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Citation:

Barnes, CJ and Hoang, D (2015) Public entrepreneurship and the management of traditional retail markets. Proceedings of Oxford Retail Futures Conference 2015: Public Policy in Retail and Supply Chain, Dec 2015. (Unpublished)

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Public Entrepreneurship and The Management of Retail Markets

Dong Hoang and Cathy Barnes
The Retail Institute



The Retail Institute

Traditional retail markets: opportunities and challenges

- **Traditional retail markets as social and commercial space (DCLG 2010)**
- **Socio-economic value of markets**
 - ✓ Local society: Market as community builder, contributing to the Big Society
 - ✓ Local economy: Market as a centre for enterprises; e.g. a low cost low risk test bed for business start ups and aspiring entrepreneurs, a cultural attraction; affordable produces
- **Dominantly owned and operated by public actors - Local Authorities**
- **Face immense pressure from competitions and changing consumers' behaviours**
- **How do we identify and understand the way in which retail markets learn their new ways of managing and adapting to changing conditions and challenges?**

- **1,225 retail markets**
- **33,000 market traders**
- **1,000 apprentices** employed by market traders
- **55,000 direct employment**
- **£2.3 billion annual turnover (FY2012-13)**
- **£36.6 million** invested to improve retail Markets in the past 12 months
- **65%** of retail markets **run by local authorities**
- An estimated **30 billion shopping visits** to retail markets per year

(Savage, Mission for Market 2015, p.8)

Conceptual understanding: an interdisciplinary approach



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- **Retail market management models**
 - Conventional retailing literature
 - Urban planning and management literature
- **Public entrepreneurship (PE)**
 - Public administration/ policy literature
 - General management literature on public – private partnership and collaborations
- **Case study**
- **Develop a conceptual framework**

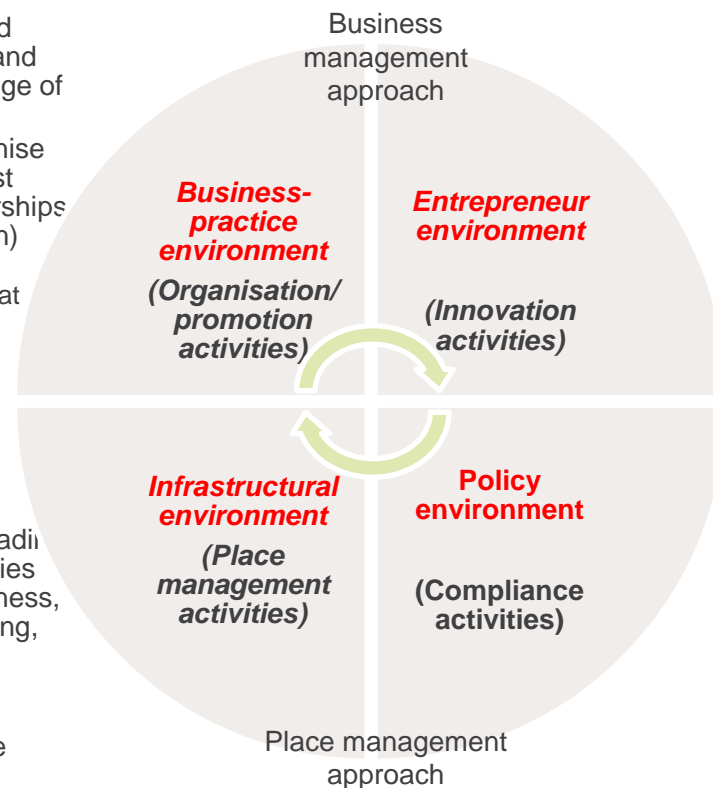
Traditional Retail Markets Management

Adapt from Bennison et al (2010) and Wrigley and Lambiri (2014)

- **Retail mix upgrading:** reconfiguration of the retail product, markets' layout and display to ensure diversity and attractiveness to a wide range of shoppers and visitors
- **Marketing upgrading:** Organise marketing activities (i.e. host events, community sponsorships dissemination of information)

De Kervenoael et al 2006; Chebat 2014; Warnaby et al 2004

- **Physical environment upgrading** improvement of retail facilities and infrastructures: cleanliness, safety, easy of traffic, parking, good signage and access
- **Develop/ improve linkage** between different outlets/ compounds to and from the markets

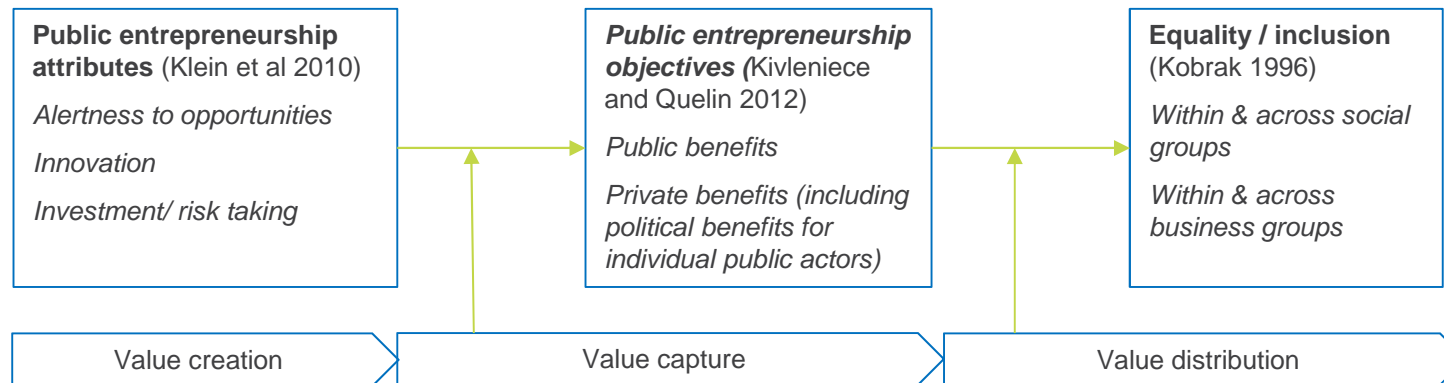


Coca-Stefaniak et al 2009, 2010; Cook 2009; Barata-Salgueiro and Erkip 2014; Jones and Comfort 2007)

- **Retail network /channel upgrading:** develop e-commerce; multi-channel retail to attract new consumers and retain existing ones
- **Invest in technological infrastructures & services** for the benefits of traders and shoppers

- **Local council assumes** regulative roles in making sure health and safety standards are met
- **Introduce and implement** rules such as leasing; planning and competition policy

Public Entrepreneurship: Objectives and Processes



- Five major dimensions of entrepreneurship: autonomy, innovation, risk taking, proactiveness and competitive aggression (Covin and Slevin 1989; Lumpkin and Dess 1996; Morris and Sexton 1996)
- From Individual Entrepreneurship to Systemic Entrepreneurship (Bernier and Hafsi 2007)
- Institutional requisites for public entrepreneur and phases of entrepreneurial process: Idea, prototype, innovation (Roberts 1992)
- Motivation of public entrepreneurship (Kivleniece and Quelin 2012)
- Value creation and value capture in public-private ties (Kivleniece and Quelin 2012)
- Impact/consequence of private business practices approach to retail market (Gonzalez and Waley 2013)

Case study: Leeds Kirkgate Market



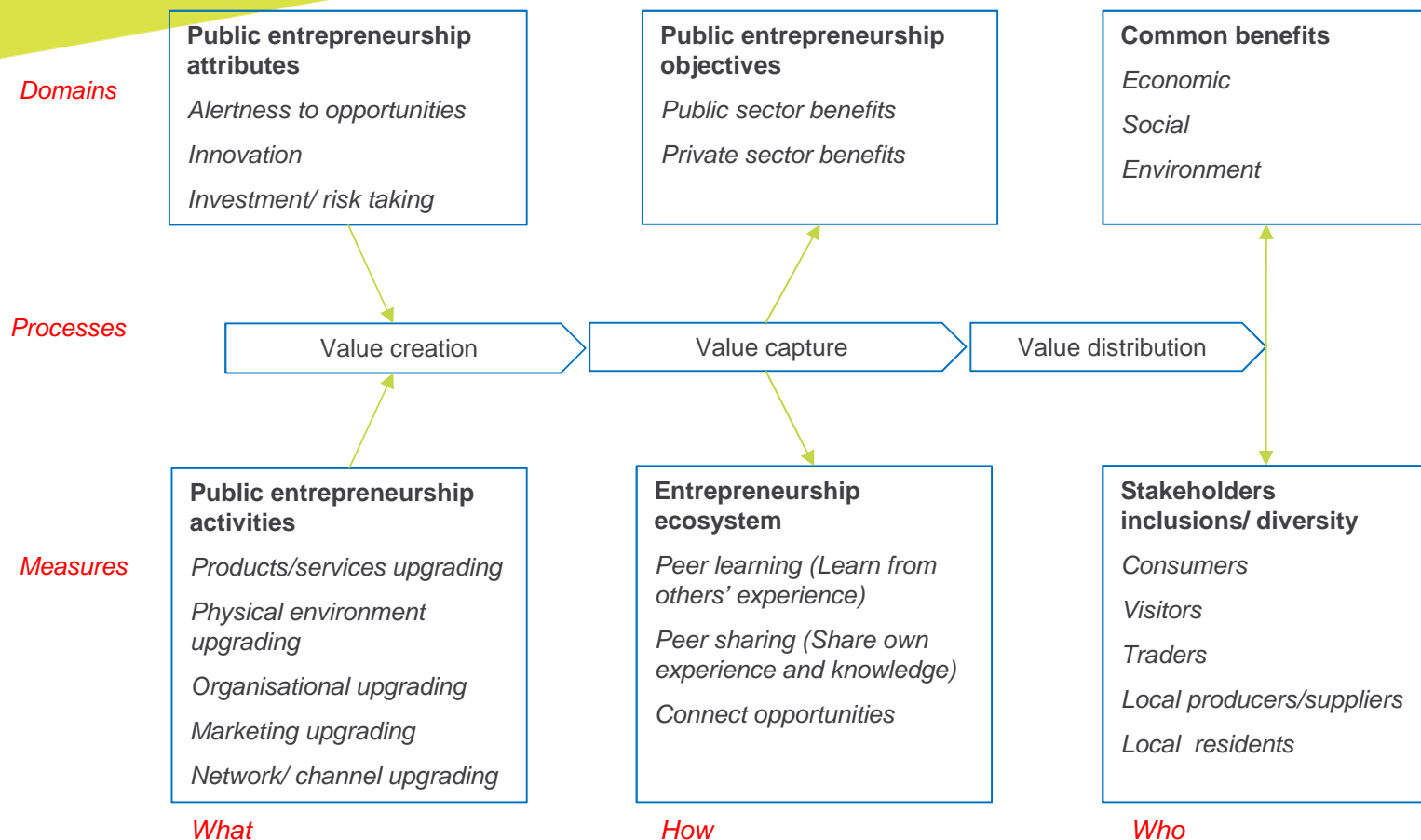
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Analyse the role of Leeds City Council's Market Service under four dimensions:

- Policy intervention;
- Place management;
- Business practices; and
- Entrepreneurial approach



Analytical framework for evaluating PE in the retail market context



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