

New Aspects for Small and Medium Sized City Development with Smart Urban Profiling and Management

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ABSTRACT: *Life in cities and urban areas of tomorrow will differ essentially from present circumstances. Rapidly changing framework conditions for city development and urban area growth resulted in far-reaching transformations. Many cities attempting to improve the quality of life and urban living in the future, while the world has become predominantly urban. Therefore, it is important to have a solid and realistic plan to respond to these changes.*

Therefore, procedures and strategies to resolve issues in this complex environment of cities and urban areas require a close cooperation with government and technology. In order to make citizen to live better in cities and urban areas, low-tech and high-tech approaches pertaining to transportation, buildings, utilities and smart citizens services should be balanced.

This study focuses on a novel multi-dimensional model that accounts for managed growth strategies (“smart growth”), economic vitality as well as cultural amenities and sustainable development goals in a scientific and coherent matter. The Model shows a novel holistic Smart Urban Profiling and Management Model to support a smart cities market and smart growth. The assessment included literature analysis, secondary surveys and interviews of trained professionals. European cities with similar planning and zoning authorities were included in the analysis, therefore Austria was used as representative for European cities, since its small and medium sized towns are typical of Austrian small-scale structures.

The data shown in this paper applied qualitative and quantitative methods to satisfy the requirements of a descriptive questions because of the lack of a quantitatively verifiable hypothesis.

Here, it displays analysis of critical elements of the Model and expert surveys in relation to a Smart City Market plan. Adaptation management methods with novel and established smart city strategies that also improves sustainable urban development goals, are combined in the “Smart Urban Profiling and Management Model” which is systematic and strategic and allows more effectively to respond to changing market conditions and to aide policy makers in the administration and management of cities.

To respond efficiently to changes and innovations in the smart cities market, the Model constitutes a conceptual framework that can be used by various stakeholders.

KEY WORD: *adaption management, city & urban development and management, profile-oriented marketing, smart city strategies, sustainability*

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I. INTRODUCTION

Over the coming years cities will substantially continue with strong growth and are subject to constant change and diverse development trends. Therefore the increasing urbanization can be seen as a key trend and the design of city systems, their processes and management will play an essential role in shaping a sustainable, innovative and livable future in cities and surrounding areas, and must be utilized more professionally and strategically focused as a comprehensive process, hereby should be determined what needs to be done to secure effective and lasting regeneration (Haase, Güneralp, Dahiya, Bai, & Elmqvist, 2018).

In Europe Cities and their surrounding urban areas are taking an active role and are leading the debate about our future. To show this from the perspective of the Austrian example, the demographic development of Austria is characterized by strong growth in large cities with a simultaneous decrease in population in peripheral rural regions. This means, actually more than five million Austrians, two thirds of the population, live in small and medium sized cities in rural areas (Proell, 2017). Due to a better infrastructure and better career prospects more and more people are attracted by cities. This means concrete, that until 2030 a migration of up to 10% away from the structurally weakest areas are expected (Rupprechter, 2017).

One of the main challenges for cities in the 21st century are that the small-scale structured cities of the rural areas urgently need equal opportunities to open new perspectives to people living there. Strong cities are

becoming urban (rural) areas with growing surrounding communities. The protecting of the resources and strengthening the economy to provide a basis for social justice, are also an further essential point.

Through this point of view, the future of mankind lies in the cities and this will change also urban life (Singles, Seniors, etc.) (Egger, 2016; UN Desa, 2018).

To navigate the big challenges of the next decades, city systems must be smarter and flexible, therefore holistic concepts are needed instead of the current single measured strategies, frequently applied in the past. It is important to develop innovative & sustainable strategies for dealing with the diverse and complex agendas of a city in dialogue with those who responsible for (politics, administration and companies). This development increases the demands in for city and urban management and show that the constant growth of cities creates an environment in which cities are challenged to compete with each other for citizens and organizations (Egger, & Hois, 2016).

1.2 Research Objective

The objective of the research is to develop a new holistic city marketing model for city marketing management for generating future-oriented, viable and sustainable small and medium-sized cities.

1.3 Management Strategies and Systems for the research of small and medium sized cities

To adapt to the changing reality, Cities and Regions can no longer rely on business as usual (Barroso, 2013). Therefore, innovation processes and a holistic view must be initiated and management systems established so that new things can develop continuously and systematically.

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, 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 rely 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.

“Systematic and future-oriented evaluation approaches can meet the challenges of a rapidly changing and increasingly complex society (Nieminen, & Hyytinen, 2015).” Marketing models and urban development have frequently 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 small 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. To respond efficiently to changes and innovations in the smart cities market, it constitutes a conceptual framework that can be used by various stakeholders.

The objective of this study is to create 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 2019, worldwide (Smart City Wien, 2019) and also globally, Vienna tops the ranking for Quality of Living city ranking the 10th year running (Mercer, 2020).

1.4 Research Methodology and Data Analysis

The research Methodology and Data Analysis 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. This multi-step methods approach of research has the advantage that each stage is based on the experiences and results of the previous and allows an integrated view with revisions during the research based on the preliminary results. Systemic thinking, unlike analytical thinking, requires multiple skill sets to establish a holistic view of a system and explain its behavior. The aim of this survey was to test whether or not 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.

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 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.

Primary Data: A detailed questionnaire was shared with the respondents containing all the aspects related to the study topic. The primary sources included 90 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 questions were analyzed and interpreted from Likert-Type scales.

The sampling of Austrian cities was based on a definition for medium-sized cities with a population between 10.000 and 500.000 inhabitants and catchment areas less than 1,5 million. In addition, the cities should have well accessible and relevant databases and therefore be covered by Urban Audit, a Europe-wide database on cities. Austria was used as a representative for European cities, since here 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 primary on the global metropolises.

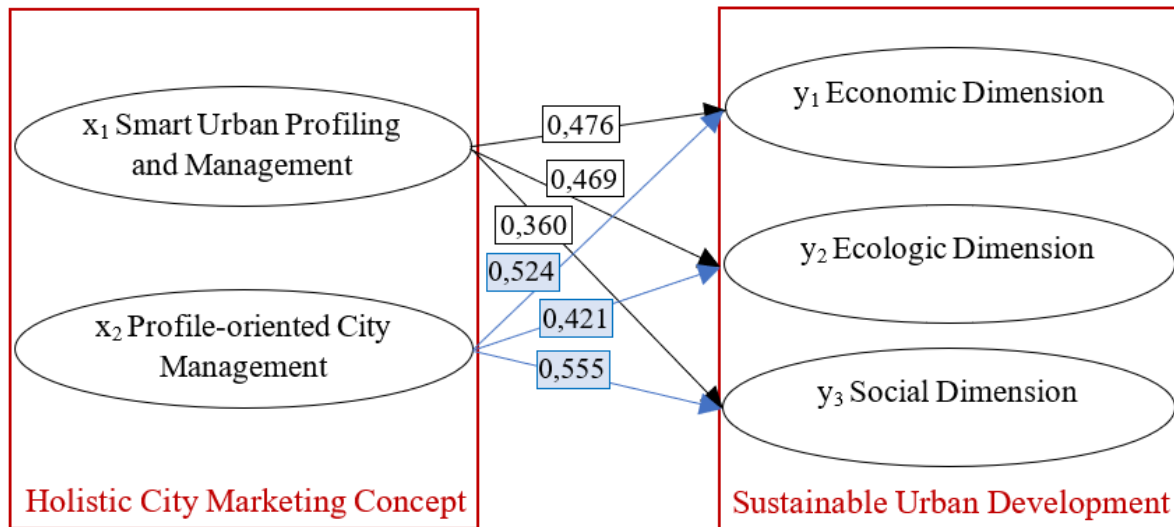
Integrating Information: As revealed by the analysis of secondary data, many of those responsible for city marketing and sustainable city development in Austria are often defined by their position in the city administration such as city office directors or city councilors. For them, city marketing and 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 select were also contacted for the expert interviews. To make coherent decisions and strategies related to the relevant goals and indicators, an integrated approach aspires to evaluate and interpret economic, environmental, and social aspects.

Data Processing: The evaluation and subsequent data processing was performed with SPSS Statistics applying normal distribution tests, scale testing, factor-, correlation- and regression analysis as tools of descriptive statistics as well as group comparison tests, to detect distinctive features and gain some more interesting insights.

1.5 Factors that directly or indirectly affect the constructed SUPM Model

The profile of a city/town, in the Smart Urban Profiling and Management model, relies on relevant indicators of the three key dimensions, economic, social and ecological sustainability. Sustainable development has been hampered, in the past, 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 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. Let us observe the following trend of the parameters graphically.

Figure 1: Spearman’s correlation coefficients are testing the influence of the holistic city marketing concept on sustainable urban development.



As figure 1 shows, the Holistic City Market Concept is reasonably correlated with the Sustainable Urban Development plan. Spearman’s correlation can also be used when two variables are not normally distributed. It can take values from +1 to -1.

1.6 Research Elements for the study: City Marketing, Smart Cities & Sustainable Urban Development in Austria

1.6.1 Actual Situation of city Marketing in Austria

Cities and towns can use sustainability as a brand position. A city competes for tax-paying residents, enterprises and skilled works, and lastly tourists. 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” (Taecharunroj, Muthuta, & Boonchaiyapruerk, 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.

1.6.2 Smart Cities Concepts and Strategies

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” (Smart Cities Council, 2020).

In the presented Smart Urban Profiling and Management (SUPM) model, smart city model profiling requires the assessment of social, economic and sustainability features e.g. as the . 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 to reduce 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 select and implement 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 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-Stürm, 2019), and in the non-profit sector, the "Freiburg Management Model (FMM) (Schwarz, & Bumbacher, 2005), that are also facing economic, ecological and social challenges (Daub, Scherer, & Verkuil, 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 described 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. 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.

1.6.3 Trends and changes in Austrian urbanization

The urbanization trend is also characterized in Austria and shown by strong growth in large cities with a simultaneous decrease in population in peripheral rural regions. In Austria there are already 830 of a total of 1.200 municipalities with a negative population development, and the trend is rising (Schulz, 2020). People are fleeing the country and moving to the city, until the COVID-19 pandemic caused a rethink. There is also the trend of New Regionality, which is becoming more and more popular in many areas of our lives, for example in tourism and cuisine (Proell, 2017). Nevertheless, the appeal of the cities is unbroken, and the development opportunities between urban and rural areas are very different. Therefore, individual future opportunities are a key factor in emigration processes. This demographic change, tight budgets and increasing administrative complexity that municipalities have to find new ways to cope with their tasks.

The latest and most current development the COVID-19 pandemic will undoubtedly change the way we live and work for the foreseeable future, and new trends will emerge that will become part of the 'new normal.' (JLL Research, 2020). In this context, urbanization does not mean urbanization in the proper sense. Urbanization derives from the Latin "urbanus" (city) and stands for the change in life in the city.

Those who live in rural areas in western European industrialized countries, like Austria, live mostly in urban areas. The infrastructure is similar to the city, there are hardly any differences in e. g. medical care, schools, shopping or the transport network (Schulz, 2020). The main difference is that cities create jobs that don't exist in the countryside. These job opportunities cause people to leave rural areas because there is a lack of infrastructure such as roads, public transport networks and fast internet. Urbanization involves more than just changing living spaces. Not all cities are the same and the respective city flair depends on the size of a city and there are enormous differences in size. Austria is growing by around 60.000 inhabitants every year. 40.000 people moved to the federal capital Vienna and the rest were spread across the nine federal states. According to Gottfried Kneifl (2020) from IWS (Initiative Wirtschaftsstandort OÖ), no other capital in the EU has such a high degree of density as Vienna. The former east-west divide was replaced by an intensive rural-urban migration into the metropolitan areas of the federal states (Kneifl, 2020).

The region between Wels and Linz (also called the Upper Austrian central area) is the area with the highest density of large and medium-sized cities and counts as the most economically strong region in Austria. The state capital Linz is growing due to its geographical advantage, excellent transport connections, shipping, economic prosperity and a strong industry. But even the capital Linz, with more than 200.000 inhabitants, has no big city characteristics, because the city has comparatively few green belts due to the close proximity of other important regional centers. A surrounding area has formed here that is well connected in terms of traffic

and allows the surrounding cities to grow together constantly. The close interweaving of urban density and extensive rural open space for business settlements, suburban development as well as for local supply and relaxation makes this area in Austria unique. Behind prosperous small towns and their rural areas are the great commitment and exceptional achievements of the people who live, work and manage there. With around 312.000 jobs, the Upper Austrian central area is one of the economically strongest and fastest developing small regions throughout Europe (Schulz, 2020).

One of the central tasks of the next few years is therefore to create contemporary framework conditions so that the small and medium-sized cities and their surrounding areas remain spaces for the future. Important prerequisites for this are digitization, sustainable infrastructure, high-quality jobs, modern education, reliable health care and an inspiring range of cultural and leisure activities to compensate for structural disadvantages. More equal opportunities for this type of small-scale structured towns also requires joining forces and getting to the heart of what the small towns and their surrounding regions need for successful development. It is also about rethinking the rural area with its small-scale structure, because these rural regions are not deficit areas, but real future treasures, the potential of which must be maximized. All of these are important prerequisites for this type of small-scale structured towns to be and remain future spaces through new thinking. A forward-looking model to cope with this tasks are inter-communal cooperation. The expansion of cross-community Cooperation makes it possible to use synergies for the benefit of the citizens (Proell, 2017).

In summary, it can be said that the Upper Austrian example as well as Salzburg with its surrounding area or the Vorarlberg Rhine Valley clearly show that the most important development in the next few years will be the space between the cities, their gaps. Cities and municipalities are growing together to form a quasi-city or (Schulz, 2020).

The residents of these regions or new spaces in between need the best possible infrastructure in public transport, roads, childcare and creative freedom for the immediate neighborhood. Cities need the country and rural communities need the vitality and diversity of cities.

However, the Covid-19 pandemic, has made the big city and metropolises less attractive because people feel safer in the countryside. The disadvantage of commuting to work is compensated for with mobile office options by working from home. Housing researcher Wolfgang Amann thinks about this development that whoever can afford it will want to have their own work room in the future. Smaller apartments will therefore go out of fashion because the home office will have a different status than before (Amann, 2020; Schulz, 2020).

According to the findings of the media specialist Doris Schulz (2020) published by STAMA Austria and the current study by sReal,(2020) 43% of those looking for real estate in Austria currently want an apartment or a house in the countryside and almost 60% want to move from the larger district capitals. A house in the country and a small apartment in the city could be a new way of life for this if you can get by with three working days in the office and two working days at home in the future (Schulz, 2020).

The tasks are therefore larger than before to enable greater flexibility and mobility, increasing life expectancy and the associated quality of life and feel-good atmosphere as well as individuality, internationality and neighborhood networks. Through new forms of mobility and networking, urbanity is above all a new way of life and thinking.

All these changing framework conditions and trends look set to continue, although with some new characteristics and points of focus:

Urbanization: The pandemic is unlikely to slow the long-term trend in growing urbanization, but will prompt a rethink in urban design, increasing the imperative to develop truly scalable smart city solutions, to put a much greater focus on public health and safety, and to deliver greater investment in public infrastructure (JLL Research, 2020).

Sustainability: There will be an increased spotlight on corporate social responsibility, and through this, greater awareness of the fragility of our society and ecosystem (JLL Research, 2020).

The 'new normal' will take time to evolve. New trends are already starting to take shape as governments, businesses and communities begin to adjust to the postpandemic environment. But equally, there will be other consequences to the pandemic that will surprise us and that are not yet possible to predict. But the responsibilities for city and urban development have to ensure that our cities and urban, as rural areas have a real future for all those who live there and want to live there.

1.7 Findings and Interpretation

The paper has identified the factors that lead to a new integrated approach for city marketing as an instrument of sustainable urban development, presents the Smart Urban Profiling and Management model. 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. The implementation of the goals and targets attempts to challenge the business-as-usual approach to economic growth.

Furthermore, it is identified that 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 created 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.

It is considered that evolution into an environmentally and socially sustainable location for smart businesses, demand structural changes. Readjustments in a comprehensive process can be challenging and rapid changes make it necessary to review and adjust processes at short intervals. The lifestyle concerns of people are increasingly important in defining the overall role of urban social processes. By applying 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 & Hois, 2016; Jenks & Jones, 2009).

The paper also concludes that for a holistic approach to city-marketing and sustainability, innovative steps are shown, here. 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. New habits and behaviors will need to be educated and adopted. This reset will lay the groundwork for reimagining the new spaces between the cities, their surrounding and the rural areas and distributed through the Smart Urban Profiling and Management model.

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. This means, Urbanization is above all a new way of life and thinking (Proell, 2017). However, it could be examined that there are no "one size fits all" solutions. With a view to flexibility and closeness to the citizens, different cities, surrounding areas and rural regions require different approaches for successful communal cooperation can be further studied through an empirical work and thus pave the way for another research.

The study identified also, that there will be an increased spotlight on corporate social responsibility and through this, greater awareness of the fragility of our society. Therefore, our new normal will take time to evolve and new trends are already starting to take shape as governments, communities and businesses begin to adjust to the postpandemic environment. Finally and equally, it could be summarized that there will be other consequences and new situations to the pandemic that will surprise the responsible for city as well as urban-and rural management and that are not yet possible to predict.

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