant and inner-city centre of Tilburg. The physical relation between both centres is around seven kilometres and creates a barrier in the potential combination visits.

Evaluation

Based on the analysis of both the potential competition and synergy between AvenTura Brabant and the inner-city centre of Tilburg, it is possible to conclude that the development of AvenTura Brabant will in large extent increase the competition on the inner-city centre of Tilburg. Beside, the distinguishing attractiveness of AvenTura Brabant and the moderate plus attractiveness of the inner-city centre of Tilburg will exclude synergy between both centres as well. This means that the development initiative of AvenTura Brabant was extremely harmful for the inner-city centre of Tilburg.

8.4 Methodological justification

This research corroborates the necessity of using the Scoping-model⁴⁶ by analysing the potential competition between an inner-city centre and a large-scale peripheral shopping centre, because the Scoping-model does taken into account the attractiveness of both the inner-city centre and the attractiveness of the new retail facilities.

During the initiative phase of AvenTura Brabant some consultancy firms were appointed to analysis the potential competition of AvenTura Brabant. Because, this research emphasized the impotency of the qualitative condition of both the inner-city centre and peripheral shopping centre, it is interesting to gain more insight in the methodology of both the impact analysis of EIM (2008) and the impact analysis of DHV (2008).

Impact study EIM

The impact analysis of the EIM-study is based on the DPO-model. The impact study indicated the potential impact primary, by means of quantitative variable, such as consumer flow within the regional catchment area, potential pattern of spending within the AvenTura Brabant, which is based on the centre dimension and the branch segmentation of AvenTura Brabant. The EIM-study study does not take the overall attractiveness of the inner-city centre into account, but only the current branch segmentation and the future developments within the inner-city centres, to indicate the potential drop in sales.

Impact study DHV

The study of DHV is based on the DPO-model as well, but the study is supported by means of the Scoping-model. The DHV study inventories the potential effect of AvenTura Brabant taken into account the inner-city centre attractiveness, the attractiveness and complementarity of AvenTura Brabant.

In contrast with EIM-study, the DHV-study does take the overall attractiveness of the inner-city centres into account. The study does not only look at the branch segmentation of run-, goal- and fun-oriented. but the inner-city centre attractiveness is evaluated by means of for instance the overall retail supply, function mix, amount of anchor stores, atmosphere, ambiance and accessibility. A correction factor between 0,5 and 1,5 reflects the inner-city centre attractiveness and made attractiveness measurable and usable for their arithmetic model. Beside, the study takes the future autonomous developments and the physical development and projects within the inner-city centres until 2013 into account.

⁴⁶ Paragraph 2.3 provides more insight in the effect measuring models

The attractiveness of AvenTura Brabant was subdivided into six different scenarios, to indicate the most suitable centre dimension within the current regional retail supply. The attractiveness is determined by means of the centre dimension, branch segmentation and function mix. Because, the distinguishing attractiveness and the complementarity, the attractiveness of AvenTura Brabant is reflected by a correction factor of 1,5. Because, the average correction factor of Dutch inner-cities between the 1,1 and 1,3, the correction factor of 1,5 made the attractiveness of AvenTura Brabant in standard more attractive. The DHV-study does only analysis the potential competition and does not taken into account the potential synergy between AvenTura and the inner-city centres. The study assumed that shopping malls like AvenTura Brabant does not create synergy between other retail facilities.

Evaluation

Both impact studies conclude a negative effect on the inner-city centre of Tilburg. However, the EIM study indicates an overall drop of sale between the 6,6% tot 8,2% and DHV indicates a overall drop of sale of 11 % and 16 % percent by a centre dimension between the 80.000 and 125.000sqm. Unfortunately, it is not possible to point out a causal connection between the different outcomes and the use of the DPO-model and the Scoping Model, but with respect to the findings of these researches, the outcomes of the DHV study are more reliable, because this research does take the overall attractiveness of both centres into account. However, the proportion of between the inner-city centre attractiveness rating and the AvenTura Brabant attractiveness is debatable, but the method used is advisable for future development initiatives of large-scale peripheral shopping centres.

The Regional Retail Derby

9 Conclusions and recommendations

This last chapter draws the overall conclusions of this research. First paragraph 9.1 will answer the operational sub questions and paragraph 9.2 will give the answer on the main question of this research. The last paragraph, paragraph 9.3, gives recommendations with respect to the results of this research.



9.1 Conclusion

The background of this research was the potential competition of the Dutch inner-city centres, caused by the development initiatives of new large-scale peripheral shopping centres. To indicate the opportunities of these large-scale peripheral initiatives, this research has analysed the factors, which influence the relation between the large-scale peripheral shopping centres and the inner-city centre.

The main research question was:

Which factors influence the relation between inner-city centre and large-scale peripheral shopping centre in the same area, and what does this mean for the development initiative of the shopping mall in Tilburg?

Before the main research question is answered, the outcome of the operational sub questions will be discussed. The factors, that influence the relation between inner-city centre and large-scale peripheral shopping centres are summarised per sub question. The operational sub questions were:

1. What are the characteristics of Dutch inner-city centres and the Dutch retail market? (introduction)
2. What determines the attractiveness of inner-city centres?
3. What kind of effects had the large-scale shopping centre on the inner-city centre?
4. Which stakeholders were involved during the development process of the large-scale peripheral shopping centre, and who?
5. What kinds of conditions were made during the development process of the large-scale shopping centre with respect to the potential effects on the inner-city centre?
6. Which attractiveness factors were adapted after the realisation of the large-scale shopping centre?
7. Which stakeholders were involved by the improvement process of the inner-city centre, and how were they organised?

Inner-city centre attractiveness

From a theoretical point of view the inner-city centre attractiveness must match the consumer requirements interrelated to their fun-oriented shopping activities. Related to the city-centre attractiveness, the literature (Drezner 1998; Arnold & Reynolds 2003; Wakefield 1998; Stoel, Wickliffe & Lee, 2003), distinguish three different attractiveness qualities, namely: the location quality, the functional quality physical quality. The attractiveness is subdivided into three attractiveness levels (De Lange, 2005): basic attractiveness, plus attractiveness and distinguishing attractiveness. The basic attractiveness must be adequate to guarantee the economical performance and function of the shopping centre. The plus attractiveness is the superlative degree of the basic attractiveness and the distinguishing attractiveness factors are mostly incomparable facilities or atmospheres within the inner-city centre. Both the plus and distinguishing attractiveness will increase the competitiveness of the inner-city centre.

Beside, the cooperation, and organisation of inner-city centre stakeholders became an important aspect, within the attractiveness improvement process. To stimulate the involvement of stakeholders, the concept centre management is introduced. Centre management lead to direct and short communication lines, long-term cooperation between stakeholders, clear overview stakeholder interest and integral implementation possibility (Segeren, 1998; Seip 1998).

Inner-city centres versus peripheral shopping centres

The practical research part concludes that the effects on the inner-city centre are distinguishable into negative effects (competition) and positive effect (synergy).

All three inner-city centres faced a negative effect, but were mutually divergent. The most competition was measured in the inner-city centre of Lelystad. The market position of the branches, which were presented both in the inner-city centre and in the FOC Batavia Stad, decreased with approximately 13,5 percent. The competition in Roermond and Roosendaal was relative small comprised to Lelystad. In Roermond, small-scale shopkeepers, were faced with a five percent drop of sale. The competition in Roosendaal was relative small, because of the moderate performance of FOC Rosada. The performance of FOC Rosada, was caused by the moderate attractiveness, small amount of well-known brands and the vacancy rate of 12 percent, of FOC Rosada.

With regard to the synergy between both centres, the inner-city centre of Lelystad was not able to stimulate the combination visit. The inner-city centre of Roosendaal, takes advantage of FOC Rosada this is reflected by a combination visit of approximately ten percent. In general, the development of DOC Roermond had a positive spin-off effect on the image of Roermond as shopping city and the inner-city centre of Roermond is takes advantage with a combination percentage of 40 percent. The large amount of combination visits is a result of the attractiveness of the inner-city centre of Roermond and the relative short physical relation (0.5KM) between DOC Roermond and the inner-city centre.

Influential factors inner-city centre and peripheral shopping centre (1)	
1.	The attractiveness of the peripheral shopping centre
2.	The physical relation between the peripheral shopping centre and the inner-city centre

Table 26: Influential factors inner-city centre and peripheral shopping centre (1)

Development process peripheral shopping centres

The stakeholders, which were involved with respect to the potential competition on the inner-city centre, were the municipality, the developer of the factory outlet centre and the inner-city stakeholders, such as the retailers, catering industry, real estate owners and/or trade organisations. However, the practical research part shows a dissimilar involvement and relation between stakeholders during the three development processes. In Lelystad and Roermond inner-city stakeholders were actively involved during the development process, but were not able to influence the development conditions. The involvement of inner-city centre stakeholders resulted in an intention agreement between the inner-city centre stakeholders and the factory outlet centres. Both parties agreed a future cooperation to stimulate the synergy between both centres, after completion. The cooperation in Roermond succeeded, but the cooperation in Lelystad failed. The municipality of Roosendaal took advantage of these experiences. The inner-city centre stakeholders were directly actively involved of the begin of the FOC development process. They were closely involved during the preparation of the development conditions and the action plan to stimulate the synergy between both centres. The direct active involved stakeholders improved the effectively of stakeholders

support and were beneficial with respect to the implementation of the synergy-stimulating factors.

Development conditions to protect the inner-city centre

The municipalities draw up different development conditions to guarantee the complementarity between the factory outlet centres and the inner-city centre. Complementarity means that the peripheral shopping centre concept is an addition to the retail market and with respect to the potential competition with the inner-city centre. The complementarity of the factory outlet centres was primary related to the inner-city centre. The complementarity conditions created two different shopping motives. The practical research part concludes that consumers are visiting the factory outlet centre primary in large extent for purchasing goods, while consumers are being aware of the factory outlet concept.

Because the complementarity condition includes the limitation and the exclusion of branches and facilities, the complementarity did also stimulate the synergy between the factory outlet centres and the inner-city centre.

Influential factors inner-city centre and peripheral shopping centre (2)	
3.	Complementarity between the peripheral shopping centre and the inner-city centre

Table 27: Influential factors inner-city centre and peripheral shopping centre (2)

Inner-city centre improvements

The practical research part concludes that the competition and synergy are depending on the attractiveness of the inner-city centre. With respect to the inner-city performance, the inner-city centre must perform like a fun-oriented shopping centre. The necessity of the fun-oriented attractiveness is obviously linked to the complementarity as well. If the basic attractiveness of an inner-city centre does not function as a fun-oriented centre, this will have a negative effect on the competitiveness of the inner-city centre and potential synergy between both centres. Therefore, the addition or improvements of attractiveness factors are strongly related to the current attractiveness level of the inner-city centre. For example, the inner-city centres of Lelystad did not perform as a fun-oriented shopping centre, because of the low-quality of the basic attractiveness (factors). The low-quality of the basic attractiveness did result in a large competition of the factory outlet centre. To improve the inner-city centre attractiveness, the inner-city centre of Lelystad undergoes a large-scale redevelopment plan. The objective of the redevelopment improved the basic attractiveness of the inner-city centre, such as the branch segmentation, routing, function mix and the addition of new anchor stores.

The basic attractiveness of the inner-city centre is a necessary condition to minimize the competition with respect to a factory outlet centre. However, the completeness of the basic attractiveness is not sufficient to stimulate the synergy. The synergy between both centres is in large extent related to the plus attractiveness of the inner-city centre. For example, synergy in Roermond is not only related to the retail market, but for a large extent related to other facilities, like the catering industry and the overall atmosphere. The attractiveness improvement of the inner-city centre of Roermond, which functions as a fun-oriented shopping mall already, was not related to the basic attractiveness. Instead, it was related to improvement the plus attractiveness of the inner-city centre. For instance, restricting of traffic in the city centre and the reposition of anchors stores must

improve the routing within the inner-city centre of Roermond, and the adaption of new leisure facilities and atmosphere increasing project.

Roosendaal has a fun-oriented inner-city centre, but is faced with the competition of surrounding inner-city centres. The inner-city centre has a large local binding, but the attraction of regional consumers is relative low and reflects the (plus) attractiveness of the inner-city centre in regional perspective. This could also explain the combination visit between FOC Rosada and the inner-city centre. The improvements of the inner-city centre are relate to improve the basic factors into plus attractiveness factors, for instance by the development of new parking places to stimulate new retail developments and the repositions of anchor stores, to create a well-balanced function mix within the inner-city centre.

The three inner-city centres introduced different initiatives to stimulate the synergy between the factory outlet centre and the inner-city centre. These synergy-stimulating factors are subdivided into five factors: collective promotion activities (city branding), improvements in physical relation, synchronisation of opening hours, organisation of events and city decoration. These factors are also plus attractiveness factors, but in relation to this research, these factors were used to stimulate the synergy between both centres.

Influential factors inner-city centre and peripheral shopping centre (3)	
4	The attractiveness of the inner-city centre (basic - plus-distinguishing attractiveness)
5.	The attractiveness of the inner-city centre (plus-distinguishing attractiveness)
6.	Implementation synergy stimulation factors

Table 28: Influential factors inner-city centre and peripheral shopping centre (3)

Inner-city centre improvements and stakeholders involvement

The improvement process of the basic and plus attractiveness is a collaboration of different stakeholders, in which the municipality has a pulling function. The practical research part concludes that the involvement of inner-city centre stakeholders is important by the implementation of the synergy-stimulating factors. To promote the cooperation between stakeholders, the stakeholders were in Lelystad and Roermond organised in a centre management organization and in Roosendaal organized in an organisation established to implement the synergy-stimulation factors. However, the effectiveness of the organisations was dissimilar with respect to the implementation process.

Both the organisation in Roermond and Roosendaal were successful with respect to implementation of the synergy stimulating factors. The difference between both organisations is the stakeholder involvement. Stakeholder involvement in Roermond, is a result of the long-term cooperation between stakeholders, the intern organisation of stakeholders and the involvement of the stakeholders of the DOC Roermond. The stakeholder involvement in Roosendaal is a result of agreements between stakeholders, during the development process of FOC Rosada, with respect to “plan of action synergy FOC Rosada -> inner-city centre Roosendaal”.

According to Boekema (1998) the complexity of the decision-making process will increase, if the number of stakeholders, in the organisation, increase. A large amount of consumers will increase the possibility of an integral approach. However, the lack of stakeholders had a negative effect on the implementation of synergy stimulating factors by the centre management organisation of Lelystad repeatedly. The lack of stakeholders involved and stakeholder support is a result of the decreased inner-city centre attractiveness, the composition of stakeholders involved the moderate intern organization of stakeholders.

The practical research parts confirm the necessity of a proper stakeholder organisation. Involvement, by the improving process of the inner-city centre and is this particular situation the implementation of the synergy stimulating factors. Beside the organisation of inner-city centre stakeholders, the practical research part concludes that the involvement of the peripheral shopping centre stakeholders is a necessary condition to improve the effectiveness of long-term relationship.

It must be noticed that the organisation is not a factor which could influence the competition or the synergy between peripheral shopping centre and the inner-city centre directly. However the cooperation and support of stakeholders is an important factor to increase the effectiveness of the improvement process of the inner-city centre attractiveness and the implementation process of the synergy stimulation factors.

Influential factors inner-city centre and peripheral shopping centre (4)	
7.	Organizational capacity inner-city centre stakeholders (included stakeholders peripheral shopping centre)

Table 29: Influential factors inner-city centre and peripheral shopping centre (4)

9.2 Main research question

After answering the sub questions, the first part of the main question is answered. Figure 44, visualizes the seven factors distinguished in competition and synergy factors.

Which factors influence the relation between inner-city centre and large-scale peripheral shopping centre in the same area, and what does this mean for the development initiative of the shopping mall in Tilburg?

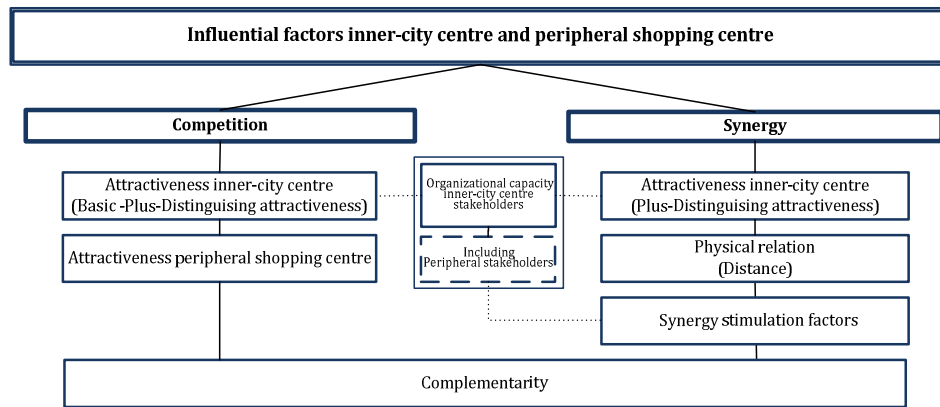


Figure 44: Influential Factors Model

Based on the model of figure 44, the second part of the main research question is answered.

Which factors influence the relation between inner-city centre and large-scale peripheral shopping centre in the same area, and what does this mean for potential development initiative of the shopping mall in Tilburg?

The development initiative of AvenTura Brabant in the periphery of Tilburg is analysed on the seven factors pointed out in figure 44. Based on the current attractiveness of the inner-city centre of Tilburg, the potential attractiveness of AvenTura Brabant and the complementarity between both centres, this research could conclude that the AvenTura Brabant development would have led to an enormous competition for the inner-city centre of Tilburg. This conclusion is the result of the distinguishing attractiveness of AvenTura Brabant and the (negative) complementarity of AvenTura Brabant, with respect to the inner-city centre of Tilburg. AvenTura Brabant will have the same functions as the shopping facilities in the inner-city centre. Both shopping centres are primary focussed on the fun-oriented consumers. The comparable consumer group will theoretical lead to an enormous competition between both centres. Because the inner-city centre of Tilburg is faced with an increasing competition of surrounding city centres, the attractiveness of these surrounding city centres became a proper standard to indicate the consumer requirements for the fun-oriented shopping motives. The development of AvenTura Brabant will increase the fun-oriental attractiveness standard for the inner-city centre of Tilburg. Due to the distinguishing attractiveness of AvenTura Brabant and the negative enlargement possibilities within the inner-city centre of Tilburg, the centre will be faced with an unfair competition. The imbalanced attractiveness and complementarity between AvenTura Brabant and the inner-city centre of Tilburg and the physical relation between both centres, will exclude synergy between both centres.

9.3 Recommendations

Based on the conclusion, this paragraph will point out several recommendations. The recommendations are formulated in a broad scope regarding the future development initiatives of large-scale peripheral shopping centres.

- The impact analysis of development initiatives, must always take both the inner-city centre attractiveness, the attractiveness of the peripheral shopping centre and the complementarity between both shopping centres into account. The use of Scoping-model, next to the DPO-model, is advisable. Because this method takes both the attractiveness of the current retail facilities and the attractiveness of the development initiatives into account.
- Related to the attractiveness of the inner-city centre, the basic attractiveness of an inner-city centre must always match the consumer requirements and their fun-oriented shopping motives. If the inner-city centre does not function as a fun-oriented shopping centre, the municipality must avoid potential large-scale peripheral shopping centres development.
- The potential competition and synergy are in the initiative phase of the development in large extent foreseeable and manageable development agreements, with respect to the peripheral centre attractiveness and the complementarity between both centres. These factors are the steering possibilities, in the initiative phase of the potential development. These factors can minimize the competition.
- Beside, analysing the potential effects of the development initiatives, an analysis with respect to the organisational capacity of the inner-city centre stakeholders is advisable. An analysis related to the organisational capacity of the inner-city centre stakeholders will give more insight in the future cooperation possibilities between inner-city centre stakeholders and the peripheral stakeholders. Although, the organisational capacity depends on the qualitative condition of the inner-city centre, stimulate the cooperation between the inner-city centre stakeholders must be a general objective of all inner-city centres.
- To stimulate future cooperation between the inner-city centre stakeholders and peripheral stakeholders, involvement of inner-city centre stakeholders is essential in the early phase of the development process.
- In general, the development of large-scale peripheral shopping centres in the Dutch retail structure has consequences for the current retail supply. Therefore, a comparative assessment must be made with respect to the added value of large-scale peripheral shopping centres, such as AvenTura Brabant, to the Dutch retail structure.

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The Regional Retail Derby

Appendix

- Appendix A: English Summery
- Appendix B: Dutch Summery

Appendix A: English summery

Introduction

In recent years, the Dutch retail market is faced with a large range of social- economical and political developments. These developments introduced the first peripheral shopping facilities in the Dutch retail market. After the introduction of the PDV/GDV locations, initiatives were taken for the development of new large-scale peripheral shopping centres after the American shopping malls. A remarkable aspect of the large-scale shopping centres is the historical evidence. The large-scale shopping centres are able to disorganize the current retail facilities within the same area (Cohen, 1996; Evers, 2005).

The most actual development initiative was the shopping mall AvenTura Brabant. In 2008, the developer consortium OVG and the MDG Development group took the initiative for a new national attraction in the field of retail and leisure of 80.000sqm – 1250.000sqm in the periphery of Tilburg. Taken the possible effects on the inner-city centre of Tilburg into account, this research made an inventory of the factors, that influence the relation between a inner-city centre and a large-scale peripheral shopping centre. Furthermore, this research provides insight in the way inner-city centres improved their attractiveness to influence the relation between the inner-city centre and the peripheral shopping centre.

The following research question was formulated:

Which factors influence the relation between inner-city centre and large-scale peripheral shopping centre in the same area, and what does this mean for the shopping mall initiative in Tilburg?

Methodology

The first part of the research question is answered by a theoretical and practical research part. The practical research part includes case studies of three Dutch inner-city centres, which are faced with the development of a large-scale peripheral shopping centre, namely:

5. Inner-city centre Lelystad Versus Factory Outlet Centre Batavia Stad;
6. Inner-city centre Roermond Versus Designer Outlet Centre Roermond;
7. Inner-city centre Roosendaal Versus Factory Outlet Centre Rosada.

Inner-city centre versus Factory Outlet Centres

The practical and theoretical research part indicate two different effects, namely: competition and synergy (Walen, 2008). The competition is reflected by the decreasing market position and the number of combination visits between the peripheral shopping centres and the inner-city centre reflects the synergy. The effects of the three case studies are pointed out in more detailed.

The inner-city centre of Lelystad faced a large competition from the FOC Batavia Stad development and is reflected by a decreased market position of nine percent within seven years. There was no synergy between FOC Batavia Stad and the inner-city centre of Lelystad. The effects on the inner-city centre of Roermond were relatively small.

Especially in the first exploitation years of DOC Roermond, small-scale local shopkeepers, related to the fashion and sport branches, faced a five percent decrease of sale. In general, DOC Roermond had a positive spin-off effect on the image of Roermond as shopping city.

The positive spin-off effect became noticeable by analyzing the regional market position of Roermond. The inner-city centre also takes advantage of the large amount of consumers attracted by DOC Roermond. The combination visits percentage, between DOC Roermond and the inner-city centre, is approx 40 percent. The effects in Roosendaal are in certain way similar to the effects in Roermond. FOC Rosada did not influence the economical performance of the inner-city centre of Roosendaal and almost 10 percent of the FOC visitors are visiting the inner-city centre as well.

Influential factors

The effect analysis was the starting point to inventory the factors, which influence the relation between the peripheral shopping centre and the inner-city centre.

The practical research part indicates six factors, which determine and influence the relation between a large-scale peripheral shopping centre and an inner-city centre. The six factors are distinguished into factors, which determine and influence the competition and into factors, which determine and influence the synergy between both the peripheral shopping centre and the inner-city centre (figure 1). Although, the organisation capacity does not determine or influence the competition or synergy directly, the organisation capacity is also assimilated into an influential factors model. This is done because organisation of stakeholders is an important effectiveness factor with respect to the improvement and implementation process of respectively the inner-city centre attractiveness and the synergy stimulation factors.

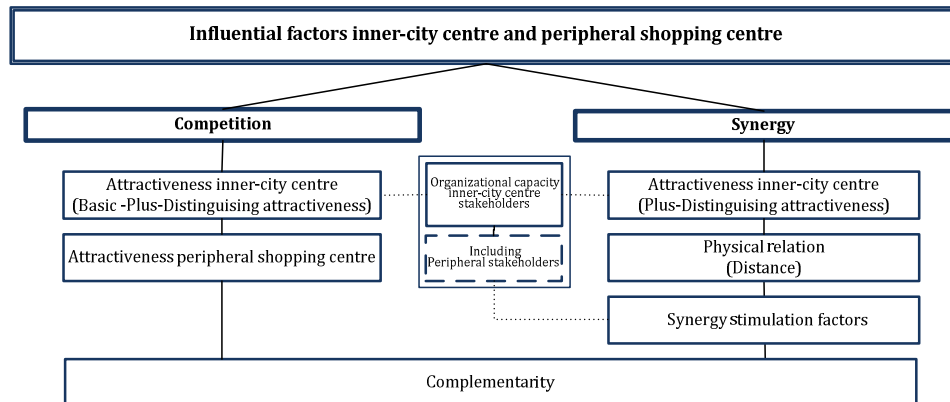


Figure 45: Model Influential factors

Complementarity

Complementarity determines the competition and synergy in large extent between the peripheral shopping centre and the inner-city centre. Complementarity means that the concept of the peripheral shopping centre must be a proper additional to the current retail supply in the same area. The complementarity minimizes the competition between both centres. The complementarity of the factory outlet centres are guaranteed by selling complementary goods, the exclusion of branches and functions, like large-scale catering facilities. The execution of large-scale catering facilities stimulates the combination visits between the factory outlet centres and the inner-city centre.

Inner-city centre attractiveness

The practical research part concludes that not only the complementarity, but also the inner-city centre attractiveness, determines the competition and synergy between both centres in large extent. From theoretical point of view, the inner-city centre attractiveness is an equilibrium between the location qualities, functional qualities and physical qualities (Drezner 1998; Arnold & Reynolds 2003; Wakefield 1998; Stoel, Wickliffe & Lee, 2003). The attractiveness is subdivided into three attractiveness levels (De Lange, 2005) namely: basis attractiveness, plus attractiveness and distinguishing attractiveness. The basis attractiveness must be adequate to guarantee the economical performance and function of the shopping centre. The plus attractiveness is the superlative degree of the basis attractiveness and the distinguishing attractiveness are mostly incomparable facilities or atmospheres within the inner-city centre. Both the plus and distinguishing attractiveness increase the competitiveness of the inner-city centre.

The basis attractiveness of the inner-city centre must match the fun-oriented shopping requirements of consumers. The basis attractiveness of an inner-city centre is insufficient to stimulate the synergy. The synergy will increase, if the inner-city centre has a higher attractiveness than the basic attractiveness.

Attractiveness peripheral shopping centre

The attractiveness of the peripheral shopping centre determines the attraction of consumers and has therefore in general effect on the competition with the inner-city centre. The attractiveness of a peripheral shopping centre could be evaluated by the combination of the three attractiveness factors, namely: location qualities, functional qualities and physical qualities.

Physical relation

The practical research part indicates that a relative small distance stimulates the synergy between the peripheral shopping centre and the inner-city centre. It is impossible to point out a maximal distance, but the case studies of Lelystad and Roosendaal conclude that the average distance of 3,5 kilometre creates a physical barrier, to visit the inner-city centre as well.

Synergy stimulating factors

The four factors discussed are before the development of the large-scale peripheral shopping centre, measurable or manageable. However, after the development of the factory outlet centres all three case studies did take initiative to stimulate the synergy between both centres. The package of initiatives is summarized as the synergy stimulating factors and distinguished into five different initiatives, namely:

- Collective promotion activities (city branding)
- Improvement physical relation
- Synchronisation opening hours
- Organisation of events
- City decoration

Organisational capacity inner-city centre.

The practical research part concludes that the involvement of inner-city centre stakeholders is important by the implementation of the synergy-stimulating factors and the improvement process of the inner-city centre. The organisational capacity of the inner-city stakeholders, starts with the organisation of stakeholders. The cooperation of

stakeholders in both Lelystad and Roermond were organised by a centre management organization. The municipality of Roosendaal establish a study group Synergy FOC Rocada -> inner-city centre". This study group has the objective to stimulate the synergy between FOC Rosada and the inner-city centre. Beside, the cooperation of the inner-city centre stakeholders, the involvement of the peripheral shopping centre stakeholders in the organization is advisable.

It must be noticed that the organisation is not a factor which could influence the competition or the synergy between peripheral shopping centre and the inner-city centre directly, but the cooperation and support of stakeholders is an important factor to increase the effectiveness of the improvement and implementation process of the inner-city centre attractiveness.

Conclusion

Although, the development of AvenTura Brabant did not went on, this development initiative is analysed by the seven factors discussed. This analyse provides more insight in the potential competition and synergy between AvenTura Brabant and the inner-city centre of Tilburg.

Which factors influence the relation between inner-city centre and large-scale peripheral shopping centre in the same area, and what does this mean for the shopping mall initiative in Tilburg?

Based on the analysis, this research concludes that the development of AvenTura Brabant increases the competition on the inner-city centre of Tilburg in large extent. Because, the distinguishing attractiveness of AvenTura Brabant, the moderate plus attractiveness of the inner-city centre of Tilburg, the negative complementarity and the relative large distance between both centres exclude also the synergy between both centres. This makes the development initiative of AvenTura Brabant extremely harmful for the inner-city centre of Tilburg.

Recommendations

These are some recommendations of this research:

- In general, the development of large-scale peripheral shopping centres in the Dutch retail structure has consequences for the current retail supply. Therefore, a comparative assessment must be made with respect to the added value of large-scale peripheral shopping centres, such as AvenTura Brabant, to the Dutch retail structure.
- The impact analysis of development initiatives, must always take both the inner-city centre attractiveness, the attractiveness of the peripheral shopping centre and the complementarity between both shopping centres into account. The use of Scoping-model, next to the DPO-model, is advisable. Because this method takes both the attractiveness of the current retail facilities and the attractiveness of the development initiatives into account.

- Beside, analysing the potential effects of the development initiatives, an analysis with respect to the organisational capacity of the inner-city centre stakeholders is advisable. An analysis related to the organisational capacity of the inner-city centre stakeholders will give more insight in the future cooperation possibilities between inner-city centre stakeholders and the peripheral stakeholders. Although, the organisational capacity depends on the qualitative condition of the inner-city centre, stimulate the cooperation between the inner-city centre stakeholders must be a general objective of all inner-city centres.

Appendix B: Dutch summery

Aanleiding

De Nederlandse detailhandel is de afgelopen jaren sterk veranderd. Door sociale-economische en politieke ontwikkelingen is de vraag naar perifere grootschalige winkelveorzieningen sterk gestegen. Na de introductie van de zogeheten PDV/GDV locaties, worden er in Nederland ontwikkelingsinitiatieven genomen voor de ontwikkeling van grootschalige perifere winkelveorzieningen, naar voorbeeld van de Amerikaanse shopping malls.

De ontwikkelingsinitiatieven van deze grootschalige winkelveorzieningen aan de rand van de stad is opvallend te noemen, omdat uit ervaring blijkt dat dit type winkelveorzieningen kan leiden tot ernstige ontwrichting van de bestaande winkelstructuur (Cohen, 1996, Evers, 2005). Een recent ontwikkelingsinitiatief was het initiatief van de ontwikkelaarcombinatie OVG en de MDG development group. Deze ontwikkelingscombinatie heeft getracht in de periferie van Tilburg een grootschalig shopping mall, van 80.000m² - 125.000m², te ontwikkelen. Het "AvenTura Brabant" zou de nationale attractie moeten worden op het gebied van retail en leisure. Rekening houdend met de mogelijke effecten op de binnenstad, is dit onderzoek dieper ingegaan op de factoren welke de relatie tussen de binnenstad en de in de periferie gelegen grootschalige winkelveorziening beïnvloed. Daarnaast is onderzocht op welke manier een binnenstad dient te anticiperen op een soortgelijke ontwikkeling. Aan de hand van deze doelstelling is de volgende onderzoeksvraag geformuleerd:

Welke factoren beïnvloeden de relatie tussen een binnenstad en in de periferie gelegen grootschalige winkelveorziening en wat betekent dit voor het ontwikkelinginitiatief in Tilburg.

Methodologie

De eerste deel van de onderzoeksvraag is aan de hand van een theoretisch en praktisch onderzoeksdeel geanalyseerd. Het praktische onderzoekdeel omvat drie casestudies van drie Nederlandse binnensteden, welke in het verleden te maken hebben gekregen met de ontwikkeling van een grootschalige in de periferie gelegen winkelveorziening. De drie casestudies zijn:

- 1) de binnenstad van Lelystad versus Factory Outlet Centre Batavia;
- 2) de binnenstad van Roermond versus Designer Outlet Centre Roermond;
- 3) de binnenstad van Roosendaal versus Factory Outlet Centre Rosada.

Binnenstad versus Factory Outlet Centres

Uit het onderzoek blijkt dat er twee verschillende effecten kunnen optreden, benoemd als concurrentie en synergie. De concurrentie wordt weergegeven middels een dalende marktpositie en synergie middels het aantal consumenten welke tevens de binnenstad bezoeken na het bezoek aan de Factory Outlet Centre. De effecten van de drie casestudies zijn hieronder weergegeven.

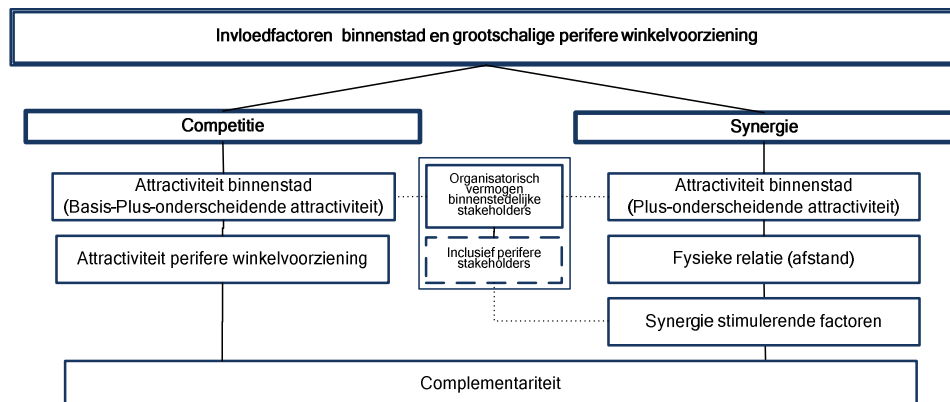
De binnenstad van Lelystad heeft grote concurrentie ondervonden door de FOC ontwikkeling. De marktpositie daalde ongeveer 9 procent. Daarnaast vond er geen synergie plaats tussen FOC Batavia Stad en de binnenstad van Lelystad.

De situatie in Roermond kan worden omschreven als relatief klein in vergelijking met de effecten in Lelystad. Alleen in de eerste exploitatie jaren, zijn in het bijzonder

kleinschalige winkeliers, in de mode- en sportbranche, getroffen. In het algemeen, heeft DOC Roermond een positief effect op het winkelimage van Roermond, waarvan de binnenstad, met een combinatiebezoek van 40 procent, weet te profiteren, De effecten in Roosendaal zijn vergelijkbaar met Roermond. FOC Rosada had geen economische gevolgen voor de binnenstad van Roosendaal. Wel bezoekt ongeveer tien procent van de FOC Rosada bezoekers tevens de binnenstad van Roosendaal.

Invloedfactoren

Op basis van deze effectgegevens is onderzocht welke factoren van invloed zijn, op enerzijds de concurrentie en anderzijds de synergie tussen beide winkelvoorzieningen. Uit het onderzoek blijkt dat er zes factoren zijn die direct de concurrentie en/of synergie tussen beide winkelvoorzieningen bepalen. Figuur 1 geeft schematisch de invloedfactoren weer. Naast de zes invloedfactoren wordt ook het organisatorisch vermogen van de binnenstedelijke stakeholders weergegeven, omdat dit in grote mate indirect invloed heeft op de attractiviteit van de binnenstad en het implementatieproces van de synergie stimulerende factoren. De factoren worden individueel kort besproken.



Figuur 1: Model Invloedfactoren

Complementariteit

De complementariteit beïnvloedt zowel de mate van concurrentie als synergie. De complementariteit zorgt ervoor in de basis de nieuw te ontwikkelen winkelvoorziening een aanvulling is op de huidige winkelvoorzieningen, Hierdoor wordt in de basis de concurrentie tussen beide winkelgebieden verkleind. De complementariteit van de drie factory outlet centres werd gegarandeerd door het complementaire aanbod en het uitsluiten van branches en functies, zoals grootschalige horeca. Door deze ontwikkelingscondities zijn factory outlet centres complementaire met de binnenstad. De consument bezoekt een factory outlet centre voor het specifiek aankopen van goederen, waarbij consumenten bewust zijn van de prijs/kwaliteit verhouding. De bezoekersmotivatie is ook weerspiegeld door het regionale catchment area en de bezoekersfrequentie.

Door het uitsluiten van grootschalige horeca voorzieningen wordt een combinatiebezoek met de binnenstad extra gestimuleerd.

Attractiviteit van de binnenstad

Uit de casestudies blijkt dat niet alleen de complementariteit, maar ook de attractiviteit van de binnenstad mede bepalend is voor de mate van concurrentie en synergie. Vanuit theoretisch perspectief wordt de attractiviteit van een binnenstad bepaald door drie verschillende attractiviteitsfactoren, namelijk: de locatiekwaliteiten, de functionele kwaliteiten en de fysieke kwaliteiten (Drezner 1998; Arnold & Reynolds 2003; Wakefield 1998; Stoel, Wickliffe & Lee, 2003). Deze drie kwaliteiten omvatten onder andere de bereikbaarheid, parkeerfaciliteiten, winkelaanbod, functie mix en de atmosfeer. Volgens De Lange (2005) kan de attractiviteit worden verdeeld in drie attractiviteitsniveaus, namelijk de basisattractiviteit, de plusattractiviteit en het onderscheidend vermogen. De basis attractiviteit moet matchen met de functie van het desbetreffende winkelcentrum binnen de detailhandelstructuur. Ten aanzien van de Nederlandse binnensteden, betekent dit dat de basisattractiviteit moet matchen met de consumentenbehoefte gekoppeld aan de recreatieve winkelbehoefte. De plusattractiviteit is een superlatief van de basisattractiviteit en verhoogt het concurrentievermogen van het winkelcentrum ten opzicht van omliggende binnensteden. Een binnenstad met een onderscheidend vermogen profileert zich door een onderscheidend element, zoals atmosfeer of functie.

Uit de casestudies blijkt dat de basisattractiviteit van een binnenstad moet voldoen aan de vraag van consumenten, ten aanzien van de recreatieve winkelmotivatie. Het niet functioneren als recreatieve binnenstad heeft de in Lelystad geleid tot de consumentenafvloeiing naar FOC Batavia Stad.

Daarnaast blijkt dat alleen de basisattractiviteit niet is om een combinatiebezoek te stimuleren. De synergie tussen de perifere winkelvoorzieningen en de binnenstad zal toenemen, naarmate de binnenstad een hogere attractiviteitswaarde heeft dan de basisattractiviteit.

Attractiviteit van de perifere winkelvoorziening

Naast de attractiviteit van de binnenstad, is de attractiviteit van de perifere winkelvoorziening bepalend voor de mate van concurrentie. De attractiviteit wordt tevens bepaald door de samenstelling van de drie attractiviteitsfactoren, locatie-, functionele-, en fysieke kwaliteiten.

Fysieke relatie

Uit de casestudies blijkt dat een relatief korte afstand tussen de perifere winkelvoorziening en de binnenstad de synergie vergroot. Het is niet mogelijk om een maximale afstand aan te geven, maar uit de casestudie van Lelystad en Roosendaal, blijkt dat een afstand van gemiddeld 3,5 kilometer al kan worden gezien als een barrière om tevens een bezoek te brengen aan de binnenstad.

Synergie stimulerende factoren

De vier hierboven besproken factoren, zijn factoren die voor de ontwikkeling meetbaar en/of bepaalbaar zijn. Echter geven de casestudies aan dat na de ontwikkeling van de factory outlet centres, initiatieven genomen zijn om in het bijzonder de synergie tussen de factory outlet centres en de binnenstad te stimuleren. De volgende initiatieven zijn er genomen om de synergie te stimuleren.

- Collectieve promotionele activiteiten (city branding);
- Verbeteren van de fysieke relatie;
- Synchroniseren van openingstijden;

- Organisatie van evenementen;
- Stadsdecoratie.

Daarnaast blijkt dat de korte fysieke relatie voordelen met zich meebrengt. De korte afstand tussen FOC Roermond en de binnenstad van Roermond heeft de planvorming doen veranderen. De ontwikkeling in de binnenstad van Roermond zijn gerealiseerd vanuit het oogpunt om de synergie met FOC Roermond te verhogen.

Organisatorisch vermogen binnenstad stakeholders

De betrokkenheid van binnenstedelijke stakeholders is belangrijk bij het uitvoeren van de synergie stimulerende factoren en bij het verhogen van de binnenstedelijke attractiviteit. Het organisatorisch vermogen van de binnenstedelijke stakeholders, begint bij de organisatie van stakeholders. In Lelystad en Roermond waren de stakeholders met elkaar verenigd middels een centrummanagement organisatie. In Roosendaal zijn de stakeholders verenigd in een studiegroep, welke speciaal is opgericht om de synergie tussen FOC Rosada en de binnenstad te vergroten. Wanneer het gaat om de implementatie van de synergie stimulerende factoren is de betrokkenheid van de perifere stakeholders noodzakelijk.

Er dient te worden opgemerkt dat het organisatorisch vermogen van de binnenstad niet direct de concurrentie of de synergie beïnvloed, maar het organisatorisch vermogen van de binnenstad mede de effectiviteit van de uitvoeringsproces bepaald.

Conclusie

Hoewel het ontwikkelingsinitiatief van AvenTura Brabant september 2009 is stopgezet, is aan de hand van de hierboven besproken factoren een quick scan uitgevoerd, om de potentiële concurrentie en synergie tussen AvenTura en de binnenstad van Tilburg te inventariseren.

Welke factoren beïnvloeden de relatie tussen een binnenstad en in de periferie gelegen grootschalige winkelvoorziening en wat betekent dit voor het ontwikkelingsinitiatief in Tilburg.

Gebaseerd op de analyse kan worden geconcludeerd, dat de ontwikkeling van AvenTura Brabant in hoge mate een concurrerende werking zou hebben gehad op de binnenstad van Tilburg. Daarnaast blijkt dat door de attractiviteit van AvenTura Brabant, de matigde plus attractiviteit van de binnenstad, de negatieve complementariteit en de relatief lange afstand tussen beide winkelvoorzieningen synergie zou uitsluiten.

Aanbevelingen

Enkele aanbevelingen zijn:

- In het algemeen, heeft een grootschalige perifere ontwikkeling, zoals het AvenTura Brabant, grote gevolgen op de bestaande winkelvoorzieningen. Daarom moet in de toekomst een duidelijk standpunt worden ingenomen over de toekomstige plaats van dit type winkelvoorzieningen binnen de Nederlandse Detailhandel structuur.
- De impact studies, welke worden uitgevoerd of de potentiële gevolgen van nieuw te ontwikkelen winkelvoorzieningen te inventariseren moeten in de toekomst rekening houden met de attractiviteit van de binnenstad, de toekomstige attractiviteit van het ontwikkelingsinitiatief en de complementariteit tussen de toekomstige en huidige winkelvoorzieningen. Het gebruik van het Scoping-model is noodzakelijk, omdat dit model rekening houdt met kwalitatieve condities van de binnenstad en het nieuw te ontwikkelen winkelvoorziening.

- Naast de analyse van de potentiële effecten op de bestaande winkelvoorzieningen moet tevens het organisatorisch vermogen van de binnenstedelijke stakeholders worden geïnventariseerd. Een analyse naar het organisatorisch vermogen van de binnenstad zal inzicht verschaffen in mogelijke samenwerking tussen de binnenstad stakeholders en de stakeholders van de perifere winkelvoorzieningen en de effectiviteit met betrekking tot het implementatieproces van de synergie stimulerende factoren.