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Proposing a Conceptual Framework of Urban Regeneration Interaction and Entrepreneur City in Achieving Place Marketing

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Abstract: Along with the development of planning relationship and urban development market affected by globalization processes and urban competition, urban regeneration policies have taken a new form. However, in practice, urban regeneration processes are influenced by physical policies and up-to-down managerial approach in our country and less attention has been paid to transnational scale and entrepreneur approaches to facilitate these processes. Thus, this research tries to propose a conceptual framework for place marketing in urban regeneration affected by entrepreneur city approaches with qualitative-inductive method and using qualitative content analysis and comparative analysis of the world examples. For this purpose, eight samples of global experiences were compared (with maximum diversity sampling method). The results indicated that changes made in line with urban regeneration with entrepreneur city approach from change in managerial systems, and using corporate governance in line with market motivation and building capacity have initiated new types of participation. All these changes in all aspects were made aiming to improve infrastructures and increase quality of life. Protection of local identity and attention to global scales as well are accentuated in the process of attracting capital in place marketing. The results indicated that the use of such process in our country requires considering cultural, institutional, and legal aspects. In this regard, improving environment quality, promoting mental image of place, tourism development, facilitator rules and regulations, attention to local creativity, and efficient and transparent management are of great importance.

Keywords: place marketing, urban regeneration, entrepreneur city, corporate governance
JEL Classification: M31, P25, M14, R10

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1- Introduction

Cities like any phenomenon, are influenced by contemporary flows. Thus, identifying and studying the characteristics of each period, as the set of all elements which have shaped the cities and at any time make and mutually have influences on circumstances, needs, attitudes and demands of communities, is essential. Therefore, these features, naturally, individualize each era and any response would be subject to the respective basic questions (Lotfi, 2011).

In this regard, the city of today follows economic globalization and intensification of competitiveness among cities on one hand, and the need for capital infrastructure for growing population, on the other hand, has to use its competitive advantages in addition to comparative advantages in order to manage the globalization trend on its own account (Begg, 1999). These changes, which according to some interpretation named 'space of flows' instead of 'space of places'[1] (Castells, 2004), have caused a new form of capital city, transforming the cities to economic activity, creativity and productivity platform in the global business network (Scott, 2000) and reinvention the relationship between development planning and market. Consequently, these changes put the urban management towards the new approaches and policies and have led to shake up in city governance practices (OECD Territorial Reviews, 2007; Kavaratzis, 2004; Sager, 2011) from managerial (which is dependent on the supply of welfare facilities) to entrepreneurship with strategic approaches of economic growth, innovation and private sector investment.

In this trend, which followed by shaping mature economics, entrepreneurial management in many of cities in the world, profit from new approaches of urban regeneration in the form of mega-projects, mega-events and etc. as flagship development to create successful places for living, working, shopping and recreation. In these approaches, creating urban spaces is conducted to respond the contemporary needs and done through restoration activities in the context of place marketing and fast global competitiveness framework. Whereas urban regeneration processes in practice in our country are affected by physical policies and top-down management approach and transnational scale and place marketing in these processes have been paid little attention.

The purpose of this study is searching an interactive framework of urban regeneration and entrepreneurial city in achievement of place marketing. In order to achieve this purpose, this paper goes through various social, cultural and managerial similarities and differences of approaches in global case studies through meta-analysis and comparative study and at the end, respective consideration about applying this concept in Iran will be discussed.

2- Literature Review

Many countries, particularly the United States, Western Europe and China have experienced different approaches about the research subject domain in theory and practice which a number of them are pointed out in the following:

Roberts and Schein in a study entitled "The Entrepreneurial City: Fabricating Urban Development in Syracuse, New

[1]- The term of 'space of flows' was entered the Information Society literature in the 90s by Manuel Castells for the first time and was proposed versus 'the space of places'. The space of flows has been appeared in the framework of the numerous links in global economy and connections within the information economy.

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York" in 1993 examined urban redevelopment in the context of political economy and urban growth machine theory. They probed city perspective shift from oil city to cultural city through a documentary study. In this shift, the attention changed from exchange rate of the space to creation of the space considering traditional and cultural perspective which public participation and local economic development are considered essential factors through changing the image of the city and attracting investment. The results of this study suggested that in this approach changing, political economy of urban spaces is an important factor (Roberts and Schein, 1993).

Biddulph in a study entitled "Urban design, regeneration and the entrepreneurial city" in 2011 carried out detailed assessment of the impact of entrepreneurial governance, as the key element in processes of urban regeneration, in England (Liverpool) from the 90s and in this regard, considered urban design agenda. The intended variables in his study were identity, the distinction between private and public sector, the quality of public realm, availability, optimal mental image, flexibility and diversity, which were considered in structure, grading, density and height as dimensions of urban development. Finally, after examining three aspects of meaning, signifier and signified, he studied how the various forms of development with urban design agenda, lead to urban regeneration in entrepreneurial city. The result of his findings, after reviewing urban regeneration processes, showed that attracting investment, job creation, entrepreneurship and urban design should be considered simultaneously (Biddulph, 2011).

Majoor in an article entitled "Framing Large-Scale Projects: Barcelona Forum and the Challenge of Balancing Local and Global Needs" in 2011 studied Barcelona forum mega-project in city of Barcelona (as a city with various changes and successful history in creating a balance between global and local requirements) in the form of brown field redevelopment, culture-led regeneration and attracting tourism through benefiting from new technology and participatory governance. The conceptual model of this study consisted of variables such as the scope of federal authority, decision-making domain, international scope and participation of the private sector. Each of these variables was influential in creating mega-projects and their performance framework. In this study, based on secondary sources and interviews, it was concluded that creating mega-projects in urban regeneration processes increased investment, competitiveness and facilities development but it failed to facilitate public participation sufficiently (Majoor, 2011).

Wang et al. in a study entitled "Mega-events and City Branding: A Case Study of Shanghai World Expo 2010" in 2012 examined the impacts of Expo mega-event and city branding, with hard and soft aspects, in image building and urban regeneration of Shanghai in China during 2000 to 2010. The conceptual model of this study consisted of variables such as international credit (including service development and business environment improvement, culture integration and infrastructure quality), cultural significance (heritage constructions, public-based culture and lifestyle), livability (environmental aspects, provision of public facilities and standard of living) and the impact of the Expo (economy promotion, local identity

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creation, image enhancement and attractiveness increase). The results of the study indicated that, despite the improvements, there was a lack of coordination between branding the identity by the government and the reality perceived by the public and tourists (Wang et al., 2012).

3- Theoretical Framework

Evolution in the Relationship of Market and Urban Development Planning; Place Marketing and the Emergence of Entrepreneurial City

The conceptual model of planning and market relationship is studied in compliance or negate of four schools of neoclassical economics, welfare economics, new institutional economics and political economy of institutionalism (which considers the political, legal, social and cultural aspects of institutions). With respect to the foregoing compliment schools, in a multi-theoretic approach, four comprehensive planning tools including market forming, market regulation, market motivation and capacity building are offered where market forming and regulation have originated from welfare economics and market motivation and capacity building are originated from new institutional economics and political economy of institutionalism (Tiesdell and Allmendinger, 2005). Now the problem is that in the context of what structure any factor move to achieve its goals. This structure can be explained by using of a factor-order model (figure 1).

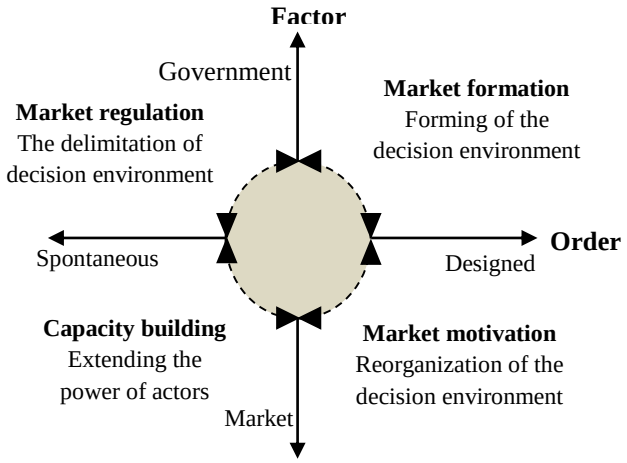


Fig1. The framework of planning versus market strategies
Reference: (Maleki, 2013)

Designed order and spontaneous order are at the end of urban order axis and in the middle, there is a combination order, which is the confluence of wills. Orders are created by the interaction between factors. At the end of factor axis, there are two extremely actors, the government and the market that society is located in the middle. Thus, two factors of market formation and market regulation are government centric and in these strategies, market forces would not be very active in policymaking. However, in two other complementary strategies, market motivation and capacity building, market forces play a more active role and direct government intervention is reduced (Maleki, 2013).

With the new institutional economics enlightenment in contemporary political

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theory, the initial confrontation between market and government was replaced with dialectic government-market, which is embodied in the concept of governance (Adams et al., 2005). Thereby the institutional economics corrected the simplistic assumptions of classical economics to show that planning is not limited to the public sector and the market also has planning (Alexander, 2001). So the issue is not planning or market but governance structure or compound relationship forms which reduce social costs and planners' efficiency is in reforming the market to merely accepting it. In this regard, the market is seen as a social construction that aims beyond economic well-being (Adams and Tiesdell, 2010). On this score, market is built by the society and is not premised. Therefore, it is fragile and competitive and is not an independent and autonomous structure (Christie et al., 2008). In this regard, international experiences show that urban policymaking has moved from the stage of welfare services provision to competitiveness policy propagation and coalition building including flexible labor market creation and incentive development for domestic investment (Diamond et al., 2014).

Accordingly, in today's world, cities have turned into large-scale competitiveness stage. Territorial competitiveness includes the efforts of the enterprises to promote the advantages of a place by increasing the value of that place for different activities (Cheshire and Gordon, 1998). In this regard, there is a variety of resources to enhance the competitive advantage of a place. Some factors directly affect the performance of the enterprises and therefore are analyzed at the level of enterprises, and some factors are analyzed through the peripheral environment of an enterprise and at the third level, governance impacts associated with the attractiveness promotion policies of a place, are proposed (Begg, 1999).

Today, the quality of the built environment is considered as a prerequisite for economic development rather than a byproduct of it (Gospodini, 2002). Indeed, the quality of life is a critical factor in the attractiveness of the location and in other words, the fundamental factor for its marketing in order to increase competitiveness (Rogerson, 1999). Accordingly, place development and promotion for specific target groups; generally comprise a major part of the urban marketing strategies. Usually three groups of place customers are aimed in urban marketing inducements: 1) local residents 2) enterprises 3) tourists (Sager, 2011).

Urban marketing is a long-term process involving a variety of activities done by a comprehensive analysis and studying of the status of a city in terms of assets and opportunities (Kavaratzis and Ashworth, 2007) and efforts to increase awareness and impact on the behavior and attitudes of people to the city (Kavaratzis, 2009). In this regard, places can attract various investments to develop and improve the livability which can be studied from the following aspects (Kotler et al., 1999):

- Place as a character: the impact of a place relative to the "sense of place."

- Place as a fixed environment: emphasizes on the creation of structures compatible with the natural environment but does not guarantee economic growth of a place. In this regard, market strategic planning should be intelligently and creatively pay attention to place development infrastructure with regard to priorities.

- Place as a service provider: successful places also need good public services,

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which can be considered as product or attractiveness of a place for marketing.

Entrepreneurial city was introduced first with the emergence of global cities and city marketing and urban growth machine theories in the 1970s and especially in the 1980s and initially had more economic sense (Metaxas, 2007; Kavaratzis, 2007). Thus with the introduction of neo-liberalism and city competitiveness in order to attract investment, they need international-driven and entrepreneurship based policies taken in order to increase competitiveness and this led to the adoption of the new regime based on urban governance (Hubbard, 2001). In this regard, since about the 1980s, managerial policies changed to entrepreneurial policies and urban spatial development approaches commonly referred to as "entrepreneurial city" were known as a turning point in place marketing processes (Kavaratzis, 2007). These approaches evolved in the 1990s, with the rise of network society, space of flows and issues such as competitive advantage, creative city, sustainable development and livable city and also included non-economic arguments. In this period, the competitiveness of cities and urban entrepreneurship tools evolved in the form of city branding according to social and competitive identity of cities, social capital, sustainable economic development, taking into account environmental impact, the idea of ecological economic (eco^2) city and recently urban prosperity.

Urban entrepreneurship approaches have distinct features which some are mentioned here:

- The ultimate goal of them is local economic development so that triggering it instead of controlling and managing economic growth.

- Entrepreneurial approaches are increasingly market-based with the goal of benefiting from market mechanisms to achieve common objectives with minimal intervention of the public sector.

- Entrepreneurial city benefits from creative strategies to promote urban competitiveness.

- Forms of strategic planning form the backbone of new approaches and the basis of policy renewal assessment is increasingly based on culture, image improving and innovation in order to design cities as interesting places to live, work and invest.

- In these approaches, policymakers and planners pursue broader goals. It means that, in addition to economic policies, social, environmental and cultural policies should also be applied.

- Entrepreneurship approaches are based on the Open Government Partnership networks, government agencies, the private sector and interaction among them, rather than hierarchical and bureaucratic attitudes.

- Urban governance under such conditions is known as an enabler character. In fact, market-based management is based on sharing the rights and obligations between the state and the market through planning rather than market liberalization in the city and this idea would be the basis of participatory governance (Bianchini and Parkinson, 1993; Biddulph, 2011; Hall and Hubbard, 1996; Jessop and Ngai-Ling, 2000; OECD Territorial Reviews, 2007).

Entrepreneurial City and Urban Regeneration Approaches

Concurrently with the entrepreneurial city approaches changing, urban regeneration and revitalization policies also evolved to holistic policies in social, economic, cultural and physical aspects. The peak of

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these changes would be in the 1990s (Habibi, 2005). In this decade, urban restoration accommodated an intervention approach by looking at the past without clearing the historical identity (Hajipour, 2007). In the new approach, the creation of urban spaces is done to respond to contemporary needs (Robert, 2000) that is perceived as "return to the city" and considered by restoring activity to the city in the context of fast global competitiveness. In this regard, urban regeneration aimed at increasing competitiveness through place marketing tools and can be considered under two general factors of public policy and resources. Public, includes proactive decision making to facilitate urban regeneration and resources are also in connection with the formation of human capital and attention to the social environment, physical environment and investment potentials (Singhal et al., 2009). Many models are investigated in relation to the spatial development, urban regeneration and entrepreneurial city, which here some examples are, mentioned:

- City branding turns to "how can combine together culture and history, economic growth and social development, infrastructure, architecture, landscape and environment, among other issues, as a marketable and agreeable identity" (Zhang & Zhao, 2009). City branding, as a comprehensive approach, acts as a propaganda tool to create a unique image of the city. Urban identity and branding relate together through spatial development and imaging tools affecting quality of life (Riza et al., 2012). Because the impact of quality of life "in the process of attracting capital based on marketing platform" is proposed as an important tool for cities for forming an image and a different environment to attract investment and people (Harvey, 1989). In this case, some also remark the city simulation and non-place, which take place by adopting similar approaches and strategies (Turok, 2009). The two important forms of urban branding are mega-projects and mega-events:

- New mega-projects, which were noticed from the 1980s, are as one of the most comprehensive market-based strategies as well as the image of innovation, creativity and stimulating competitiveness to attract investment in order to evoke economic growth and urban regeneration (Doucet, 2007). These projects greatly accelerate urban changes at the local, regional, national and international scales (Swyngedouw et al., 2002) and also, have multiple objectives and are accompany with mix land uses (Unlike the previous mega-projects that focused on a single objective) in the context of public-private partnership including a range of residential, retailing, official, cultural and leisure spaces and natural environment (Lehrer and Laidley, 2009). But it should be noted that these mega-projects also can cause heavy impacts and increased costs in terms of lack of responsibility and public participation or because of massive and the standard mix of land uses and incompatible forms, physically separate from the surrounding texture and not having regenerative effects on the surrounding areas. It is also possible to cause gentrification and spatial division (Biddulph, 2011).

- Mega-events: In the form of a kind of mega-projects, point out a sign or special event which mainly includes exhibitions, celebrations and cultural and sport events and are held regularly or on special occasions (Hall, 2006). These events not only provide a proper image of

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a city or country in the world, but also attract investment, create jobs and increase revenues from tourism with attracting attention in national and international level and ensue consolidating or accelerating economic, social or cultural processes of that event. Hosting big events, often facilitates urban-areas projects, such as improving infrastructure and renovation of some parts of the city (Varrel & Kennedy, 2011).

- Creative city: is at the intersection of "culture", "planning" and "urban development" which culture is considered as a raw material and creativity as a tool to benefit from it (Landry, 2000). The concept of creative city can be considered as an alternative approach to urban regeneration which its focal point is culture, education and space of creativity. Foundations of creative city can be considered in three areas of economy, culture and place thereby the proper environments with specific cultural characteristics, attract creative people and this workforce, in turn, expand the wealth of knowledge economy (Rahimi et al., 2013).

- Transfer of Development Rights (TDR): is a combination of three factors of government, market and people and tries to find a short cut to get to the action of planning (Messer, 2007). Property-based strategies, promote competitive advantage through the attraction and retention of human capitals, customer acquisition, increasing productivity, promoting the values of entrepreneurship values, learning and innovation (Roulac, 2001). Accordingly, TDR permits developers and conservation groups to compete in the market to gain additional rights (Maleki, 2013). And, as a general strategy, notices project implementation through market motivation (Geutting, 2007).

- Local Economic Development (LED): has come up with maximizing local resources and potentials as tools against the threats of globalization (Ababiyo and Mayer, 2012). Improving quality of life, physical infrastructure, human capitals, science and technology, financial capital, local identity and institutional capacity are important factors in LED (Wong, 2002).

- City prosperity: cities, as engines of successful economic growth, should strike a balance among economic competitiveness, social cohesion and conflict environmental issues (Bahreini et al., 2014). In this regard, one of recently presented new forms of development, is city prosperity with five dimensions of economic productivity (economic growth, income generation, job creation, etc.), environmental sustainability (minimum pressure on natural resources and maximum use of local potential), equality and social inclusion (fair distribution and redistribution of the urban benefits and civic participation reinforcement), quality of life (providing services and living standards due to strengthening social identity and cohesion) and infrastructure development (adequate infrastructure providing for enhancing performance, mobility and communication) which is defined in the form of a wheel and at the center of that, government institutions, laws and urban planning act in order to create a balance among the five dimensions through mutual policy actions (UN-Habitat, 2012).

According to what was said, Figure 2 presents the theoretical framework of the research.

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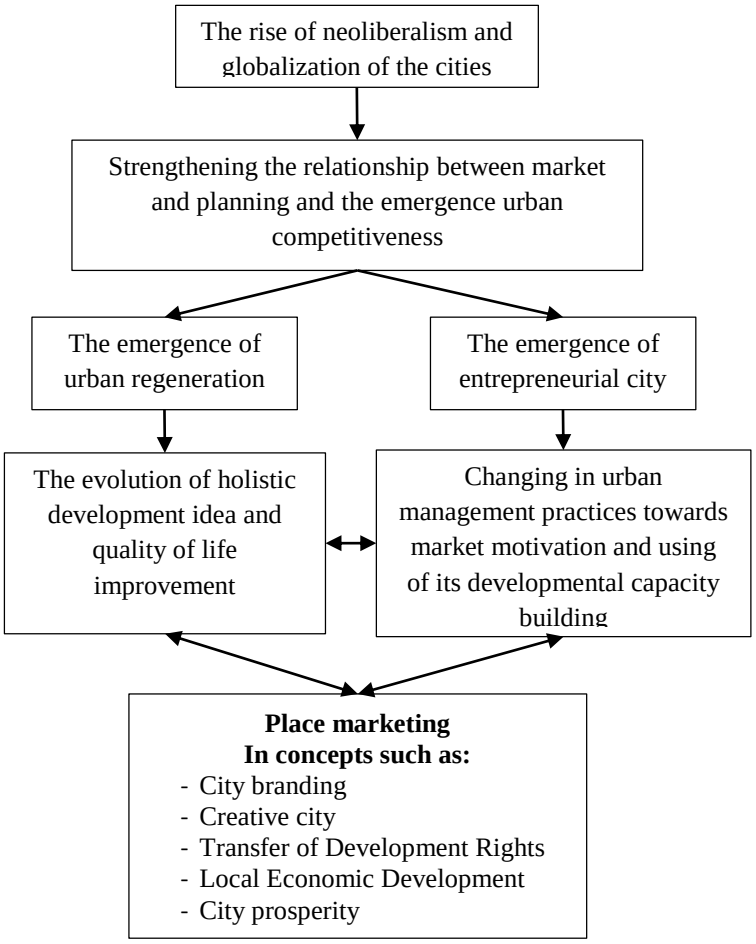


Fig2. Theoretical framework of the research
Reference: (Researchers' findings)

4- Research Method

This article tries to analyze, explain and provide an interactive conceptual framework of urban regeneration and entrepreneurial city in achievement of place marketing by using of qualitative inductive and global case study method. Case study method is proper to do a research from different perspectives among which we can mention the following: 1) new investigative areas and domains without required theories or well-known measurement tools, 2) describing a process or an event affecting several parts, 3) explaining and investigating a complex event. Woodside used this method descriptively to clarify the nature of a phenomenon and he deemed it would be appropriate for answering questions about what, how, when, where, and people responsible for and interest in it (Woodside, 2010 quoted from Ahmad Akhoondi et al., 2015).

Also according to the common typology, which divides the researching, based on the aim, into three types of descriptive, explanatory and exploratory, this study is exploratory in nature; because it is prospecting the effectual dimensions and spheres of the processes of urban regeneration with the approach of entrepreneurial city in the context of place marketing. Accordingly, in this study, on the basis of documentary method, referring to library documents and texts, valid online sites and observing

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a variety of theoretical and empirical researches, the necessary information were collected and aspects and the main axes of urban regeneration with the approach of entrepreneurial city, based on subjective interpretation, were identified and extracted by using of qualitative content analysis, secondary data analysis and meta-analysis (which some consider it as the last research evaluation). Accordingly, the eight cases of Liverpool in England, Barcelona in Spain, Shanghai in China, Dublin in Ireland, Milwaukee in the United States, Montreal in Canada, Sydney in Australia and Stilbaai in South Africa were selected. Samples were selected with consideration of necessary distribution among different countries of the world. Accordingly, in this study, maximum variation sampling method, as a method of sampling in qualitative researches, was used. Then, in order to learn more about the types of strategies adopted in these cases, three of them, which cover more aspects, will be reviewed in detail. Finally extracted aspects will be divided into several total dimensions and, with consideration of theoretical and empirical approaches of identified dimensions, an interactive conceptual framework of urban regeneration and entrepreneurial city in achievement of place marketing will be proposed.

5- Research Findings

In this section, after a review of global experiences in 8 countries of Great Britain, United States, Ireland, Spain, Canada, South Africa, China and Australia, aspects of influences and actions shared among global samples, were extracted (table 1). These samples were selected with consideration of scattering across the world and covering different cultures in order to be sufficient to provide the necessary framework.

Table 1.The aspects of influences and actions of urban regeneration with entrepreneurial approach in global samples

Aspects of influences and actions / Global samples and cases	Liverpool One and the transformation of a city: Place branding, marketing and the catalytic effects of regeneration and culture on repositioning Liverpool	Framing Large-Scale Projects: Barcelona Forum and the Challenge of Balancing Local and Global Needs	Mega-events and City Branding: A Case Study of Shanghai World Expo 2010	Changing Approaches to Urban Planning in an 'Entrepreneurial City': The Case of Dublin	From brew town to cool town: Neoliberalism and the creative city development strategy in Milwaukee	Branding the design metropole: the case of Montreal, Canada	The Sydney 2000 Olympics and Urban Entrepreneurialism: Local Variations in Urban Governance	Place marketing, tourism promotion, and community based local economic development in post-apartheid South Africa The Case of Still Bay-The 'Bay of Sleeping Beauty"
Institutional capacity building and participation of NGOs	●	●	●	●	●	●	●	●
Caring private sector investment	●	●	●	●	●	●	●	●
Promoting learning, innovation and creativity	●	●	●	●	●	●	●	●
Market strategic planning	●		●	●		●		●
Facilitating domestic and international institutions cooperation		●	●					
Facilitating cultural exchanges		●	●		●			●
Using of sustainable technology	●	●	●		●	●		
Place marketing, place branding and image promotion	●	●	●		●	●	●	●
Heritage preservation and local identity promotion	●		●			●		●
Development of services, infrastructures and environment quality improvement	●	●	●	●	●	●	●	●
Increasing occupation and income opportunities	●	●	●	●	●	●	●	●
Social polarization prevention				●	●			●

Reference: (Martin, 2009; Majoor, 2011; Mcguirk and MacLaran, 2001; Nel and Binnis, 2002; Rantisi and Leslie, 2006; Owen, 2002; Wang et al., 2012; Zimmerman, 2008)

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After comparative study of empirical experiences and its literature, which were studied in the theoretical framework, the framework of place marketing in urban regeneration with entrepreneurial city approach is proposed. In this regard, three global samples, which cover the most of the factors in table 1 and have the relative distribution at the global level, will be reviewed in details. The first one is an example of urban regeneration project named Liverpool 1 with city branding approach in the form of multi-functional mega-project. The second is Stilbaai in South Africa using city branding and local community empowerment approaches in a small town and the third sample is regeneration an area of the city of Shanghai in China in the form of mega-event.

• ***Liverpool 1 Project (Urban Regeneration Based on City Branding Approach in the form of Multi-Functional Mega-Project)***

The project area of Liverpool 1 was previously known as Paradise. It is located in downtown area and previously contained a large portion of non-used land, which was used as a parking lot. The increasing deterioration of the texture of this area and inattention had led to depletion of it. This project is one of the best and most informative projects related to urban regeneration. The aim of the project was improving the quality of the city spaces and surrounding areas, using of city marketing and branding strategies, attention to private sector investment, economic prosperity, job creation and increasing residents' incomes, legislation, attention to sustainable development and green technologies, physical identity preservation, visual disturbance prevention, participation of NGOs in all phases of the project and designing with respect to the surrounding environment.

The name of Liverpool 1 was chosen for this project because first Liverpool was a known city all over the world and second the purpose of it, was representing of the city as the best or number one. "One" as the project logo was used to reflect this purpose. Place marketing in this project was done by 7p brand (people, processes, physical evidence, product, price, place and promotion) as an important model for managing the design, development and implementation of it. In this project, unlike other conventional projects, all aspects of marketing were not in control of developers. An example was communication and place advertising at regional, national and international scales (promotion). The body structure, as the product of this project, was designed by the skilled planners. The project also was constructed by qualified manufacturing companies. The location of that was also in a land of 42-hectare in the city center. Studies have shown that the cleanliness, security and access to customers' perception, judgment and behavior in the marketing have great importance. The price and value of the land also was considered as the evaluation criterion and success of the program. Involving all people is focal in Liverpool 1 which was done through public meeting of stakeholders every 12 weeks. Processes were also referred to the changes created with the vision of sustainable development through innovative participatory approaches (Martin, 2009). Liverpool 1 could play a significant role in the regeneration of downtown in addition to the integration of the commercial and historical center of the city and consideration of the mix land uses (with the domination of commercial land use) during economic, social, physical and spatial changes. The project had a significant impact on

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increasing economic power of the area. So that the commercial center of the city which was in decline, after the project (which its emphasis was on small business centers), could provide prosperity Liverpool city center. So that in the ranking of business British cites, Liverpool could climb to the sixth place. The project also provided significant opportunities for employment, education and training; so that after the completion, over 5000 permanent job opportunities were provided.

• ***Stillbaai in South Africa (Urban Regeneration in the form of Empowerment of Local Communities in a Small Town):***

This experience is one of the most interesting experiences of development in post-apartheid era in South Africa. Stilbaai is a small town with limited population which the most are white race but in the vicinity of another city with mostly black race. This small town is an example of the role of local communities in development of the local economy and meeting the needs of multi-ethnic groups who suffered of racial discrimination for years. Innovations of this projects was institution-building, capacity building, empowerment of local communities and economic development done through place marketing and branding. This small town was introduced to the world with the logo of "Bay of Sleeping Beauty" as a place of relaxation, peace and away from crime. In this regard, place advertising was done through annual events such as whales displaying and celebration of heritage for tourism development and also development of local governance was considered in which the development of economy was possible through strategic mechanisms. Of the most important strategies used in this project, private sector participation, attracting a wide range of domestic and foreign investors, committed local governance, identifying local potentials, developing infrastructure and improving the quality of the environment can be mentioned which was aimed at local economy development.

The results of this project was improving the employment opportunities and income, tourism development, raising the city's permanent residents and improving living standards. It should be noted that approaching the target of full employment caused the city becoming one of the most secure places in the country of South Africa. Social polarization also dissipated by facilitating participation and gathering of entrepreneurs from both local communities (Nel & Binns, 2002).

• ***Shanghai Expo (Urban Regeneration in the form of Expo Mega-Event)***

The city of Shanghai as an important financial and economic center in China, was the host of the mega-event of Expo in 2010. Expo is the largest event ever held in developing countries. This huge event, which involved nearly 84 million people, over 350,000 visitors per day, was held during the first six months since May 1st to 31 October 2010. Until that time, though Shanghai, as the economic center, was of great importance, had little experience in organizing such events and branding. This process also included advertising as well as physical regeneration in the city of Shanghai. Shanghai strategy in the event was planning the theme of "Better City, Better Life" to promote harmonious urbanization and reduce its negative mental images.

The Expo mega-event was in a land area of 25 hectares along the industrial belt on both sides of river. The greatness of the location and the high volume of development led to the need for a specific

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plan and vision to create a multi-purpose service center and redevelopment it in future after the Expo mega-event with four functions of (1) convention and exhibition; (2) cultural exchange; (3) retail trade and office and (4) hospitality and entertainment which somehow gave a flagship role to the site (Deng, 2013).

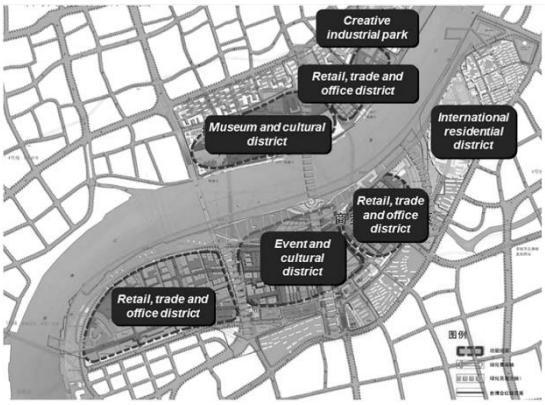


Fig3. The post Expo site redevelopment
Reference: (Deng, 2013)

The Expo mega-event was in a land area of 25 hectares along the industrial belt on both sides of river. The greatness of the location and the high volume of development led to the need for a specific plan and vision to create a multi-purpose service center and redevelopment it in future after the Expo mega-event with four functions of (1) convention and exhibition; (2) cultural exchange; (3) retail trade and office and (4) hospitality and entertainment which somehow gave a flagship role to the site (Deng, 2013).



Fig4.The Expo mega-event logo
Reference: (Wang et al., 2012)

During the Expo mega-event, Shanghai proposed a strategy to build future cities based on collective wisdom through learning and innovation exchange among developing and developed countries, West and East, North and South, rich and poor and also introduction of the unique opportunities in cities to collaborate in the future. This mega-event was accompany with slogans such as nature friendly city, balance between economic growth and social development, communicative and technological research development to build future cities, creating livable cities, multi-cultural development and balance between urban and rural development (United Nations, 2011). However, the project failed to attract public participation (Wang et al., 2012).

With a comparative study of the mentioned examples, it can be concluded that urban regeneration processes with entrepreneurial approach, despite having

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a global perspective that is using of new information and communication technologies and interacting with cities around the world, emphasizes on management, governance, investment and local assets. Another important issue in these processes is holistic development (simultaneously quality and quantity based) in which cultural development is considered as an important underlying factor. In this respect, identifying opportunities and protection of local identity to create the desired image with the aim of increasing the quality of urban life is important. With these interpretations, by using of meta-analysis of the studies, the interaction of urban regeneration and city entrepreneurship in place marketing fulfillment, with considering theoretical approaches is presented in Table 2.

Table 2. The framework of urban regeneration and entrepreneurial city interaction in fulfillment of place marketing

Supportive theoretical approaches	Aspects of Impact and Actions	Principles and dimensions
Participatory governance (Healey, 1999; Hubbard, 2001) **Regime theory** (Hall and Hubbard, 1996; Peck, 1995; Wolman and Goldsmith, 1992) **Transfer of Development rights** (Geutting, 2007; Messer, 2007; Roulac, 2001) **Urban competitiveness** (Begg, 1999; Lever and Turok, 1999; Rogerson, 1999) Market strategic planning	- Identifying and mobilizing local assets and opportunities - Institutional capacity building - Emphasis on private sector investment - Promoting learning, innovation and creativity - Facilitating the business environment	Changes in management practices and urban governance and capacity building in order to stimulate market growth and development
Communicative planning (Fischler, 2000; Forester, 1999) **City diplomacy and global governance** (Pluigm and Mellisen, 2007)	- Involving NGOs - Public Private Partnership - Involving local, national and transnational institutions - Providing cooperation of supranational and international institutions with domestic institutions	Taking advantage of new species of participation
Local Economic Development (Blakely and Bradshaw, 2002; Wong, 2001) **City Development Strategy** (Cities Alliance, 2004, Golkar, 2005) **City branding** (Kavaratzis and Ashworth, 2007; Mccarthy, 2006; Zhang and Zhao, 2009) **City prosperity** (UN-Habitat, 2012; Wong, 2014) **Ecological Cities as Economic Cities (ECO^2)** (www.worldbank.org/eco^2) **Creative Cit** (Florida, 2002; Landry, 2000)	- Multiculturalism development - The using of sustainable technologies - Environmental impact assessment of projects and actions - Promoting the image of places - Paying attention to local identity	Sustainable development in social, economic, cultural and environmental aspects
Infill development and smart growth(Downs, 2005; Farris, 2001) **Just city** (Fainestein, 2010) **Livable city** (Evans, 2003; Kotler et al., 1999)	- Increasing the quality of the environment - Conversion of brown lands to services and facilities - Increasing employment and income opportunities - Avoiding social polarization	Infrastructure development and improving quality of life

Reference: (Researchers' Findings)

6- Conclusion and Discussion

As mentioned above, cities today, under the influence of neoliberal policies, the consequences of globalization and the free flow of goods and capitals on the one hand, and the rapid growth of science and technology on the other hand, are in competition with each other. Today the market and planning are not considered in opposition to each other; but under the influence of institutional political ideology, planning is considered in market and planners are considered as market actors. In such circumstances, place marketing is not possible with past managerial practices and in this regard, new species of urban

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governance have been proposed. One of the proposed approaches is entrepreneurial city, which is based on participatory governance, market motivation to attract investment, innovation and capacity building. Entrepreneurial city, which was first proposed with the purpose of economic development, evolved by the theories, proposed in the 90s, which were mentioned in this paper, and today follow purposes beyond the economic goals. At the same time, urban regeneration approaches also found the broader dimensions and, influenced by competitive and entrepreneurial forces, went beyond the national territory and found transnational and global dimension. With this interpretation, urban regeneration, under the influence of new forces, with dimensions such as changes in management practices and urban governance towards market motivation and capacity building, taking advantage of new species participation, comprehensive development in all social, economic and environmental aspects, infrastructure development and quality of life improvement, can be redefined. Accordingly, the proposed conceptual framework, as shown in Figure 5, can be proposed.

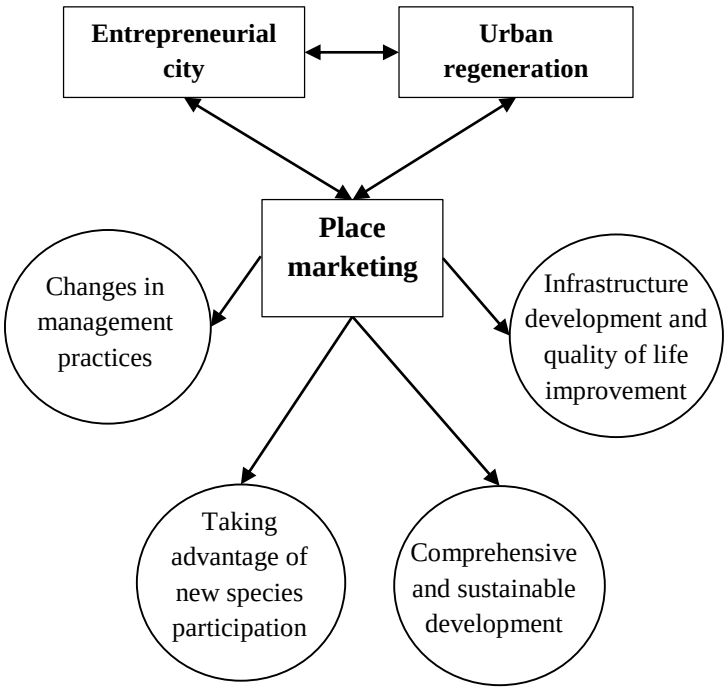


Fig5. The proposed conceptual framework for urban regeneration and city entrepreneurship interaction in achieving place marketing
Reference: (Researchers' Findings)

As mentioned in research methodology, this study was seeking to develop a conceptual framework for urban regeneration and entrepreneurial city interaction in fulfilment of city marketing and was done by using of global case study comparative analysis. About the cities of our country, this framework should be tested. But in general it can be noted that, according to the findings, using of transnational tools on the one hand, and strengthening local cultural identity and new species of

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management on the other hand, is considered a necessity in urban regeneration programs and processes of our country. It is worth mentioning that the considerations confronting our cities in this regard are as follows:

- **Cultural considerations**: Since structural and cultural background of each country, along with the type of planning and the commitment to its implementation, have significant impact in inserting cultural factors, as important dimension of regeneration processes, In this context, our cities require cultural context providing on the one hand so that they can be receptive to new ways of urban entrepreneurship. On the other hand the preservation of the heritage and identity of the local level up to the national level and contribution to developing them at the global level is very important.

- **Institutional considerations**: as mentioned above, application of methods of entrepreneurship in urban regeneration programs requires a change in management practices and the use of new species in participation. In new species of participation, taking advantage of new methods of governance (local and corporative), institutional capacity building for technical interaction and cooperation at both local and national level, has a great importance. In this regard, the management of our cities in the field of institution-oriented, and democratic and participatory mechanisms is premature.

- **Regulatory and legal considerations**: these aspects are important because are very effective in facilitating entrepreneurship processes and removing the political and bureaucratic barriers and should be such that courage and give safeness and security risks to domestic and foreign investors.

Finally, it should be mentioned that urban regeneration study at the international level and attention to its application in sustainable and holistic development, is a way to help monitoring all aspects of similar domestic projects; since can explain done paths in other locations with regard to different social, cultural, managerial similarities and differences and facilitate the desired results in the internal prospective projects. In this regard, the practical recommendations for the implementation of such processes, with regard to cultural, institutional and legal considerations, are as follows:

- Reinforcing the role of environmental experience and improving the quality of the environment (physical facilities and infrastructure, communication conditions, redevelopment of public spaces, landscaping, etc.) in order to improve the image of the place.

- Using promotion tools (Using social media and setting up Internet sites).

- Developing culture and human resources and stimulating people's creativity through educational programs and encouraging street art, crafts and etc.

- Protecting and enhancing cultural heritage, tourism development and spaces promotion.

- creating monumental buildings through architecture in accordance with identity and culture.

- Specific legislation in relation to facilitating the participation of the private sector and empowering NGOs.

- Having transparency in policies and programs.

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