SMART URBAN PROFILING AND MANAGEMENT – NEW INSIGHTS FOR ENHANCING INNOVATIVE AND SUSTAINABLE CITY DEVELOPMENT

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Abstract

Rapidly changing framework conditions for city development such as globalization, demographic trends, deindustrialization, technological developments or the increasing urbanization as well as the economic, social and political changes are profound and change our urban life. This leads, that the cities of tomorrow will differ essentially from today´s city principles. Therefore innovative, strategically wise and quick action becomes a criterion for success. Here, more than ever, local conditions and requirements must be taken into account as well as global framework conditions. The responsible parties have to set the course so that the "City" remains competitive and sustainable in the future. Therefore, innovation processes and sustainable strategies for dealing with the diverse and complex agendas of a city in dialogue with those who are responsible for it must be initiated and management systems established so that new things can develop continuously and systematically.

This work illustrates how the boundaries created to manage and market future liveable and sustainable city destinations are the root of the practical and academic problems that trouble city management these days.

This paper aims to develop the new integrated Smart Urban Profiling and Management model, which presents a new integrated approach for city marketing as an instrument of sustainable urban development. In this way, comprehensive research was conducted to evaluate if the holistic city marketing concept that integrates elements of smart city strategies and adaptive management is a more suitable instrument and integrative process than conventional city marketing in order to improve the sustainable urban development. Therefore, in this work, the designed "Smart Urban Profiling and Management model" for city management introduces an alternative and holistic perspective that allows transcending past boundaries and thus getting closer to the real complexities of managing city development in dynamic systems.

The results offer the opportunity to recognize the city and consequently allow to developing successful strategies and implementation measures. This study targets to contribute to this endeavor in order to produce new impulses and incitements in the city management field and shall provide a fresh impetus for a new understanding of city marketing as the initiator of development processes, mobilization and moderator in concerning communication and participation processes. This paper is written from a perspective addressing those responsible for the city-management, city- & urban marketing and development.

Keywords: adaption management, city & urban development, city & urban management, profile-oriented marketing, sustainability.

JEL code: O180, R110, R580 JEL code: O180, R110, R580

Introduction

European cities and their surrounding urban areas are taking an active role in moving from concepts and ideas to the implementation of solutions that efficiently help to manage the development of cities and urban areas in the future. Rapidly changing framework conditions for city development and urban area growth resulted in far-reaching transformations. The radical changes are caused by globalization progression, information technology, and the decline of agricultural and industrial work. Globalization also includes culture and amenities that reshape economic principles. In addition, better education of people in general and drastic socio-economic transformations have an overwhelming impact on our urban life. Life in cities/urban areas of tomorrow will differ essentially from

present circumstances. The city is a global market participant for capital and labor and global democracy. Currently, 55% of the world population lives in cities and surrounding areas.

The Division of UN Department of Economic and Social Affairs (UN DESA 2018) notes that "the urban population of the world has grown rapidly from 751 million in 1950 to 4.2. billion in 2018. Today, the most urbanized regions include Northern America with 82%, Latin America and the Caribbean with 81%, and Europe with 74%" (UN DESA 2018).

Protecting the resources and providing healthy socio-economic and ecological sustainable conditions are necessary to provide social justice. Subsequently, complex multi-dimensional aspects need to be aimed at for cities and surrounding urban areas in the 21st century.

Because of increasing globalization and urbanization, the planning of city systems and management will play an essential role in shaping a sustainable, innovative and livable future in cities and surrounding areas. To navigate the big challenges of the next decades, city systems must be adaptable to changing circumstances and research-based holistic concepts are needed instead of the single measured strategies, frequently applied in the past. Therefore, innovative & sustainable strategies for dealing with the diverse and complex agendas of a city in dialogue with pertinent stakeholders (politics, administration, and companies) are needed. Globalization development increases the demands for resources and smart employees for the city and urban management and shows that the constant growth of cities creates an environment in which cities are competing for resources, industry, and organizations in various walks of life (Egger, 2016). To adapt to these transformational changes that cities and urban areas are facing, they can no longer rely on "business as usual." (Barroso, 2013). To react appropriately to the broad range of changes, evidence-based research should be applied to support municipal planners and other stakeholders. Cities and companies facing similar challenges as companies, both should promote sustainable practices in relation to production and labour, as well as demonstrate social responsibility.

In order to achieve and sustain competitive advantage, managers are reliant on various management and marketing models (Porter, 2013; 2015). Although for example, Porter's framework for strategic management is a reasonable basis of a systematic approach to strategy, it does not guarantee scientific rigor and research.

Nieminen mention that systematic and future-oriented evaluation approaches can meet the challenges of a rapidly changing and increasingly complex society (Nieminen, 2015). Marketing models and urban development have frequently been studied independently of each other. The model developed here will expand the model of profile-oriented marketing by elements of adaption management, thereby focusing on the adaptive capacity of cities which is essential for the sustainability of city development. The shown research data rely on city profiles of Austrian cities, representing the characteristics and peculiarities of midsize and smaller cities in Austria or other European nations. The evaluated indicators and profiles were comprehensively analyzed in relation to recent developments and positioned to the smart cities market. The presented "Smart Urban Profiling and Management Model" is systematic and strategic and allows more effectively to respond to changing market conditions and to aid policymakers in the administration and management of cities. It constitutes a conceptual framework that can be used by various stakeholders to respond efficiently to changes and innovations in the smart cities market. This work points to the need to understand city and urban marketing as a process, which also requires thinking about its basic meaning and change. Positioned in this special context, city marketing, used correctly, is an efficient tool for city and urban development. The way of looking at the holistic marketing concept avoids the weaknesses of earlier approaches, focusing only on individual aspects and hiding other essential factors. If you took this holistic perspective and look at all disciplines of city marketing, it becomes clear that city marketing is extremely complex and has a great impact on all other areas and the development of the city. Therefore, this research illustrates how the boundaries created to manage and market future liveable and sustainable cities are the root of the practical and academic problems that trouble city management these days.

Concepts and Strategies for Smart Cities

There is still not much consensus on how to define the term smart city. The Smart Cities Council, a for-profit industry-led organization, states that "a smart city harnesses information and communication technology to improve livability, workability and sustainability" (https://eu.smartcitiescouncil.com).

In the presented Smart Urban Profiling and Management (SUPM) model, smart city model profiling requires the assessment of social, economic and sustainability features. To guarantee a high probability of success, appropriate openness to different potentially useful ideas is desirable.

Evaluation of the strengths and weaknesses of various strategies and the preferred state for each of the three features is undertaken in accordance with the principles of adaption (resource) management. Adaptive management

procedures can have an active or passive design; active adaptive management involves testing multiple options at once in order to determine the best strategy, while passive adaptive management requires selecting and implementing one option to assess if modifications are needed. Adaptive management allows reducing uncertainty over time via system monitoring and hence favors robust decision making. In order to determine the best strategy, the SUPM model must allow to selecting and implementing to one option, monitor it, and when needed, adjustments are made. The used tri-angular approach for profiling supports trade-off options within a certain decision frame and preserves identity in this process. If some factors of the profile need to be modified with respect to one of the domains, consistency can be achieved via the others. The idea of pursuing several aims in different areas simultaneously is strongly supported by adaption management. Systemic thinking, unlike analytical thinking, requires multiple skill sets to establish a holistic view of a system and to explain its behavior.

Adaptive and strategic management principles constitute managerial and administrative tools of organizational change. Such models exist both in the profit sector, an example being the St. Gallen Management Model (Rüegg-Sturm, 2019), and in the non-profit sector, the " Freiburg Management Model (FMM) (Schwarz, 2005), that are also facing economic, ecological and social challenges (Daub, 2014).

Stakeholder integration and sustainable leadership must essentially form the foundation before sustainable management can even begin to succeed. In the " normative orientation processes " (Hoenig, 2015), the stakeholders can effectively voice their opinions and be paid attention to and subsequently a report is recorded of the acknowledged concerns of society in the form of commitments and policies.

The presented model scrutinizes management's basic tasks, and examines the most important concepts of management science, providing measures and indicators for an organization's health. The management tasks and scientific concepts are presented within a multi-dimensional framework that reveals interdependencies and interrelatedness.

As the St. Gallen Management model is an integrative part of Kellner's concept of communal profiling which in turn presents a key concept for developing a new holistic model for city marketing, it is also considered with respect to the implementation of management processes in urban marketing (Kellner, 2007). Finally, parts of the presented management theories will be combined to create the key elements of the management processes of the Smart Urban Profiling and Management model.

Despite the above description of existing change- and strategic management models for smart cities markets and urban development, fundamental gaps remain. Specifically, implementation processes in conjunction with monitoring need to be optimized. In contrast to the smart city framework, the smart urban profiling and management model has been expanded by a factor to reflect the holistic/comprehensive view of a city and should cover all possible aspects. The presented study aspires to apply the potential of systems thinking and helps to improve our understanding of urban spaces and to change policy and practice.

Research Methodology

The research methodology for this study report involved the use of extensive secondary sources, primary research including several reputed open source databases to identify and collect information for this study.

Secondary Data: Mainly used to obtain relevant data about market structure, the sustainable city as well as urban development and the groups of key players. The secondary sources consists of the **theoretical framework** to conduct a systematically categorizing literature analysis and fundamental theories to detect gaps in literature and to assess the foundation for the model. The analyse of existing studies, data's and statistic´s build the **conceptual framework** to explore the current situation in the research field and to identify the sample and indicator for the expert survey in the course of the preliminary survey. It included press releases, financial statements and annual reports of companies, annual reports, peer-reviewed journal publications, and articles from trade and business associations as well as government publishing sources.

Preliminary survey: The **exploration of the research field** by analyzing secondary data and existing studies as well as collecting primary data through **expert interviews**, participation in congresses and conferences. Personal, semi-structured interviews were held and conducted with a set guideline. The evaluation was performed by transcription, paraphrasing, headings, thematic comparison, categorizing and thematic generalization It presented a broad-based search of existing information to define the research gap and to develop the Smart Urban Profiling and Management model. Furthermore, it provided a first rough assessment of the current situation of city marketing and smart city strategies in Austria to identify the practical gap. Based on its results, the experts/specialists for the subsequent survey were identified and the main empirical study was designed and prepared.

Model development: The development of the Smart Urban Profiling and Management model are based on the findings of the literature analysis (secondary data) and preliminary survey.

Primary Data: The aim of this survey was to test whether or not and in accordance with the assessment by the stakeholders, the Smart Urban Profiling and Management model has a positive impact on the sustainability of city marketing with respect to economic, social, and environmental aspects. A detailed questionnaire was shared with the respondents containing all the aspects related to the study topic. The primary sources included 240 professionals in the area of city marketing, urban development and relevant management. The experts were surveyed via standardized questionnaires to gather data about applied elements, indicators, values and practice related to a holistic city market ecosystem. The survey gathered data about applied elements of the holistic city marketing concept and perceived urban sustainability. The answer options for the closed-ended questions were analyzed and interpreted from Likert-Type scales. Likert scales are widely used in survey studies for attitude measuring (Göb, 2007). The evaluation was performed with descriptive statistics applying normal distribution tests, scale testing, factor analysis, correlation and regression analysis including group comparison tests to detect distinctive features and to gain more interesting insights. This multi-step methods approach of research has the advantage that each stage is based on the experiences and results of the previous stage and allows for an integrated view with revisions during the research based on the preliminary results.

The sampling of Austrian cities was based on a definition for small and medium-sized cities with a population between 10.000 and 500.000 inhabitants,with catchment areas of less than 1,5 million people. In addition, the cities should have well accessible and relevant databases and therefore should be covered by Urban Audit, a Europe-wide database on cities. Austria was used as a representative for European cities, since its small and medium-sized towns are typical of Austrian small-scale structures. Although this is also true worldwide and the vast majority of the world´s urban population lives in medium-sized cities, they are hardly considered in most surveys, which focus primarily on the global metropolises. The sample that was identified comprised of a total of 201 cities of which 88 cities with more than 10.000 inhabitants but less than 500.000 was selected for the study.

Integrating Information: As revealed by the analysis of secondary data, many of those responsible for city marketing and sustainable city development in Austria are often defined by their position in the city administration such as city office directors or city councilors. For them, city marketing and sustainable development are areas of responsibility among many others. They have a general overview of the relevant situation but are not experts by their qualification or profession and were interviewed on the situation in certain Austrian cities. In addition to the cities; municipalities, communal associations, private businesses, and academic institutes are important actors in the networks for sustainable city, regional and communal development and city marketing. Chief executive officers, marketing directors, and innovation directors of selected cities and organisations were also contacted for the expert interviews. To make coherent decisions and strategies related to the relevant goals and indicators, an integrated approach aspired to evaluate and interpret economic, environmental, and social aspects.

Table 1. Research design Triangulation – mixed methods and their purpose

	Preliminary survey Secondary data	**Preliminary survey Expert interviews**	**Expert survey**
Secondary data analysis & Primary data/ conferences	Field exploration, status quo, overview of data availability,	Identify sample for expert interviews, specify research needs cont. 41 -> n= 31 response rate: 75%	Identify sample for expert survey, specify research needs cont. 240 -> n= 91 response rate: 40% unuseable: 6%
Primary data/ interview		Status quo and Austrian characteristics, role of sustainability in city marketing, need for action, model development	Gain information and feedback for developing the Smart Urban Profiling and Management model
Primary data/ questionnaire			Verification of Smart Urban Profiling model

Research Design: This multi-stage mixed methods approach of research has the advantage that each stage is based on the experiences and results of the previous stage and allows an integrated view with revisions during the research based on the preliminary results.

Data Processing: The subsequent data processing was performed with SPSS Statistics applying normal distribution tests, scale testing, factor analysis, and correlation analysis, regression analysis and canonical correlation as tools of descriptive statistics as well as group comparison tests.

Data Triangulation: Figure 1 depicts the sustainable development triangle, i.e., economic, environmental, and social facets of sustainability. It demonstrates in a nutshell, what sustainable development means.

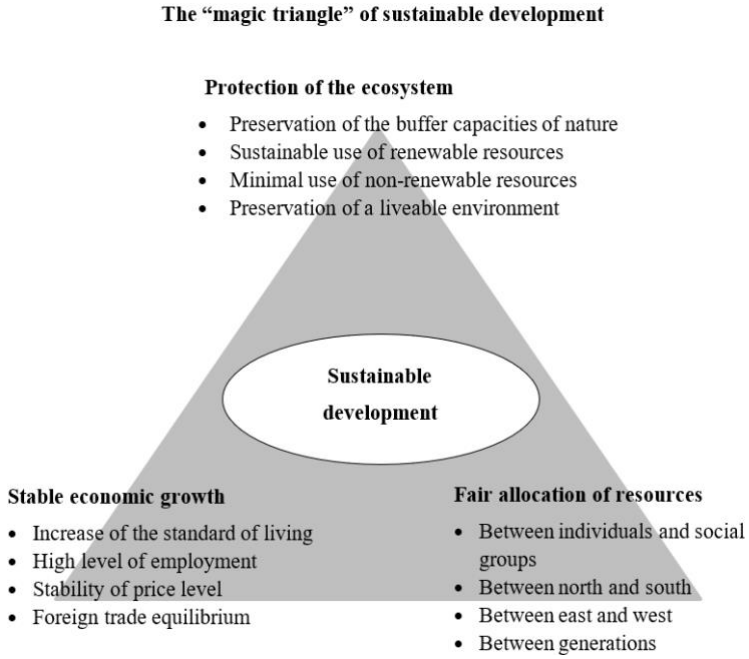

Figure 1. Sustainable development triangle shows key elements and interactions (Source: Adapted from Selle, 1999).

As per Figure 1, there were positive interactions stimulated strategies across the three domains, whereas negative types will be subject to trade-offs. The interactions between sustainable development goals help policymakers to think systematically, beyond simple synergies and trade-offs.

Current situation of city marketing in Austria

A city competes for tax-paying residents, enterprises and skilled workers, and lastly tourists. Cities and towns can use sustainability as a brand position. However, it appears "to have focused on the environmental aspect of sustainability, while the adoption of other aspects of sustainability, including social and economic, has been limited" (Taecharungroj, 2019). For small to medium-sized cities with a tight budget, the right topics and authentic contents for developing an overall strategy in the sense of a masterplan are the prime concern rather than creating a new slogan word or logo. Initially originating from the field of brand products, slogans should convey a pointed value or reasoning while logos make the brand visible. Having long been the favorite instruments of city marketers their positive impact was often dubious.

The holistic marketing concept incorporates profile-oriented city marketing, smart city strategies, adaptive management principles, and analysis of sustainability. It suggests multi-dimensions should be considered in the brand position and guides strategic actions to sustainably develop places. A brand position within the holistic marketing concept is refined, dynamic, peaceful and green. Regarding the Austrian status quo of the main elements of the holistic city marketing concept, the survey revealed that city marketing is frequently used, in particular in larger cities and smart city strategies are at least implemented in more than one-third of the surveyed cities regardless of their size.

To test the new model of Smart Urban Profiling and Management it is necessary to first develop a research model based on the destilled theory and from the insights of the preceding empirical research. The research model, which is derived as a conceptual model, operationalises the independent and dependent variables. The independent variable is the holistic city marketing concept as the main instrument of the Smart Urban Profiling model comprising the constructing elements: Smart city strategies, Profile-oriented city marketing and adaptive Management. The dependent variable is sustainable urban development consisting of an economic, ecologic and social dimension.

To summarize all constructing elements or indicators to a smaller number of main variables a factor analysis was applied which aggregated groups of variables to significant and independent factors. The principal component analysis showed that the variables can be aggregated to 5 main variables or factors which is why the final empirical model can be illustrated as follows:

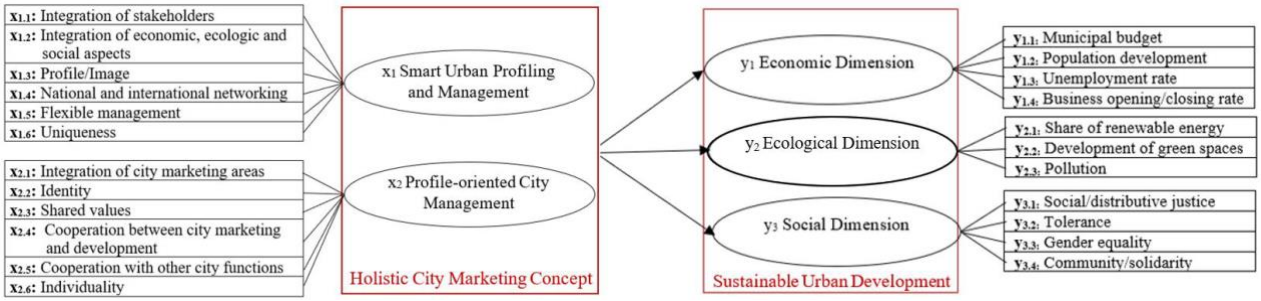

Figure 2. Final model based on empirical evidence

One essential result of the main empirical study was to combine the most important elements of the holistic city marketing concept and sustainable urban development as derived from the findings of the preceding research thatsteps into a research model for operationalizing the hypothesis. Thereby, concrete strategies for the Smart Urban Profiling and Management model could be identified and their impact on sustainable urban development could beassumed and tested.

The following elements of the holistic city marketing concept could be distilled from the aggregated answers of the experts, as shown in figure 3: involvement of all major stakeholders, joint organization for all city marketing areas, integration of all levels of sustainability, overall strategy, identity, shared values, image, cooperative structures, flexible/adaptive and interdisciplinary management structures and uniqueness.

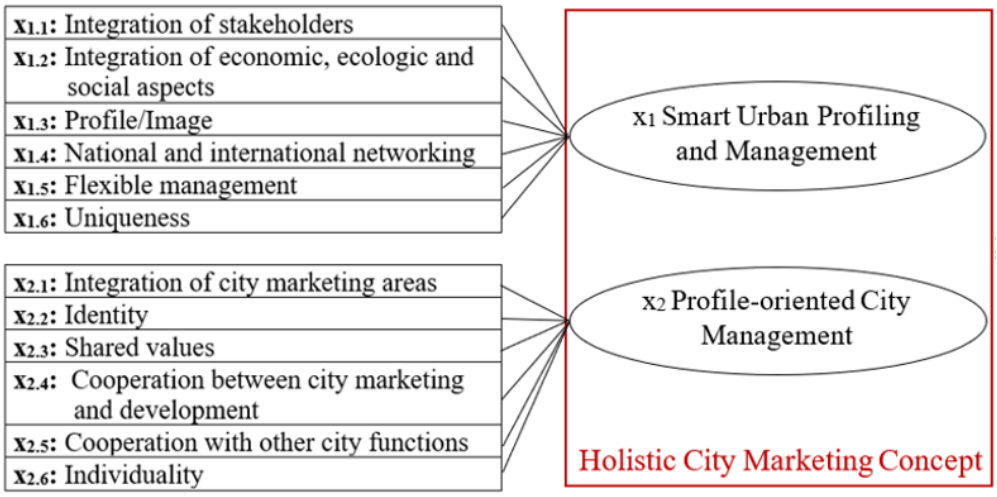

Figure 3. Scenario of the Holistic City Marketing Concept, shown in the final empirical model after factor analysis.

It was a bit surprising that in contrast to the theoretical findings and the preliminary study which were based on the integration of three main components for creating the conceptual model of Smart Urban Profiling and Management (smart city strategies, profile-oriented city marketing and adaptive management), the empirical interpretation of the expert survey only identified two.

As a result of the theoretical derivation and empirical testing the two factors can be subsumed as Smart Urban Profiling and Management for x1 because it contains elements of all three categories and Profile-oriented City Management for x2 because it only contains elements of profile-oriented city marketing and adaptive management. This may lead to the conclusion that there is an interaction and interdependency of all elements which, in the sense of a successful integration, leads to positive synergy effects.

The correlation analyses suggest that the integration of stakeholders and of economic, ecological and social aspects, the profile/image, national and international networking, flexible management and uniqueness are the most important elements of holistic city marketing in the context of sustainable urban development. They can be tailored to the specific local requirements of small- and medium sized cities in Austria as identified by the research. Therefore, this holistic concept presents a clear contrast to conventional city marketing with its single measures.

Austrian urban sustainability goals

The objective of this study is to create an instrument, like a branding tool, that can help small cities and towns develop a brand position that is credible, drives growth, involves residents and fosters sustainability. This sustainable place-branding analysis was adapted from the importance–performance analysis widely used in business and in the tourism industry. For small to medium-sized cities with a tight budget, the right topics and authentic contents for developing an overall strategy in the sense of a masterplan have top priority rather than creating a new slogan or logo. Initially originating from the field of brand products, slogans should pithily convey the positioning or a rational or emotional value while logos make the brand visible. Having long been the favorite instruments of city marketers their positive impact was often dubious. Regarding the Austrian status quo of the main elements of the holistic city marketing concept which are profile-oriented city marketing, smart city strategies and adaptive management, the survey revealed that city marketing is widely-used especially in bigger cities and smart city strategies are at least implemented in more than one-third of the surveyed cities regardless of their size. The study presented here did not evaluate metropolitan cities, however, it is worth to mention that, Vienna in various rankings, demonstrated that it is on the right path with an integrated and balanced approach. It led the Smart City strategy index in 2919, worldwide (www.smartcity.wien.gv.at/site/en/category/news-en).

The results of the principal-component analysis for the variable y, sustainable urban development, show that there is one factor for each of the three dimensions (economic, ecologic and social), shown on the right side of figure 2, as assumed by theoretical and preliminary empirical findings.

Construction and testing of the Model

On the basis of insights of the literature analysis and preliminary survey, the Smart Urban Profiling and Management model was developed. To evaluate the SUPMmodel a gradual approach was adopted to identify the most important elements of the holistic city marketing concept and sustainable urban development. To subsequently customize the Smart Urban Profiling and Management model to the needs of small- and medium-sized Austrian cities and to meet the requirements of practical applicability, the current situation first had to be assessed by the preceding research.

In the Smart Urban Profiling and Management model, the profile of a city/town relies on relevant indicators of the three key dimensions; namely economic, social, and ecological sustainability. In the past, sustainable development has been hampered by trade-offs in favor of economic growth over social and ecological benefits. Thus, the model simultaneously evaluates indicators of economic, social, and ecological strengths and weaknesses. In accordance with the principles of adaption management, it should always be possible to go back if several attempts to improve a certain weakness fails and to select another strategy or weakness to improve. The integration of a triple bottom line into the profile provides it with the necessary support to maintain identity in this process. If some aspects of the profile need to be reformulated in one of the domains, consistency can be achieved via the others. The idea of pursuing different goals in various areas simultaneously is backed by adaption strategies and adaption management, which help to manage risks to an acceptable level for each aspect. In order to evaluate progress towards the goals, an evidence-based practice that relies on scientific substantiation should help the decision-makers.

The SUPM is an instrument and a plannable, innovative and flexible method for initiating, managing and controlling sustainable urban developmental processes. It is supposed to design case-specific, future-oriented, developmental concepts and transfer them into a systematic realization process. The procedure can be individually applied to any city or destination in order to recognize and correct its specific problematic. Therefore, the procedure will continuously improve with each application. What makes it special is the profile as core element of the holistic city management which is the main focus for strategic decisions of the city administration. This model can repeat the process an infinite number of times by continuously monitoring the success of the initially derived measures and re-evaluating the initial analysis in the sense of seasonal city rhythm. The continuous semi-annual monitoring and profiling in the sense of seasonal city rhythm constitutes a substantial improvement in comparison with Kellner´s approach which suggests an annual profiling because it creates the possibility to react more promptly to changes and trends in urban development if necessary, instead of rigidly following the annual targets. This is crucial to guarantee individuality, uniqueness, attractivity and competitiveness.

A noteworthy result of the expert interviews in this respect was that they pointed out that, the adaptions should take place only at the level of measures and not on the strategic level because if the approach is too flexible and implies frequent changes in the positioning or main goals they may probably never be achieved. Therefore, core messages need to remain unchanged and there must also be long-term goals. One suggestion was to specify a corridor for profile development in which to operate that provides sufficient space for adaptions. The corridor itself shall not be changed so that the strategic goal stays the same. The continuous monitoring of the Smart Urban Profiling and Management model takes up this consideration and allows for necessary adaptions on measure level within this corridor at any time. Whether and how often such adaptions are really required in the sense of a sustainable urban development will be in turn different from city to city.

Finally, the expert survey aims to verify the Smart Urban profiling and Management model. This means a verification of the hypothesis that this holistic concept of city marketing is a superior instrument and integrative process than conventional city marketing in order to improve the sustainable communal development

In a next step, the correlation analysis was performed with the Spearman´s rho who resulted in confirming significant correlations between the variables x1, x2 and y1, y2, y3 which suggests a positive result of hypothesis testing. The figure below shows the results for Spearman´s rho.

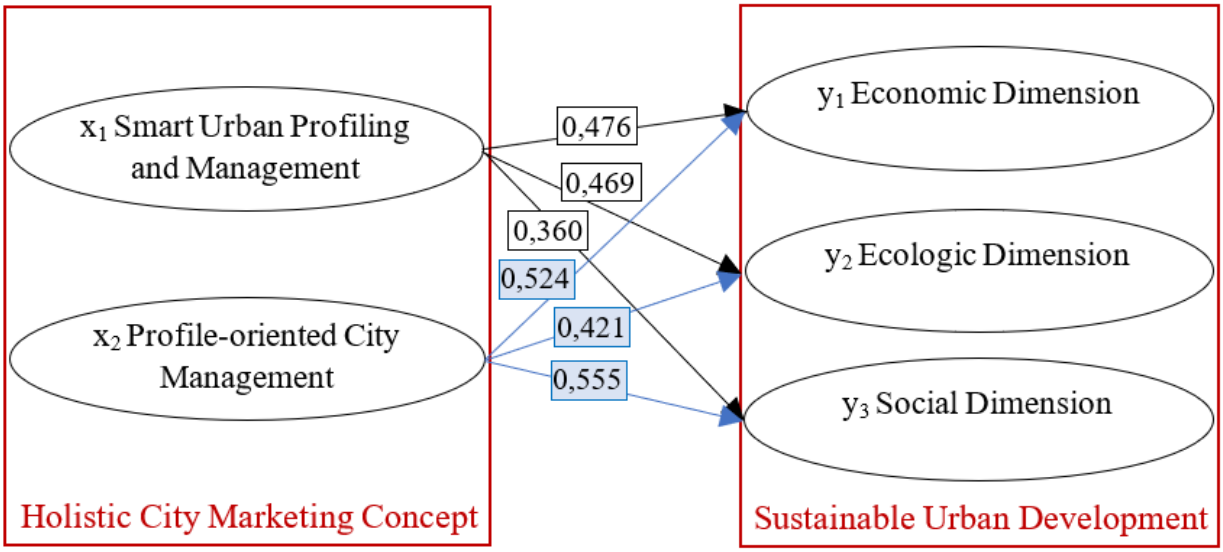

Figure 4. Spearman´s correlation coefficients are testing the influence of the holistic city marketing concept on sustainable urban development. Spearman's correlation can also be used when two variables are not normally distributed. It can take values from +1 to -1.

As figure 4 shows, the Holistic City Market Concept is reasonably correlated with the Sustainable Urban Development plan. The influence of the elements of the holistic city marketing concept on the three dimensions of sustainable urban development as tested by the Spearman's rho correlation test shows the strongest correlation between the elements of x2 on the economic and social dimension which suggests that the integration of stakeholders and of economic, ecological and social aspects, the profile/image, national and international networking, flexible management and uniqueness are the most important elements.

The positive correlation analyses lead to the conclusion that the more elements of the holistic city marketing concept according to the Smart Urban Profiling and Management model are applied in a city, the more sustainable its urban development.

Summarizing the stated key findings, the Smart Urban Profiling and Management model is a superior instrument and integrative process than conventional city marketing can be confirmed due to the result that the sample cities with conventional city marketing which have implemented more elements of the holistic city marketing concept showed better results in all three sustainability dimensions than those with less implemented elements.

Conclusions

The Smart Urban Profiling and Management model presents a new integrated approach for city marketing as an instrument of sustainable urban development. A strong city profile that considers the three dimensions of sustainable urban development strengthens the positive image, the identification of citizens with their commune and the attractiveness of a city in the long term while the flexible and participative approach allows for a balanced prioritization and therefore more holistic solutions. Therefore, the result of a strong city profile and the holistic city marketing concept is a superior sustainable, smart, attractive city. The presented model helps to implement efficient processes. Second, the implementation of the goals and targets attempts to challenge the business-as-usual approach to economic growth. A city cannot be seen as a product or company. In this context, city management differs greatly from the management of a company and identity-finding and positioning is much more complex.

Furthermore, the assessment of the strategic and conceptual approach revealed a lack of professionalism and strategic overall planning. Most cities without professional advice or guidance did not adopt a procedure as suggested by specialist literature or experts. They often have one-sided strategies such as sector-specific branding or partial strategies and only create a city brand or profile but did not start with a SWOT-analysis as a basis or involved the relevant stakeholders, or they have different slogans for each sub-strategy because of separate scattered marketing organizations. In many cases, no distinction was made between mission, vision, slogan or USP which is apparent from the answers of the expert interviews. This confirms the opinion of an interviewed expert that profile-oriented marketing might be widely used in Austria in the eyes of city marketers but not in the proper sense of the term and is also consistent with the group comparison of the main empirical survey which revealed that the insiders perceive the level of implementation of elements of the holistic city marketing concept more positively than observers outside the group.

Evolution into an environmentally and socially sustainable location for smart businesses demand structural changes. Re-adjustments in a comprehensive process can be challenging and rapid changes make it necessary to review and adjust processes at short intervals. The continuous semi-annual monitoring and profiling in the sense of seasonal city rhythm constitutes a substantial improvement in comparison with Kellner´s approach, it creates the possibility to react more promptly to changes and trends in urban development if necessary, instead of rigidly following the annual targets. The current fast-moving age requires a shorter reaction time.

The lifestyle concerns of people are increasingly important in defining the overall role of urban social processes. Sustainability-based business management seeks to harmonize economic, ecological, and social aspects within the enterprises. To guarantee healthy economic conditions in the future, sustainable places should promote innovation, foster a dense network of companies and organizations and provide equitable opportunities for local businesses (Egger, 2006; Jenks, 2009).

Presently, Germany is changing its energy policies (*Energiewende*). Although *Energiewende* is not a conventional branding campaign, the impact and the success of its strategies have substantially strengthened Germany's brand (Ball, 2017; Kunzig, 2015). Millions of wealthy consumers have installed subsidized solar panels on their roofs. "This new army of power-producing consumers are a force that the country's established electricity giants simply didn't believe would materialize" (Ball, 2017).

Here, we showed innovative steps for a holistic approach to city-marketing and sustainability. Adequate monitoring is essential and comprehensive in design. Special indicators have been defined for each dimension to assess the status quo. It is important to provide a high degree of transparency and making successes visible.

To enhance the quality of life for residents in cities, evidence-based research and innovative thinking are indispensable. The presented framework strategy helps municipal administration, businesses, science entities, and civil society to create a vital city environment with equal opportunities for all citizens.

Biography

Rebecca Oberreiter is currenlty a doctoral candidate of Management Science at the University of Latvia, at the Faculty of Economics and Management. Her research is concerned with adaption management and profile-oriented marketing and in conjunction with sustainable city development. She teached courses in the field of Marketing and Business Management at University of applied science in Salzburg. In parallel to her academic research, she works in a Head of Marketing & Projectmanagement position at a communication and media agency in Austria.

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