



# **DEVELOPMENT OF SOLUTIONS AND AN ONLINE GUIDE ON FOSTERING THE REVITALISATION AND MODERNISATION OF THE SMALL RETAIL SECTOR**

486/PP/GRO/PPA/15

FINAL REPORT – CASE STUDIES ANNEX

Written by  
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Directorate-General for Internal Market, Industry, Entrepreneurship and SMEs  
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# 1 Purpose and scope of this annex report

This annex report contains further information collected on regional and local initiatives to revitalise and modernise the small retail sector in the EU. This chapter provides an overview of where to find case studies and other examples in this annex and in the main report of the study. Chapter 2 presents each of the 20 case studies conducted. Chapter 3 provides an overview of the longlist of interesting initiatives, which was established to provide insights on what types of initiatives exist and to present a basis for selecting the case studies.

The case studies consist of 15 local initiatives including a digital component and 5 e-commerce platforms. The methodology for case study selection is described in the methodological annex to this study. All case study reports are based on a combination of desk research and where possible interviews with the initiator of the initiative or other persons greatly involved in the initiative, as well as small retailers affected. The information hereafter thus represents the understanding and conclusions drawn by the research team based on a triangulation of the collected information. Important aspects of the cases are presented in the report and formed the basis of the success stories presented in the guide designed to support authorities in modernising and revitalising the small retail sector published alongside the report, to illustrate specific measures. The following table provides a matching overview on where to find more information about each of the case studies and other success stories used in the guide.

Table 1 Case study overview

Case studies	Link to more information
<b>CoSto (FR)</b>	Final Report: Sections 3.3.3, 3.4.1, 3.4.2, 4.2.5 Annex Report – Case Studies: Section 2.1 <a href="#">LINK</a>
<b>Pakt PRO Commerce (LU)</b>	Final Report: Sections 3.1.1, 3.4.2, 4.2.1, 4.2.3, 4.2.6, 4.2.7 Annex Report – Case Studies: Section 2.2 <a href="#">LINK</a>
<b>Digitale Innenstadt (DE)</b>	Final Report: Sections 3.4.2, 4.2.5 Annex Report – Case Studies: Section 2.3 <a href="#">LINK</a>
<b>Vetrina Toscana (IT)</b>	Final Report: Sections 3.4.1, 4.2.7 Annex Report – Case Studies: Section 2.4 <a href="#">LINK</a>
<b>The PIATIC initiative (ES)</b>	Final Report: Sections 3.3.2, 3.4.1, 3.4.2, 4.2.5 Annex Report – Case Studies: Section 2.5
<b>e-shopping offensive (AT)</b>	Final Report: Sections 3.4.2, 4.2.5 Annex Report – Case Studies: Section 2.6
<b>Academia de Comercio de Lisboa (PT)</b>	Final Report: Sections 3.1.1, 3.2.2, 3.4.2, 4.2.6 Annex Report – Case Studies: Section 2.7 <a href="#">LINK</a>
<b>Commerce Connecte (BE)</b>	Final Report: Sections 3.4.1, 4.2.5 Annex Report – Case Studies: Section 2.8 <a href="#">LINK</a>
<b>9 Streets Amsterdam (NL)</b>	Final Report: Sections 3.4.1, 3.4.2, 4.2.4, 4.2.7 Annex Report – Case Studies: Section 2.9 <a href="#">LINK</a>
<b>MCA e-commerce (MT)</b>	Final Report: Section 3.4.1 Annex Report – Case Studies: Section 2.10

Case studies	Link to more information
	<a href="#">LINK</a>
<b>Great Gloucestershire High Street (UK)</b>	Final Report: Sections 3.4.1, 4.2.2, 4.2.5, 4.2.7 Annex Report – Case Studies: Section 2.11 <a href="#">LINK</a>
<b>GUUTE (AT)</b>	Final Report: Sections 3.3.3, 3.4.1, 3.4.2, 4.2.1, 4.2.4, 4.2.5, 4.2.6, 4.2.7 Annex Report – Case Studies: Section 2.12 <a href="#">LINK</a>
<b>Het internet ook uw zaak (BE)</b>	Final Report: Sections 3.2.2, 3.3.3, 3.4.1 Annex Report – Case Studies: Section 2.13 <a href="#">LINK</a>
<b>WijZijnArnhem (NL)</b>	Final Report: Sections 4.2.4, 4.2.7 Annex Report – Case Studies: Section 2.14 <a href="#">LINK</a>
<b>Facilyshop (FR)</b>	Final Report: Sections 3.4.1, 4.2.2, 4.2.7 Annex Report – Case Studies: Section 2.15 <a href="#">LINK</a> , <a href="#">LINK</a>
<b>IshopBraga (PT)</b>	Final Report: Sections 3.3.3, 3.3.4, 3.4.1, 3.4.2, 4.2.5 Annex Report – Case Studies: Section 2.16 <a href="#">LINK</a>
<b>ZlavaDna (SK)</b>	Final Report: Sections 3.4.2, 4.2.5 Annex Report – Case Studies: Section 2.17 <a href="#">LINK</a>
<b>Mercado47 (ES)</b>	Final Report: Sections 3.4.1, 3.4.2, 4.2.5 Annex Report – Case Studies: Section 2.18 <a href="#">LINK</a>
<b>Online City Wuppertal (DE)</b>	Annex Report – Case Studies: Section 2.19 <a href="#">LINK</a>
<b>iZOOM.it (IT)</b>	Final Report: Sections 3.4.2, 4.2.5 Annex Report – Case Studies: Section 2.20 <a href="#">LINK</a>

Further examples without a case study report:

Table 2 Overview of additional success stories used in the guide

Additional success stories used in the guide	Link to more information
<b>Wembley High Road (UK)</b>	Final Report: Section 4.2.6 <a href="#">LINK</a>
<b>The Retail Agenda (NL)</b>	Final Report: Section 3.1.1 <a href="#">LINK</a>
<b>A strategy for future retail (UK)</b>	Final Report: Sections 3.1.1, 4.2.1 <a href="#">LINK</a>
<b>Retail Observatory (GR)</b>	Final Report: Sections 3.2.2, 4.2.3 <a href="#">LINK</a>
<b>Shopping in Flanders (BE)</b>	Final Report: Sections 3.1.1, 4.2.1

## 2 CASE STUDIES

In this chapter all 20 case studies are presented. 15 of them are regional or local initiatives and 5 are e-commerce platforms. The following table provides an overview of the case studies.

Table 3 Overview of local/regional and e-commerce case studies

Local/Regional initiatives	Themes supported by the initiative
1. Vital Quartier and CoSto;	1. Facilitating the adoption of digital technologies, Supporting skills development;
2. Lux Pakt PRO Commerce;	2. Upgrading digital and public infrastructure, building a strong retail community;
3. Digitale Innenstadt;	3. Assisting marketing and promotion;
4. Vetrina Toscana;	4. Assisting marketing and promotion;
5. PIATIC;	5. Facilitating the adoption of digital technologies, supporting skills development;
6. E-shopping Offensive;	6. Facilitating the adoption of digital technologies, supporting skills development;
7. Academy;	7. Building a strong retail community, supporting skills development;
8. Commerce Connecte;	8. Facilitating the adoption of digital technologies, supporting skills development;
9. Amsterdam 9 streets;	9. Upgrading digital and public infrastructure, sharing the right information with retailers, assisting marketing and promotion;
10. MCA e-commerce;	10. Building a strong retail community, assisting marketing and promotion;
11. Gloucestershire;	11. Upgrading digital and public infrastructure, supporting skills development, assisting marketing and promotion;
12. GUUTE;	12. Building a strong retail community, assisting marketing and promotion;
13. Het internet ook uw zaak;	13. Assisting marketing and promotion, facilitating the adoption of digital technologies;
14. Wijzijnarnhem;	14. Building a strong retail community;
15. Family shop;	15. Assisting marketing and promotion, building a strong retail community;
E-commerce platforms	Themes supported by the initiative
16. I shop BRAGA;	16. Building a strong retail community, assisting marketing and promotion;
17. ZlavaDna;	17. Assisting marketing and promotion;
18. Mercado 47;	18. Assisting marketing and promotion;
19. Online City Wuppertal;	19. Supporting skills development, assisting marketing and promotion;
20. iZOOM.it.	20. Assisting marketing and promotion.

In the sections hereafter each initiative is described in the same structured way, providing first identifying information on each case study (including highlights) and then a detailed description. The template used is the same for all regional/local initiatives. E-commerce platforms are presented using a slightly adjusted template.

## 2.1 Vital Quartier and CoSto

Identifying information for case study	
<b>Name of initiative and identifying information</b>	<b>CoSto (Connected Stores) initiative by the SEMAEST organisation</b> <a href="http://www.costo.paris/">http://www.costo.paris/</a>
<b>Location of initiative/action</b>	Paris (France)
<b>Key facts at a glance</b>	<p><b>Type of initiative:</b> Public-Private collaboration</p> <p><b>Themes supported:</b> Facilitating the adoption of digital technologies, Supporting skills development</p> <p><b>Success indicator:</b> over 900 retailers involved in the scheme</p> <p><b>Funding:</b> Paris City Hall loan, rent from tenants and leases, European funding (ERDF)</p>

1. Background context to the market
<p><b>What are the problems and/or challenges of being a small retailer within this market?</b></p> <p>The Parisian market is dominated by franchises and supermarkets that can afford higher rental costs in a speculative environment and profit from their brand's communication policy. The commercial lease contract is signed for 9 years and can be broken only every 3 years. On one hand it protects the shopkeeper's activity over the long term. On the other hand, the first 3 years are the most fragile for a new business, the tenant can accumulate a large debt before being allowed to break the contract.</p> <p>Moreover, consumption patterns have changed in the last few years and new demands have emerged. Consumers have become more informed, demanding and volatile and purchase more and more of their goods online, which weakens the profitability of brick and mortar shops.</p> <p>Throughout Europe, especially during a time when the economic crisis has hit small businesses hard, local shops have had to reinvent themselves in order to compete in an extremely globalised setting.</p> <p><b>What are the advantages and/or opportunities of being a small retailer within this market?</b></p> <p>All the consumption studies prove the new demand for higher quality local shops, ethically sourced or locally produced products, sustainable means of production and collaborative practices. Customers are looking for enjoyable and surprising experiences in shops. This is an opportunity for small brick and mortar shops, because each of them is unique.</p>

2. Background context to the innovative action
<p><b>What was the innovative action that was introduced?</b></p> <p><b><u>VITAL QUARTIER</u></b></p> <p>VITAL QUARTIER turned SEMAEST, a Paris City Hall's semi-public society of urban development, into a society of economic development, specialised in commercial regeneration in city centres. Through SEMAEST, Paris City Hall has been involved in the protection and diversification of local shops since 2004. With money lent by the Paris Municipality, SEMAEST acquires stores, oversees their renovation and rents them to shopkeepers on attractive terms. But, far more than being just a landlord, SEMAEST supports its tenants in the implementation of their economic projects. After they are settled, it provides them with services to help them develop, optimise their costs and better meet their customers' expectations.</p> <p><b><u>CoSto (Connected Stores)</u></b></p> <p>In 2015, SEMAEST launched the Living Lab called CoSto ("Connected Stores") to provide local shopkeepers with tools to deal with changes in consumer patterns and to help them organise new digital services such as online ordering with eco-friendly delivery, and strengthen their communication through the use of digital technologies (<a href="http://www.costo.paris/">http://www.costo.paris/</a>). This allows independent businesses to see the Internet as strength rather than a threat.</p>

CoSto combines innovation with the local economy. This network aims to contribute to the conservation and vitality of the storekeepers, craftsmen and independent creators in Paris by allowing them to exploit the potential of digital technologies (barely or poorly used so far), to increase their activity, offer new services to their customers (delivery, booking etc.) and gain visibility. CoSto has over 900 members (bakeries, grocers, florists, butchers, wine merchants, booksellers and designers).

It is an information network on the new practices of shops and a place for exchanges between storekeepers, as well as a platform for testing new digital tools for the businesses of tomorrow. CoSto delivers a number of services that will be enhanced thanks to European Regional Development Fund (ERDF) - Integrated Territorial Investment (ITI) in 2017 and 2018:

- "CoSto on the roads" are short seminars for shopkeepers to get ideas of how digital tools could help them develop their business (e.g. development of customer loyalty, contactless payment, using social networks and geo-localisation, etc). The seminars should become more practical in 2018;
- "Costo.paris" is a digital platform which provides information about digital tools for shopkeepers. It should become more ambitious in the coming years;
- The "living lab Costo" offers shopkeepers the chance to test digital solutions in their shops for free over several months. First, a call for projects are launched and then a committee composed of public agencies specialised in digital technologies, chambers of commerce and industry and craft associations select the best profiles from start-ups offering digital solutions. As a next step, the shopkeepers choose what digital technology they want to test after speed dating in a meeting called "CoSto dating";
- The "testeur" is a shop devoted to short term leases (1 week to 3 months), which allows small retailers to sell their innovative products together with an offer of digital services (mobile payment, augmented reality, service of customer loyalty). Short term leases are an ideal way to test a concept or a new district before committing to opening a shop.
- Citizens living in the vicinity of these "testeur" shops will be invited to select the shopkeeper they would prefer to stay permanently, among several who have used the "testeur" shop;
- Initiate alternative tourism in areas where there are CoSto shopkeepers, and areas which are considered a **priority in terms of revitalisation**.

#### **When was the innovative action introduced?**

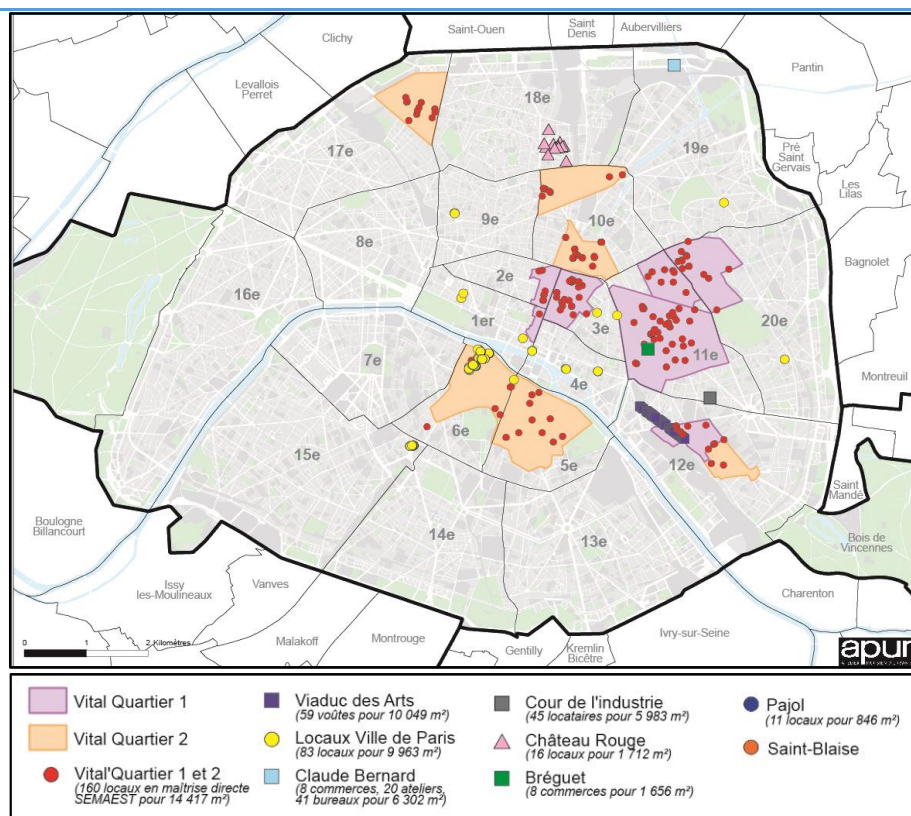
CoSto was launched in 2015.

#### **What are the objectives of the innovative action?**

New economic models using digital solutions can help shopkeepers develop their retail activity and support sustainability. For example, through zero waste digital initiatives, social innovations, new ways of delivery supported by shopkeepers, developing local social links with "click and collect", online communication promoting ethical and sustainable products, online requests for funding of humanitarian associations, creation of local digital communities gathering inhabitants, shopkeepers, associations, visitors.

#### **What is the scope and scale of the innovative action?**

First, SEMAEST started to expand CoSto's project in its original area of operation (see below coloured purple on the map). In 2016, as the CoSto's project received further funding from the Ile-de-France ERDF's Integrated Territorial Investment (ITI), SEMAEST focuses on its expansion of the shopkeepers' community currently only in the 18-19-20th arrondissements of Paris.



SEMAEST's areas of operations in 2015

#### What is the level of digital applications used within the innovative action?

The first step is to ensure that the shopkeepers are clearly geo-referenced online. If needed, they are helped to create a Facebook/Instagram account. Then they are invited to join some of the digital information sessions (CoSto on the road) and to take part in tests launched through the partnership with start-ups (living lab Costo, "CoSto dating").

#### What is the level and sources of funding for the innovative action?

SEMAEST's main funding comes from a Paris City Hall loan to buy premises (VitalQuartier 1: 57,5M€, Vital Quartier 2: 34M€) and rents received from Vital Quartier's tenants and from other emphyteutic leases (Viaduc des Arts, Château Rouge, etc).

CoSto's employees are also working on other projects (mainly communication of its service). With European funding from the ERDF, CoSto will receive € 720 000 between 2017 and 2020, which will be partly used to recruit more employees and the rest for deploying the activities funded by ERDF described above.

This long term project is not intended to become self-sustaining in the future.

#### Why was the innovative action introduced?

It was a SEMAEST initiative (i.e. a semi-public body), not a "bottom up" idea from shopkeepers, introduced because SEMAEST was aware of the digital evolution and concerned by the increased difficulties of independent small shopkeepers to stay competitive. During the last two years, CoSto's team have noticed an increasing awareness of the shopkeepers regarding digital technologies. Paris has become a big centre in digital retail. Paris' digital ecosystem is flourishing and the development of online networks of shops are planned. The start-ups are more used to working in partnership with big brands, but SEMAEST helps them approach independent brands, which are more difficult to target because they are isolated and overloaded with work.

#### What was the rationale used to justify the innovative action, including any evidence?

Studies have proved that:

- 78% of consumers search for information online before purchasing a product offline;
- 73% of the internet users look for the closest shop that offers the product they are looking for;
- 83% of the French population have a computer and internet access; 61% have a smartphone; and 46% have a tablet;
- The number of delivery services are soaring, increasing competition with brick-and-mortar shops.

<b>What are the main roles of those involved in the innovative action (tick all that apply)</b>				
	Initiator	Participant	Enabler	None
<i>Regional authority or municipality (City of Paris)</i>	X		X	
<i>Local trade body, such as chambers of commerce</i>		X		
<i>National/global retailers</i>				X
<i>Local independent retailers</i>		X		
<i>Other private businesses (Start-ups)</i>		X		
<i>Other private associations</i>	X	X		
<b>What has been the main activity of each of those involved in the innovative action?</b>				
<p>The municipality (Paris City Hall) supported the SEMAEST initiative. It provided rooms in municipalities for, and attended, some of the "CoSto on the road" events. The local authority (Paris City Hall) supported CoSto's application for funding from ERDF-ITI.</p> <p>SEMAEST recruits local retailers, disseminates information on social media and costo.paris platform, creates content to inform shopkeepers. They run the "CoStos on the road" with an external web developer. Plenty of start-ups contact SEMAEST spontaneously to explain their concept.</p> <p>After discussion with local retailers, a call for technology for testing is launched each year. To select start-ups who answer the call, SEMAEST worked closely with Paris &amp; Co (a Parisian public association supporting digital start-ups and financed by Paris City Hall) and Cap Digital (a regional public digital cluster). The Chamber of Commerce and the Chamber of Handicrafts are also partners in the selection committee. The local retailers choose from the selected projects which ones they would like to test. Then, they get access for free to this technology for a few months.</p> <p>For its new ITI ERDF CoSto's projects in the 18-19-20th districts of Paris, SEMAEST has developed partnerships with associations from different backgrounds: alternative tourism, start-ups who provide a crowdfunding platform, associations that are an umbrella for funding innovative projects. SEMAEST develops partnerships with these associations which identify and bring on board innovative projects. As SEMAEST is part of an URBACT III network, the URBACT local group is involved in co-developing these areas around SEMAEST's projects.</p>				

<b>3. Impact of the innovative action</b>
<b>Which parties benefit the most from the innovative action, and why?</b>
<p>The start-ups benefit most from the innovative action. The start-ups have free access to a test bed, which consists of a wide range of stores. Fivory for instance, expanded a lot since 2015. The stores have free access to a range of technologies, which can give them the same effective tools as their bigger competitors, when it comes to digital technologies. There is no commitment, they can stop whenever they want. Promoting alternative tourism in the areas can bring the shopkeepers new customers. The fact that citizens of an area can choose which shopkeeper who used a "testeur" should settle in their area creates a sense of local community.</p>
<b>Which parties suffer most from the innovative action, if any, and why?</b>
<p>CoSto is not financially directly profitable for SEMAEST, it is very time-consuming and does not provide very visible results. In addition, the start-ups would like more shops to test their technology, but it is difficult to mobilise the small shopkeepers who are often too busy.</p>
<b>What are the short-term and long-term qualitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
<p>CoSto's programme enhances shop's visibility, encourages the development and use of innovative concepts and helps e-shops to trial brick and mortar shops through the "testeur" (pop up store). SEMAEST grows in popularity through CoSto, because of the interest from public actors in this initiative. The start-ups can adjust their project if the innovative action/testing based on customer feedback on what is effective. They can win new clients, if the shopkeepers decide to sign a contract with the start-up for the long term.</p>



<b>What are the short-term and long-term quantitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
This is only the beginning of expansion and therefore it is too early to understand the real impacts of this initiative. Still, 40 shopkeepers in 2015 and 60 in 2016 took part in the digital tests where they were offered the chance to test several digital technologies. The second testing phase is still on-going. In case of the "testeur" (see previous section), out of the 7 projects tested, 5 of them managed to find a brick and mortar shop. As a result of the initiative, 700 retailers (out of 900 retailers in CoSto's digital network) are now referenced on Google and have a Facebook page.
<b>How do the qualitative and quantitative impacts compare with the original objectives of the innovative action?</b>
As it is an innovative action, it is difficult to set the impacts and the related KPIs in advance. However, when stores pick up on technology and continue using it after the test phase, it is considered as a success. SEMAEST intends to create on costo.paris platform a database of digital applications tested during experimentation periods, which would also include shopkeepers' feedback. SEMAEST are approached by a lot of start-ups that offer sometimes very expensive services. Public support reassures the tenants on their digital choices.

<b>4. Lessons learned</b>
<b>What worked well in the implementation of the innovative action, and why?</b>
There was a huge response from innovation start-ups (80 in 2015, 60 in 2016).
<b>What worked badly in the implementation of the innovative action, and why?</b>
It was difficult for the stores to choose the technology, as there were so many technologies they could choose from. They did not feel they had the knowledge or insight to decide. Pre-selection should have been done better by SEMAEST.
The shoppers had to be convinced to use the app, in order to make the initiative successful, and the storekeepers were those who had to do this. For various reasons they were not the best spokespeople. One reason is that they did not have enough time to explain to each customer what this initiative is about, another is that they did not "own" the solution and they did not know so much about it.
In addition, the shop keepers are the ones that have the most influence on the take-up of the solution, and they are not involved in the initiative from the beginning.
<b>What parts of the innovative action would be successful elsewhere, and why?</b>
The innovative action and especially the possibility of trying the technology for free and provision of the start-ups with a free user base is transferable and can be successful elsewhere.
<b>What parts of the innovative action are particular to this location or situation only, and why?</b>
There is a legislation allowing the city of Paris to take over property usage. Since 2004, the SEMAEST initiative has developed a trusted partnership with local stores. Paris is a big hub for start-ups. The city has the highest rate of university graduates in France, meaning people are very connected and interested by innovations, and there are good internet connections everywhere.
<b>What policies and activities best supported the uptake of new technologies within the innovative action?</b>
The idea is to create a living lab and to see how the market reacts.



## 2.2 Lux Pakt PRO Commerce

Identifying information for case study	
Name of initiative and identifying information	Pakt PRO Commerce
Location of initiative/action	Luxembourg
Key facts at a glance	<p>Type of initiative: Public, national level</p> <p>Themes supported: Upgrading digital and public infrastructure, building a strong retail community</p> <p>Success indicator: N/A</p> <p>Funding: N/A</p>

1. Background context to the market
<b>What are the problems and/or challenges of being a small retailer within this market?</b>
The need for city centres' revitalisation and the lagging behind in terms of digitalisation, which is a threat as most consumers in Luxembourg buy online, are the biggest problems.
<b>What are the advantages and/or opportunities of being a small retailer within this market?</b>
N/A

2. Background context to the innovative action
<b>What was the innovative action that was introduced?</b>
<p>Pakt Pro Commerce is an agreement between the Ministry of Economy, the Chamber of Commerce and the Luxembourg Confederation of Commerce (CLC). It identifies 5 fields of action:</p> <ul style="list-style-type: none"> <li>• <b>Analyse:</b> Analysis of consumer behaviour, creation of "a national cadastre of trade", accurate data updated on a regular basis, and that will - among other things - allow for the better management of vacant buildings. There is a study ongoing to analyse the demand from customers. The outcome of this pillar might be a pooling of resources (a common e-commerce site, centralised purchasing, an audit tool to give the SMEs an overview of the types of technology they are lacking...);</li> <li>• <b>Digitalise:</b> The members will make retailers aware of the challenges and opportunities offered by ICT technology tools in the development of their business concepts. A retail sector strategy will be developed and a common national digital presence: this platform would be a national retail showcase (see an example: <a href="http://www.visitluxembourg.com/fr/que-faire/shopping-au-luxembourg">http://www.visitluxembourg.com/fr/que-faire/shopping-au-luxembourg</a>). A common platform could also be an e-Commerce site, pooling resources;</li> <li>• <b>Urban Commerce:</b> It aims at supporting the professionalisation of municipal policies on trade and economic development to make the city centres more attractive and dynamic. The urban pillar targets the city marketing approach. It builds on successful experiences in other countries (e.g. Hamburg's industrial area revitalisation) to empower cities to revitalise their centres and attract uninvolved retailers. It is a global approach including small and large retailers: large retailers are attracting people to come to an area and small retailers make a city more special;</li> <li>• <b>Service culture: Customer</b> service has a social dimension and should be part of an overall policy. Multiculturalism and multilingualism are two specificities of Luxembourg that need to be taken into account. High quality service will be promoted. The service culture pillar aims at supporting the micro enterprises in offering more than just sales, like for example home delivery, which larger retailers already have;</li> <li>• <b>Economical promotion: There will be a multi-channel communication</b> plan to reach out to the workers, that come to the city to work, but who live outside/in neighbouring countries.</li> </ul> <p>The outcome of a platform could be a virtual mall, such as a site linked to tourism. Currently, the project is building a "a national cadastre of trade", which will be linked with economic data and will analyse which types of retail structure provide the most added value over time, and what does not work anymore.</p>



<b>What are the short-term and long-term qualitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
As result of the innovative action the partnership between the Ministry, the CLC and the Chamber of Commerce could be harmonised. Moreover, this innovative action could boost overall domestic trade, as this multifaceted sector still has a considerable growth potential. Other sectors, like tourism for example, will also benefit from actions based on this agreement. In addition, the revitalisation of city centres will also help achieve the goals of the Ministry regarding the Nation Branding. Finally, the Pakt is a logical follow up of the 4th action plan for SMEs. Working on the various fields of the Pakt, the Chamber of Commerce will improve the enabling environment necessary for the development of the retail sector.
<b>What are the short-term and long-term quantitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
The current feasibility study is analysing this. The study is focusing on understanding who would benefit most from the database and what could be its potential users (banks, cities, ...).
<b>How do the qualitative and quantitative impacts compare with the original objectives of the innovative action?</b>
It is too early to say.

<b>4. Lessons learned</b>
<b>What worked well in the implementation of the innovative action, and why?</b>
N/A (the action has not yet been implemented)
<b>What worked badly in the implementation of the innovative action, and why?</b>
N/A
<b>What parts of the innovative action would be successful elsewhere, and why?</b>
All parts - a holistic approach is needed to revitalise retail.
<b>What parts of the innovative action are particular to this location or situation only, and why?</b>
The size of Luxembourg allows this National strategy to be implementable.
<b>What policies and activities best supported the uptake of new technologies within the innovative action?</b>
N/A

## 2.3 Digitale Innenstadt

Identifying information for case study	
<b>Name of initiative and identifying information</b>	<b>Digitale Innenstadt</b>
<b>Location of initiative/action</b>	Diepholz from Lower Saxony and Mönchengladbach in North Rhine-Westphalia (Germany)
<b>Key facts at a glance</b>	<b>Type of initiative:</b> Public, regional <b>Themes supported:</b> Assisting marketing and promotion <b>Success indicator:</b> 79 retailers involved in the scheme <b>Funding:</b> German trade union and eBay

1. Background context to the market
<b>What are the problems and/or challenges of being a small retailer within this market?</b>
Diepholz is a small city (16 000 inhabitants), it has a pedestrian zone with a wide range of offers ranging from clothing, cosmetics, sports articles, books to household appliances. As online trading in the very beginning is complex, this is why many small traders are afraid of selling their products online. It can be difficult for smaller retailers to go online as quickly and economically as possible. Therefore the ability to exchange ideas in the community project, as well as have the professional support of eBay and the German trade union (Handelsverband Deutschland) should not be underestimated. Retailers must also be present on the internet, in order to exploit the potential of e-commerce.
<b>What are the advantages and/or opportunities of being a small retailer within this market?</b>
1) There exist comprehensive digital promotion measures for Diepholzer dealers; 2) A special characteristic of Diepholz is the owner-managed specialist retail trade; 3) The combination of online and offline offers numerous advantages for customers. For example, convenient home ordered goods will be picked up at the local store without being dependent on the delivery times.

2. Background context to the innovative action
<b>What was the innovative action that was introduced?</b>
The innovative action included: - Digitisation of shopping streets – access to an online market via E-bay; - Competition between cities/town to be able to join the initiative.
The action was introduced through a pilot project called "Mönchengladbach on eBay". According to the webpage, from autumn 2015 to summer 2016, Mönchengladbacher shopkeepers offered their products on eBay's sales channels. The final balance sheet was extremely positive: 79 local retailers sold more than 87 500 products with a total value of more than € 3.2 million and delivered their products to 84 countries. Most of the participating merchants continue to run their shop on eBay. Mönchengladbach on eBay is accessible at: <a href="http://www.ebay.de/rpp/mg">http://www.ebay.de/rpp/mg</a>
Link to the website: <a href="https://www.stadt-diepholz.de/portal/meldungen/digitale-innenstadt-900000330-21770.html">https://www.stadt-diepholz.de/portal/meldungen/digitale-innenstadt-900000330-21770.html</a>
<b>When was the innovative action introduced?</b>
It was created in autumn 2015. The project is based on pilot work in a different town (Mönchengladbach) and has also been adopted by other towns, such as Bingen and Oberhausen. The pilot project was completed in summer 2016.
<b>What are the objectives of the innovative action?</b>
The goal of all the activities in the project was to keep the brick and mortar stationary trade in Diepholz alive, to create additional sales possibilities and to attract online buyers back into the inner city. The aim of the competition is to select a town which will get support and free eBay access.

<b>What is the scope and scale of the innovative action?</b>				
<ul style="list-style-type: none"> <li>• free WiFi spots in the participating stores;</li> <li>• free e-Bay access (29 participating, 30 not yet);</li> <li>• support of eBay start-ups in the area of e-commerce (designing and building home pages, intensive workshops and webinars for participating dealers);</li> <li>• integration of dealers and their assortments on eBay;</li> <li>• logistics companies DHL and Hermes provide the shopkeepers with shopping coupons and packaging material with the eBay logo.</li> </ul> <p>The pilot study offered an e-bay shop and training for retailers.</p>				
<b>What is the level of digital applications used within the innovative action?</b>				
Internet access – online shops, coupons etc.				
<b>What is the level and sources of funding for the innovative action?</b>				
Free access to eBay for one year (provided by eBay) for the winner of the competition.				
<b>Why was the innovative action introduced?</b>				
<p>This initiative officially started in July 2016 when Diepholz won a package for the digital promotion of the town's retail trade from the Handelsverband Deutschland (HDE), in conjunction with eBay. This included the connection of the retailers and their assortments on eBay. However, some e-bay shops, which are listed as part of initiative, already existed earlier (as in 2006): <a href="http://www.ebay.de/usr/pyramide-beck?rt=nc">http://www.ebay.de/usr/pyramide-beck?rt=nc</a>. At least 24 shops in Diepholz are now active on e-bay.de (<a href="http://www.ebay.de/rpp/dh">http://www.ebay.de/rpp/dh</a>).</p>				
<b>What was the rationale used to justify the innovative action, including any evidence?</b>				
<p>The initiative was set up as a competition to encourage towns to plan and prepare their retailers for online shopping. The initiative was set up by eBay and the Handelsverband Deutschland (HDE). Evidence of success is provided in the growth of online sales. The pilot project in Mönchengladbach involved more than 70 retailers and sold more than 32 000 items between October 2015 and January 2016. Customers came not only from Germany but also from 53 other countries.</p>				
<b>What are the main roles of those involved in the innovative action (tick all that apply)</b>				
	Initiator	Participant	Enabler	None
<i>Regional authority or municipality</i>		X		
<i>Local trade body, such as chambers of commerce</i>		X		
<i>National/global retailers</i>				
<i>Local independent retailers</i>		X		
<i>Other private businesses (please state)</i>				
<i>eBay Germany</i>				
<b>What has been the main activity of each of those involved in the innovative action?</b>				
Also the eWeb Research Center at the Niederrhein University of Applied Sciences was involved in the project pilot as a neutral party to monitor results.				

<b>3. Impact of the innovative action</b>	
<b>Which parties benefit the most from the innovative action, and why?</b>	
<ul style="list-style-type: none"> <li>• Local retailers as they get further outreach and promotion for their work;</li> <li>• eBay as they get new clients and integrate online transactions in their business;</li> <li>• The city as it gets free promotion and improves the situation of its local retailers;</li> <li>• The company responsible for business promotion and city marketing Diepholz (Wista). Wista was supported by Diepholz, the Fördergemeinschaft Lebendiges Diepholz and the Chamber of Industry and Commerce;</li> <li>• Diepholzer Working Group - the city's economic development agency. Members of the Diepholzer Working Group are delighted to receive the national competition "Die digitale Stadt Bernd Öhlmann, Werner</li> </ul>	

Zerhusen (owner of Sporthaus Hadelar), Johanna Schmidt (municipal business development/project management) and Dirk Ahrens (owner of Juwelier Ahrens).
<b>What are the short-term and long-term qualitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
The impacts can be seen in sales (shown by the number of comments) of newly established eBay shops. Since the shops were opened on e-bay.de (early August 2016) the number of comments provided was rather limited. This is in contrast with companies which were already on eBay – they had received from several hundreds to thousands comments: <a href="http://www.ebay.de/usr/schell-it">http://www.ebay.de/usr/schell-it</a> or <a href="http://www.ebay.de/usr/brillen-schmitz?rt=nc">http://www.ebay.de/usr/brillen-schmitz?rt=nc</a>
<b>What are the short-term and long-term quantitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
23 retailers are involved, but sales are not known at this stage. The pilot project (Mönchengladbach) serves as a comparison, where 70 retailers were involved with eventual sales of over a million euros.
<b>How do the qualitative and quantitative impacts compare with the original objectives of the innovative action?</b>
The only objective was to get more retailers online and to get them selling online. This has been achieved though only 40% of the target retailers got involved (23 out of 60).

4. Lessons learned
<b>What worked well in the implementation of the innovative action, and why?</b>
Relatively risk free to add shop on to existing platform (eBay).
<b>What worked badly in the implementation of the innovative action, and why?</b>
Not all retailers involved as still requires time and commitment from owner.
<b>What parts of the innovative action would be successful elsewhere, and why?</b>
Use of existing platform (eBay).
<b>What parts of the innovative action are particular to this location or situation only, and why?</b>
None particularly, though in this case the initiative did receive direct support from eBay and Handelsverband Deutschland (HDE) – though most of the eBay services are available in any case.
<b>What policies and activities best supported the uptake of new technologies within the innovative action?</b>
The competition by Handelsverband Deutschland (HDE) helped promote the initiative and encourage participation.

## 2.4 Vetrina Toscana

Identifying information for case study	
<b>Name of initiative and identifying information</b>	<b>Vetrina Toscana</b>
<b>Location of initiative/action</b>	Tuscany Region (Italy)
<b>Key facts at a glance</b>	<p><b>Type of initiative:</b> Public, regional</p> <p><b>Themes supported:</b> Assisting marketing and promotion</p> <p><b>Success indicator:</b> 150 events are organised every year</p> <p><b>Funding:</b> For 7-8 years it consisted of annual € 900 000 provided by the Regional Administration and the chamber of commerce. It was subsequently rescaled to the range of € 200 000-300 000</p>

1. Background context to the market
<p><b>What are the problems and/or challenges of being a small retailer within this market?</b></p> <p>There is a significant pressure from the organised big distribution chains (GDO in Italian, 'Grande Distribuzione Organizzata', e.g. the mass retail operators), which are able to leverage on economies of scale and fiercely compete on costs and on logistics (e.g. opening hours).</p> <p>The economic crisis has affected the small retail sector, in several ways: overall household consumption has declined, funding has become scarcer and less accessible.</p> <p><b>What are the advantages and/or opportunities of being a small retailer within this market?</b></p> <p>Small retailers in general can offer a closer proximity to the customers and they also form, part of the local social context.</p> <p>Specifically the focus of Vetrina Toscana, uses food as a powerful brand, which is highly valued by global and local customers. There is a significant market for wine and food products of the Tuscany region.</p> <p>The high tourist influx, in the big cities and in the countryside (e.g. who search for agritourist facilities, vineyard tourism) can benefit the small retailers operating in the food value chain.</p>

2. Background context to the innovative action
<p><b>What was the innovative action that was introduced?</b></p> <p>Vetrina Toscana is a project gathering together small retailers and restaurants involved in the food value chain in the Tuscany territory. Small retailers, can commit on a voluntary basis.</p> <p>Vetrina Toscana was originally divided into two different modules of action:</p> <ul style="list-style-type: none"> <li>- "Vetrina Toscana a Tavola", which was the branch of the initiative involving restaurants; and</li> <li>- the small operators from several different sectors.</li> </ul> <p>The original purpose of the initiative was to provide a dedicated physical space for typical products and services, literally a shopping window (in Italian the shop window where products are displayed is translated as "Vetrina") for small traders and operators in general. The presence of a physical space was then matched by the creation of an online portal. Over time it has evolved differently. Nowadays the initiative aims at facilitating cooperation along the food value chain and focuses on the promotion of local typical products, by targeting SMEs operating in agriculture, trade, craftsmanship and grocery in Tuscany.</p> <p>Retailers can commit on a voluntary basis, by subscribing to the annual legislative document ("disciplinare") either online on the dedicated page of the web portal (the preferred option) or by signing paper versions, via the retailer associations. Retailers themselves self-declare to commit to the requirements of the initiative, which expects them to ensure the availability in their shops and restaurants a given number of DOC/IGP/DOP products (wine and food). This is the way in which Vetrina Toscana aims at ensuring a physical shopping window for local products. The list of approved products is revised every year. The Region is then in charge of ensuring that members of Vetrina Toscana respect their commitment, via annual inspections. It is currently being investigated whether to implement a separate independent body to be in charge of certifying that retailers respect the requirements.</p>

Vetrina Toscana promotes an extensive set of events, involving retailers and restaurants all over the Region. Below a few of these **events are mentioned. Girogustando is an initiative set in the province of Siena. 25 restaurants from the area host staff from restaurants from other countries and regions, proposing joint menus for two evenings. The reverse situation is subsequently organised. Viaggio Artusiano is** an initiative organised during the Expo in 2015. A walking tour was organised involving retailers and restaurants moving from Florence to Milan. During 10 stopovers, the group proposed to mix Tuscan food products with the tradition of the cities hosting the group. **Pesce Povero** is another initiative advertising the local tradition regarding non-luxury fish (e.g. codfish).

All in all more than 150 events are organised every year. Vetrina Toscana is also a partner to several other events such as: the Nights of archaeology, Boccaccesco, Il Desco di Lucca, Expo with a dedicated stand, Salone del Gusto. Vetrina Toscana organises training courses for entrepreneurs on professional competences and on communication and social media strategy.

Activities carried out by the staff of Vetrina Toscana involve diverse contexts and go beyond the events mentioned above. For example it organises events that connect local tradition and memories. Storie di Piatti was a contest in which people were invited to write and share stories connected with a traditional recipe: an ebook was released at the end of the initiative.

#### **When was the innovative action introduced?**

More than 10 years ago, (the first attempt was in 2000) in the form of a regional decree, building on a national initiative aimed at promoting regional development. The commitment was last renewed in August 2016.

#### **What are the objectives of the innovative action?**

The initiative aims to:

- create networks of SMEs along the food value chain from production to sales to customers, to strengthen the retail trade of typical Tuscan products;
- define and standardise quality protocols, to which operators can commit, on a voluntary basis;
- organise ad-hoc events involving restaurants and small retailers;
- realise an effective marketing strategy targeting the high-quality food products of the region.

#### **What is the scope and scale of the innovative action?**

At the moment 1 000 restaurants and 300 small retailers ( "botteghe"- small retailers operating in the food sector) subscribe to the initiative.

#### **What is the level of digital applications used within the innovative action?**

Online portal, mapping participants, events and related initiatives. Online catalogue of certified food producers in Tuscany (e.g. IGP, DOC). The website was launched in 2012.

There is an ad-hoc editorial staff (provided by Fondazione Sistema Toscana) which is in charge of the website management and the social media strategy. Vetrina Toscana's communication strategy consists of a YouTube portal, Facebook page, Twitter, Instagram and Pinterest accounts. Each type of social media channel is managed with a customised strategy – e.g. the Facebook page is primarily used for the story-telling of products and brands, while on Twitter the editorial staff directly engages with customers. Additionally, Vetrina Toscana is also available as an app for iOS and Android. The app provides geo-localisation when the user is in the area.

The editorial staff is currently working on a plan to upgrade the website, whose newer version is due to be released in the beginning of 2017. The upgrade will follow several lines of action. The first action regards the creation of a market place to allow producers and restaurants/retailers to interact directly. This is already possible, but it should be facilitated further. At the moment the website is an informative tool, it will become a more interactive platform. This new platform concept would also be beneficial for the customer accessing the portal.

Then, the new website will complement the social dimension - e.g. with ad-hoc widgets incorporating social media accounts directly in the portal. Moreover, the editorial staff aim to create itineraries, to connect retailers and the touristic elements of the territory (e.g. museums, landscape attractions). All in all, the graphic design of the portal will be upgraded.



<b>What is the level and sources of funding for the innovative action?</b>				
<p>In August 2016, a new tranche of financing was approved, in order to continue and enhance the extent of the initiative. This tranche is composed of € 250 000 financed by the Regional Administration and € 100 000 financed by the regional branch of UnionCamere<sup>1</sup>.</p> <p>Financing is usually split 60% coming from the Region and 40% from the system of Chambers of Commerce. The original financing came from the national level. The funding then became regional, directly provided by the Region and UnionCamere Toscana (and provincial branches of UnionCamere). For 7-8 years it consisted of an annual sum of € 900 000. It was subsequently rescaled (to the range of € 200 000-300 000), after the national reform, which aimed at restructuring the system of the Chambers of Commerce, to realise savings.</p>				
<b>Why was the innovative action introduced?</b>				
<p>To enhance and protect the quality of certified food production in Tuscany (e.g. winery, food) and sustain the presence of retailers in the region.</p>				
<b>What was the rationale used to justify the innovative action, including any evidence?</b>				
<p>Involving the downstream of the food value chain (restaurants and small retailers), on a voluntary commitment.</p> <p>According to the editorial staff of Vetrina Toscana the key strategy is to conceive food as a leading element of the local culture. From an horizontal perspective, food is the connection point across several domains such as agriculture, trade and culture. The food value chain is both a brand and a unifying element of these domains. Therefore food cannot be seen only as the target of a market strategy. It rather constitutes a key part of the fabric of a community.</p> <p>The communication strategy of Vetrina Toscana (its social media presence, its calendar of events) focus on the storytelling.</p>				
<b>What are the main roles of those involved in the innovative action (tick all that apply)</b>				
	Initiator	Participant	Enabler	None
<i>Regional authority or municipality</i>	X			
<i>Local trade body, such as chambers of commerce</i>	X			
<i>National/global retailers</i>				X
<i>Local independent retailers</i>		X		
<i>Other private businesses (please state) - restaurants</i>		X		
<i>Confesercenti (association of category)</i>			X	
<i>Confcommercio (association of category)</i>			X	
<b>What has been the main activity of each of those involved in the innovative action?</b>				
<p>The team in charge of Vetrina Toscana is primarily composed of:</p> <ul style="list-style-type: none"> <li>- Union of Chambers of Commerce at the regional level,</li> <li>- Officials from the division for Trade and Tourism of the Region</li> <li>- The 2 CATs, Centres of Technical Assistance, the technical branches of Confcommercio and Confesercenti</li> </ul> <p>The Regional Administration of Tuscany is the creator of the initiative, together with the regional division of the national system of Chambers of Commerce (UnionCamere Toscana). The two bodies are responsible for the financing of the initiative and update on a yearly basis the requirements needed for retailers and restaurants willing to be part of the network of Vetrina Toscana. The region and UnionCamere also are in charge of examining and approving the events proposed by retailers and restaurants, which are released in an annual comprehensive set of initiatives, falling under the brand of Vetrina Toscana.</p>				

<sup>1</sup> UnionCamere is the Italian nationwide system of the Chambers of Commerce, local public bodies promoting business activities and in charge of operations such as the registration of business entities present in the competent territory, and related financial accounts. Unioncamere has branches at regional and provincial level.

Confesercenti Toscana and Confcommercio Toscana (the federations of small producers, retailers and crafters) are the enablers of the initiative, acting as a connection point between the regional administration and their members. They offer support to the retailers and restaurants at the moment of joining the initiative. They collect the lists of events proposed by their members and submit the request to the regional authorities (Regione and UnionCamere). They also support their members in the practical implementation of the events, offering their expertise and contributing to the logistical aspect.

Restaurants and small retailers can subscribe and participate in the initiative, as long as they satisfy the requirements.

The editorial staff cares about the promotion on social media and on traditional media (Vetrina Toscana is a TV format as well).

Regarding events, the gathering of proposals from retailers and restaurants is carried out at the provincial level. Proposals are sent via a form to the two associations (Confcommercio and Confesercenti), which also discuss with the associations of customers. The two associations then send a provisional list to the Region's team of scrutinisers, starting a negotiation process. The finalised list of events is hence formalised in a maxi-project approved annually by the Region.

### 3. Impact of the innovative action

#### Which parties benefit the most from the innovative action, and why?

Consumers and retailers/restaurants are the main subjects benefitting from Vetrina Toscana. Also producers benefit.

Specifically, retailers and restaurants gain:

- access to an integrated supply chain, a restricted set of high-quality producers;
- possibility to compete on value added, by specialising and upgrading their products offering;
- possibility to coordinate events under a comprehensive agenda;
- exploitation of a branding circuit and a vast promotion network.

Producers benefit from gaining new destinations for their products. The initiative additionally creates the incentive for producers to upgrade the quality of their products.

#### What are the short-term and long-term qualitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)

The number of members should not be seen as the best KPI to measure the success of Vetrina Toscana. Indeed the number has been rising (more than 1 000 members), but it would be infeasible and somehow unreasonable to excessively push the membership volume: some operators may simply want to focus on non-typical products and cuisine. This is why it is better to examine and upgrade the quality of members and their awareness and commitment to the project.

Across the years the initiative managed to involve and to ensure a long, stable and valuable commitment of small retailers in the various activities proposed all over the regional territory. Retailers propose annually several projects for the examination of the regional institutions, in itself an indicator of a strong commitment.

Rising statistics on social media, with the Facebook page currently counting more than 10 000 likes and around 5 000 views per day, while the Twitter account registers around 4 500 followers.

Additionally, we can base the judgement on annual surveys carried out by Confcommercio, assessing the satisfaction levels of its members, towards the various initiatives carried out and hence towards Vetrina Toscana. A survey from July 2015 made by Centre for Tourism Studies of Confcommercio<sup>2</sup> involved 141 among the members of Confcommercio. In this case the survey involves restaurants, but it is nevertheless a good proxy to evaluate satisfaction rates of Vetrina Toscana. Overall, 69.4% of respondents claimed that the membership of Vetrina Toscana represents an added value for their business. Among the several promotional tools available to restaurants, 23.6% of the respondents claim that also the portal of Vetrina Toscana has proven to be a useful tool.

<sup>2</sup> Indagine agli Operatori della Ristorazione della Toscana, CST (2015)

**How do the qualitative and quantitative impacts compare with the original objectives of the innovative action?**

Vetrina Toscana was originally conceived as a project involving small traders and operators in general. However, sectors with no direct touristic appeal are soon to be dropped. The eno-gastronomy has proven to be successful and was thus maintained as the new focus of Vetrina Toscana.

**4. Lessons learned****What worked well in the implementation of the innovative action, and why?**

The implementation of an online subscription process through the portal has increased the commitment of retailers to the initiative, also helping them to digitalise and be directly involved, thus easing the burden on the associations.

Regarding events, the coordinated approval procedure provided beneficial elements to retailers and restaurants. The operators can in fact access a process which is faster than the standard procedure to organise events (it is a negotiation between two bodies, rather than a call open to the general public), they obtain ad hoc financing from Vetrina Toscana's funds and receive an intense promotion (as they fall under the brand of Vetrina Toscana).

**What worked badly in the implementation of the innovative action, and why?**

In the initial phase of the process, there was a limited commitment of retailers and producers, and those participating were doing so discontinuously.

Secondly, the original attempt to involve other sectors than those involved in the food chain (e.g. car repairing offices, other retailers) proved to be unsuccessful. The project was hence rescaled to be limited to the food value chain, which is able to capitalise on the food brand of Tuscany and the strong tourism sector.

Thirdly, one of the original objectives was to implement a better vertical integration of the value chain (referred to as Filiera Corta in Italian), by creating partnerships between producers, restaurants and retailers. However the involvement of producers has so far proven to be challenging. Several attempts have been undertaken and a new restructuring of the website will try to pursue this results.

**What parts of the innovative action would be successful elsewhere, and why?**

This initiative could be replicated in other Italian regions, given that the presence of associations of firms is widespread and extend in all of the Italian territory.

The use of food as the connecting point of diverse domains, as culture, tourism, and retail is a strategy which could ideally be exported in other contexts.

**What parts of the innovative action are particular to this location or situation only, and why?**

The involvement of the associations of retailers is a relevant element of the initiative, as they offer a contact point between firms and institutions. They additionally provide expertise and offer technical support directly on the ground at the moment of organising events (in terms of logistics and human resources). The existence of a network of retailers plays thus a big role, and it is reasonable to expect that where such an element is lacking it would be difficult to replicate an initiative like Vetrina Toscana.

A strong internationally well valued food brand and a dynamic and strong tourist sector are important preliminary conditions for the success of this type of initiative. Tuscany possess a crucial food brand that other regions may not have: tourists decide to come to Florence also for the food and to buy products from small retailers.

**What policies and activities best supported the uptake of new technologies within the innovative action?**

The involvement of an ad-hoc pool of experts as the Editorial Staff for the communication and marketing on social media contributed to a modernisation of the initiative. The staff was able to upgrade the original institutional website, by improving the overall content and design. The new website outline provided customised webpages for the retailers.

The staff also pursued a more coherent communication strategy between traditional media (e.g. newspapers, tv) and new social media (e.g. a dedicated YouTube channel, Pinterest, facebook, twitter).

Finally, the pool of communication experts also offers support to retailers, providing expertise on modernisation and digitalisation of their business.

## 2.5 PIATIC

Identifying information for case study	
<b>Name of initiative and identifying information</b>	<b>PIATIC</b>
<b>Location of initiative/action</b>	Asturias Region (Spain)
<b>Key facts at a glance</b>	<p><b>Type of initiative:</b> Public, regional</p> <p><b>Themes supported:</b> Facilitating the adoption of digital technologies, supporting skills development</p> <p><b>Success indicator:</b> Asturian small retailers are now more often completing official procedures with government authorities on-line (increase of 11.3%)</p> <p><b>Funding:</b> about € 22 000</p>

1. Background context to the market
<b>What are the problems and/or challenges of being a small retailer within this market?</b>
There are two challenges within this market: 1) Consumers tendencies towards big shopping malls: in Asturias there are 5 big shopping areas, 4 out 5 are in the suburbs of Oviedo and Gijón, the biggest cities in the region. Rents in these malls are too expensive for small retailers or retailers who have just begun their commercial activities; 2) On-line shopping is growing rapidly. Furthermore, several retailers are not yet enough present in the on-line world, not even in the social networks.
<b>What are the advantages and/or opportunities of being a small retailer within this market?</b>
The advantage is that many consumers retain traditional shopping habits. They trust the shops with more experience and they ask for a close relationship between seller-buyer. Moreover, in touristic cities, location is a big advantage. Some small retailers can take advantage of their location to attract tourists' shopping.

2. Background context to the innovative action
<b>What was the innovative action that was introduced?</b>
This innovative action involves two different actions: 1) Development and implementation of the website; 2) Licence acquisition, implementation, training, parameterisation and custom development of advanced management applications whose functionality exclusively concern professional or business activities that beneficiaries develop in the Region of Asturias.
<b>When was the innovative action introduced?</b>
Since 2004 – Present
<b>What are the objectives of the innovative action?</b>
Encourage the incorporation of new technologies of information and communication technologies (IT) through the incorporation of applications aimed at improving corporate management and the promotion and creation of web pages to small retailers.
<b>What is the scope and scale of the innovative action?</b>
The innovative action was created to help small retailers and self-employed businesses that want to get an efficient presence in the on-line market and develop an image in a technological environment. The innovative action covers the creation and the first year development and maintenance of the website. Moreover, it includes licence acquisition, implementation, training, parameterisation and custom development of advanced management applications.
<b>What is the level of digital applications used within the innovative action?</b>
The action has a high level of digital applications since it was designed to help small retailers to <b>create and develop web sites, as well as install advanced management applications.</b>
<b>What is the level and sources of funding for the innovative action?</b>
<p>Level of funding coverage by the innovative action included:</p> <ul style="list-style-type: none"> <li>Creation and development of web sites: € 4 000</li> </ul> <p>All these applications can be funded as well with the following limitations:</p> <ul style="list-style-type: none"> <li>Advanced management applications</li> </ul>

<ul style="list-style-type: none"> <li>Financial management applications (billing, accounting, etc.): € 2 000</li> <li><b>Applications HR management (payroll, etc.): 2.000 €</b></li> <li>Management applications (CRM): € 2 000</li> <li>Management applications supply chain (SCM): € 2 000</li> <li>Applications for storage logistics: € 2 000</li> <li>Document management systems: € 2 000</li> <li>Specific management software for PDAs: € 2 000</li> <li>Specific management software for GPS: € 2 000</li> <li>Other management software: € 2 000</li> </ul>																																			
<b>In total: € 22 000</b>																																			
<b>Why was the innovative action introduced?</b>																																			
The innovative action was introduced, in order to help small retailers in creation of an efficient image in the on-line market, as well as help them in the development of new high-tech tools to optimise their management processes.																																			
<b>What was the rationale used to justify the innovative action, including any evidence?</b>																																			
The level of digital maturity of Asturian small retailers is still low. Especially when compared with companies with 10 or more persons employed. As an example and according to INE data (2012-2013), while 99% of Asturian SMEs are connected to the internet, only 63% of microenterprises have that connection. E-commerce, web presence and electronic billing remain awaiting big improvements. Thus, only 28% have their own website, 2% conduct e-commerce sales and only 1.3% use electronic invoices in a standard format suitable for automatic processing.																																			
<b>What are the main roles of those involved in the innovative action (tick all that apply)</b>																																			
<table border="1"> <thead> <tr> <th></th> <th>Initiator</th> <th>Participant</th> <th>Enabler</th> <th>None</th> </tr> </thead> <tbody> <tr> <td><i>Regional authority or municipality</i></td> <td>X</td> <td></td> <td>X</td> <td></td> </tr> <tr> <td><i>Local trade body, such as chambers of commerce</i></td> <td></td> <td></td> <td></td> <td>X</td> </tr> <tr> <td><i>National/global retailers</i></td> <td></td> <td></td> <td></td> <td>X</td> </tr> <tr> <td><i>Local independent retailers</i></td> <td></td> <td>X</td> <td></td> <td></td> </tr> <tr> <td><i>Other private businesses (please state)</i></td> <td></td> <td></td> <td></td> <td>X</td> </tr> <tr> <td><i>Other (please state)</i></td> <td></td> <td></td> <td></td> <td></td> </tr> </tbody> </table>		Initiator	Participant	Enabler	None	<i>Regional authority or municipality</i>	X		X		<i>Local trade body, such as chambers of commerce</i>				X	<i>National/global retailers</i>				X	<i>Local independent retailers</i>		X			<i>Other private businesses (please state)</i>				X	<i>Other (please state)</i>				
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<b>N/A</b>																																			

<b>3. Impact of the innovative action</b>
<b>Which parties benefit the most from the innovative action, and why?</b>
<p>Since 2004, the first year the action was launched:</p> <p>3 900 participants attended events, seminars and training workshops</p> <p>1 289 businesses have benefited directly from the technological advice and 11 161 have participated in modernisation activities of associations.</p>
<b>What are the short-term and long-term qualitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
Reducing the digital divide in access to ICT by the Asturian small retailers is a goal and a reality that has been driving the PIATIC Plan year by year to new sources of innovation, accompanying the small retailer collective towards the appropriation of ICT and its application in their business models, increasing innovation activity in their processes and adding value to their products and services, a key factor in market competitiveness.
<b>What are the short-term and long-term quantitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
Numbers speak for themselves. Currently, 62.1% of Asturian small retailers have a computer and 55.6% access to internet. This represents a growth of 9 and 14 percentage points respectively, compared to data recorded in 2005/06. This implies a growth rate that, at different times during this period has been much higher than the national average. In other words, in these years Asturias has maintained a gradual pace in the race for convergence with the national data.

**How do the qualitative and quantitative impacts compare with the original objectives of the innovative action?**

When the action plan was created in 2003-2004 there were not ambitious objectives. However, from the words of the IDEPA's team, results have been much more surprising than expected. One indicator they use to monitor the evolution of the use of electronic means is how often it is used when carrying out procedures or delivering official documents by small retailers. In fact, while in 2005/06 11% of the Asturian small retailers completed official procedures with government authorities on-line, in 2017 that figure rose to 22.3%. A difference of 11.3 points denotes a steady growth over the years.

**4. Lessons learned****What worked well in the implementation of the innovative action, and why?**

There has been continued growth in access, use and appropriation of ICTs by the Asturian small retailers progressively adapting their business models to the opportunities provided by ICT, such as the use of social media. 24.8% of small retailers use social networks and 6.9% blogs or microblogs.

**What worked badly in the implementation of the innovative action, and why?**

The use of e-commerce, web presence and electronic billing remain insufficient. Thus, only 28% of the small retailers have their own website, 2% conduct e-commerce sales and only 1.3% emit electronic invoices in a standard format suitable for automatic processing.

**What parts of the innovative action would be successful elsewhere, and why?**

It is an action completely replicable elsewhere if there is a problem related with the scarcity in using high-tech tools as necessary management and marketing tools.

**What parts of the innovative action are particular to this location or situation only, and why?**

None of them.

**What policies and activities best supported the uptake of new technologies within the innovative action?**

The innovative action has been always accompanied with seminars, workshops, promotion events and networking events in order to expand as much as possible the impacts of the action.

## 2.6 E-shopping Offensive

Identifying information for case study	
<b>Name of initiative and identifying information</b>	<b>E-shopping Offensive</b>
<b>Location of initiative/action</b>	Region of Carinthia (Austria)
<b>Key facts at a glance</b>	<p><b>Type of initiative:</b> Public-Private collaboration</p> <p><b>Themes supported:</b> Facilitating the adoption of digital technologies, supporting skills development</p> <p><b>Success indicator:</b> 176 advisory sessions with retailers conducted (164 of them rated it with the highest satisfaction rate)</p> <p><b>Funding:</b> Participants had to pay a fee to get the advisory service, which represented about 50% of the cost of the innovative action</p>

1. Background context to the market
<b>What are the problems and/or challenges of being a small retailer within this market?</b>
E-commerce was increasing and customers tended to move towards large platforms such as amazon, while at the same time small retailers in the region did not increase their own digital offer at a similar speed.
<b>What are the advantages and/or opportunities of being a small retailer within this market?</b>
The supporting structure is there and the population is still rather locally focused.

2. Background context to the innovative action
<b>What was the innovative action that was introduced?</b>
The initiative can be described as an advisory service which structurally and individually in a tailored form assesses the e-possibilities of the retailer, what he/she could and/or want to and/or should do. At the end of the service the retailer would get a set of clear recommendations on how to proceed.
<b>When was the innovative action introduced?</b>
The initiative was implemented in the first half of 2015. Preparatory works took place at an earlier stage.
<b>What are the objectives of the innovative action?</b>
<p>The initiative is part of a larger plan consisting of three steps:</p> <ul style="list-style-type: none"> <li>• Step 1: Advisory service to assess where there are gaps and what is possible</li> <li>• Step 2: Implementation support through funding</li> <li>• Step 3: Creation of a collective online portal</li> </ul> <p>The initiative represents the first step of this plan. Its objective was to increase the capabilities of e-commerce and to assess what exists and what is possible.</p>
<b>What is the scope and scale of the innovative action?</b>
In total 176 advisory sessions have been organised throughout branches. About 40% of the participants were pure retailers, 23% mixed retailers and manufacturers, 15% manufacturers and 4% mixed retailers and tourism. The remaining 20% included tourism, transport, information and consulting. Thematically the scope of the initiative is based on e-shopping and e-capabilities.
<b>What is the level of digital applications used within the innovative action?</b>
Digital applications were only used for registration. The initiative itself then was based on face-to-face support.
<b>What is the level and sources of funding for the innovative action?</b>
The Regional Chamber of Commerce (WKO) organised and trained the 50 potential advisors. Most of them were chosen by the persons to be advised. Participants had to then pay a fee to get the advisory service. This fee represented about 50% of the costs of the service. The other share was covered by half the region of Carinthia and the Chamber of Commerce itself.

<b>Why was the innovative action introduced?</b>				
Because the Chamber of Commerce realised that retailers in Carinthia are lagging behind in terms of e-commerce and might lose an opportunity. Competition from online retailers got fiercer and the initiative was launched as a counter offensive.				
<b>What was the rationale used to justify the innovative action, including any evidence?</b>				
E-commerce is a threat for many small retailers. If they however build up their own capacities and capabilities, they can use e-commerce as an opportunity to reach out to new customer groups.				
<b>What are the main roles of those involved in the innovative action (tick all that apply)</b>				
	Initiator	Participant	Enabler	None
<i>Regional authority or municipality</i>			X	
<i>Local trade body, such as chambers of commerce</i>	X			
<i>National/global retailers</i>				
<i>Local independent retailers</i>		X		
<i>Other private businesses (please state)</i>		X		
<i>Other (please state)</i>				
<b>What has been the main activity of each of those involved in the innovative action?</b>				
The Chamber of Commerce organised the initiative. Internally there were the two departments "retail" and "digitalisation" involved. The region provided support in terms of co-financing. Participants applied to get the services and paid one third of the costs.				

<b>3. Impact of the innovative action</b>
<b>Which parties benefit the most from the innovative action, and why?</b>
40% of participants were pure retailers across all types, 23% were mixed manufacturer and retailers, 15% only manufacturers and 4% tourism and retail. The remaining 20% were across tourism, transport, information and consulting.
<b>Which parties benefit the most from the innovative action, and why?</b>
Those retailers who have the potential to increase their business success through e-commerce, but were not aware of it or did not know how to do it.
<b>What are the short-term and long-term qualitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
There appears to be more e-commerce in the region now, but there has not been an assessment yet.
<b>What are the short-term and long-term quantitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
176 persons got advice and 164 of them rated it with the highest satisfaction rate (13 with the second highest).
<b>How do the qualitative and quantitative impacts compare with the original objectives of the innovative action?</b>
They go in line with the objectives.

<b>4. Lessons learned</b>
<b>What worked well in the implementation of the innovative action, and why?</b>
The internal cooperation within the WKO worked very well. The preparation was thorough and the advisors well trained. They all got a checklist of questions to use for the advisory service. This allowed for a coherent support service, while at the same time tailored the discussion to the specific needs of the retailer.
<b>What worked badly in the implementation of the innovative action, and why?</b>
The implementation of this particular initiative worked well. What has not worked yet was the move towards steps 2 and 3 of the larger plan. The Chamber of Commerce and the Fund to Support the Carinthian Economy have not agreed on a funding scheme for implementation. Also the plan to create a collective platform got stuck. There was a consortium in place to implement it, which however fell apart again. Parts of the consortium organised the online platform "brings".



<b>What parts of the innovative action would be successful elsewhere, and why?</b>
All parts could work successfully elsewhere. The checklist used can be easily transferred.
<b>What parts of the innovative action are particular to this location or situation only, and why?</b>
There were sufficient advisors available. This is an aspect of importance. Also the role of the Chamber of Commerce is very important.
<b>What policies and activities best supported the uptake of new technologies within the innovative action?</b>
The funding and provision of advisory services.

## 2.7 Academy

Identifying information for case study	
<b>Name of initiative and identifying information</b>	<b>Academia de Comercio de Lisboa</b>
<b>Location of initiative/action</b>	Lisbon (Portugal)
<b>Key facts at a glance</b>	<p><b>Type of initiative:</b> Public-Private collaboration</p> <p><b>Themes supported:</b> Building a strong retail community, supporting skills development</p> <p><b>Success indicator:</b> Positive feedback from customers</p> <p><b>Funding:</b> Funded by St. Georges Castle managing company, owned by the municipality, participation fee was between € 150 and 200</p>

<b>1. Background context to the market</b>
<b>What are the problems and/or challenges of being a small retailer within this market?</b>
<p>The traditional trade has been struggling with challenges, losing competitiveness and visibility in the Portuguese business. While shops located in areas visited by tourists are doing well, the rest of them are not in such good shape. The shop owners are ageing and there is also low motivation for change from the old way of doing things.</p> <p>Modern commercial activity takes place in a highly complex and demanding reality, due to factors such as competition, local and inter-regional shopping centres, outlets, consumers' requirements and alterations to life styles rhythms and habits. All these factors constitute a challenge to the economic agents of traditional retail business. Modernisation and adaptation to this new reality is fundamental, wherein modernisation is required not only in physical, aesthetic and functional terms, but also in terms of business management, sales techniques, merchandising and adaptation to new technologies.</p>
<b>What are the advantages and/or opportunities of being a small retailer within this market?</b>
Lisbon is a popular tourist destination that also aims to build its image as a place for start-ups. There are young people who have ideas for business, but often do not know much about retail.

<b>2. Background context to the innovative action</b>
<b>What was the innovative action that was introduced?</b>
<p><b>The innovative action was initially planned by:</b> Câmara Municipal de Lisboa, UACS; Lisbon City Council, SBI Consulting; the Union of Trade and Services (UACS) Associations and Daring Project Association. However, it was not completed as there were changes in local government. Finally, there was a smaller scale pilot (Academy Castle). The pilot was implemented between 2013-2015, however the idea of returning to the initial plan is under discussion.</p>
<b>When was the innovative action introduced?</b>
It started in 2013 and finished in 2014, when the final session of the Academy Castle, an initiative under the Lisbon Commercial Academy (run by SBI Consulting), took place.

<b>What are the objectives of the innovative action?</b>				
<p>This is an intervention program aimed at supporting entrepreneurs and entrepreneurs of trade through the sharing of innovative tools and methodologies, using workshops, training sessions and customer offices, in order to create networks of cooperation and sharing knowledge. It also aims to retrain shopkeepers who operate in existing commercial spaces and help them adapt to new standards and consumer needs.</p> <p>Pilot was within St Georges Castle, a popular Lisbon destination for tourism. It aimed to improve performance for local street/castle sellers (artists, craftsman), improve the experience of tourists and the castle as a tourist destination. Products offered include: paintings, drawings, sculpture, and souvenirs for tourists (mugs, badges, tiles).</p> <p>Local shops are promoted on the municipal web-page:  <a href="http://www.cm-lisboa.pt/en/visit/traditional-shops">http://www.cm-lisboa.pt/en/visit/traditional-shops</a></p>				
<b>What is the scope and scale of the innovative action?</b>				
<p>It is an intervention program that aims to support and empower business owners and entrepreneurs of trade to leverage their business or business ideas, by sharing innovative tools and methodologies, with a focus on the revitalisation of the sector.</p> <p>The Academy of Commerce of Lisbon focused mainly on practical implementation tools and methodologies management, provided through workshops, training sessions, customer offices, among others.</p> <p>The first initiative of the Lisbon Trade Academy was called "There's Shop" and consisted of a training program for business owners and entrepreneurs of trade and intervention in stores. This programme was intended for entrepreneurs/promoters over 18 years of age that have or will have their trading business in Lisbon. It started in November 2013 and lasted 130 hours. Two additional events took place afterwards. Based on interviews, there were 70 hours of training. In addition, some mentoring activities and consulting (one to one, for individual artists/traders) were offered.</p>				
<b>What is the level of digital applications used within the innovative action?</b>				
<p>The project was promoted via Facebook page and a web-page. The digital dimension was covered within strategy, marketing development, but there was not technical support of web-development. The technical websites had to be prepared by the retailers themselves.</p>				
<b>What is the level and sources of funding for the innovative action?</b>				
<p>The participation in the programme "There's Shop" between costed € 150 (members) and € 200 (non-members of UACS). Discounts were offered for the 2nd participant of the same company or project. Pilot was funded by St. Georges Castle managing company, which is municipally owned.</p>				
<b>Why was the innovative action introduced?</b>				
<p>The action was introduced to help local traders, artists.</p>				
<b>What was the rationale used to justify the innovative action, including any evidence?</b>				
<p>It was a scaled-down idea; only a smaller scale pilot action was completed as a larger scale action was postponed after political changes in local government.</p>				
<b>What are the main roles of those involved in the innovative action (tick all that apply)</b>				
	Initiator	Participant	Enabler	None
<i>Regional authority or municipality</i>			X	
<i>Local trade body, such as chambers of commerce</i>				X
<i>National/global retailers</i>				X
<i>Local independent retailers</i>		X		
<i>Other private businesses (consulting company)</i>	X			
<i>Local government owned company</i>			X	
<b>What has been the main activity of each of those involved in the innovative action?</b>				
<p>Main work was done by the consulting company, which initiated project and delivered training and advice</p>				

<b>3. Impact of the innovative action</b>
<b>Which parties benefit the most from the innovative action, and why?</b>
Local traders, mainly artists and craftsmen, benefited most from this innovative action. They were able to learn about business, which allowed them to adjust practices to customer needs.
<b>Which parties benefit the most from the innovative action, and why?</b>
Castle, as tourist destination was able to extend its offering.
<b>What are the short-term and long-term qualitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
Impacts were twofold: 1) 70 hours of training; 2) 9 participants trained – all located within castle
<b>What are the short-term and long-term quantitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
No formal monitoring in place, but informal follow up. There was also feedback in the form of positive comments from customers.
<b>How do the qualitative and quantitative impacts compare with the original objectives of the innovative action?</b>
The aims of the action were achieved, now there is a plan to return to the full scale project for retailers in various zones of Lisbon city (especially those without many tourists).

<b>4. Lessons learned</b>
<b>What worked well in the implementation of the innovative action, and why?</b>
The implementation of the innovative action has shown that there is a need for close cooperation between all parties. Moreover, age differences play an important role (older owners need to be more convinced to change from the old way of doing things). Finally, it is important to link younger generations with ideas and older generations with knowledge about local market and products.
<b>What worked badly in the implementation of the innovative action, and why?</b>
There was limited support from trade associations. Furthermore, only a pilot project was completed, not a full scale project.
<b>What parts of the innovative action would be successful elsewhere, and why?</b>
Training people, so they are able to adjust themselves after changes.
<b>What parts of the innovative action are particular to this location or situation only, and why?</b>
Following parts of the innovation are particular to this location: 1) Work with artists, which are more focused on creation, not business side (accounting, cost control, profits); 2) Traders on stalls/tables, not fixed shops; 3) Location within single tourist attraction only.
<b>What policies and activities best supported the uptake of new technologies within the innovative action?</b>
Technology was not in scope of this project.

## 2.8 Commerce Connecté

Identifying information for case study	
<b>Name of initiative and identifying information</b>	<b>Commerce Connecté</b>
<b>Location of initiative/action</b>	Walloon Region (Belgium)
<b>Key facts at a glance</b>	<p><b>Type of initiative:</b> Public-Private collaboration</p> <p><b>Themes supported:</b> Facilitating the adoption of digital technologies, supporting skills development</p> <p><b>Success indicator:</b> 5% of retailers involved in the scheme, 429 participants attended the 20 workshops</p> <p><b>Funding:</b> Public (2x1,5 full time equivalents), private (€ 85 000 €) and participation fee of € 90</p>

1. Background context to the market
<b>What are the problems and/or challenges of being a small retailer within this market?</b>
There are three challenges within this market: 1) There is a lack of knowledge of digital technologies. The Digital Agency of Wallonia published a digital barometer in Wallonia and the result for the small retailers was only 30% digital maturity; 2) The "shopping journey" of the customer often goes through the internet today. Thus, local commerce finds itself in direct competition with the offerings of major players in the sector, online retailers, which have much more resources they can spend on marketing activities; 3) Local retailers must also master digital tools, in order to develop an attractive presence for trade.
<b>What are the advantages and/or opportunities of being a small retailer within this market?</b>
Even though the "shopping journey" is nowadays done through a digital channel, the customer favours in-store purchasing. Local commerce can benefit from this web-to-store behaviour. Moreover, there are many free tools which are available for the small retailers to improve their visibility on the Web and their "digital reputation": geolocation, customer reviews, etc.

2. Background context to the innovative action
<b>What was the innovative action that was introduced?</b>
A meeting with elected officials and organisations in charge of trade in the cities drew their attention to the current situation of retailers and the importance of supporting them in setting up their digital presence.
The approach is two-fold for the retailers: they can attend a strategic workshop to discover the many possible strategies for using digital technologies to support their business, as well as the free tools available to enhance their Web presence. In addition, a specific diagnosis tool allows for a personalised understanding of each small retailer's profile. There are 9 levels of maturity. Once the shopkeeper has filled in the diagnostic questionnaire (about 20 questions), there appears a list of recommended training opportunities specifically targeting the knowledge gaps with very concrete and actionable content. Example: Use free tools such as Google My Business, Google Maps, Yelp, etc., to enhance visibility of the store.
<b>When was the innovative action introduced?</b>
In February 2016, the Walloon Minister of Economy wrote to all the mayors and aldermen in charge of trade (66 Walloon cities) to offer a three hours' consultation session for elected officials, traders' associations and those in charge of communal platforms, to explain the initiative and initiate communication around the workshops.
The initiative started in March 2016, a first cycle of workshops and training was completed in November 2016.
<b>What are the objectives of the innovative action?</b>
The objective is to reach out to the micro retailers, who do not have much time and resources to understand the digital innovation that will have to impact their work in order for them to be sustainable.

### **What is the scope and scale of the innovative action?**

All micro retailers from Wallonia should be at the first level of digital maturity: with a web strategy and have a good online reputation and localisation.

The Walloon Digital Agency (AdN) has developed a simple and user-friendly online self-diagnostic guide. In twenty questions, this tool helps determine the digital maturity of the retailer and the type of solutions he/she needs in the short term to progress in his/her digital transformation. This guide is based on three possible ICT profiles, with related training topics to follow and ICT skills to acquire.

This guide divides users into 4 groups and offers them a personalised training program to enable them to develop their online presence:

- The retailers take their first digital steps with an email address, a Facebook page and a Google My Business page to be geo-located. This relates to a score of 25;
- The retailers who already have a digital identity, which is not necessarily formalised and/or coherent and want to go further by registering, for example, on some platforms bringing together local shops like Localisy, Nearshop, Amazon, etc. This relates to a score of 50;
- The retailers who want to have a customer website and to be able to maintain the content themselves. This relates to a score of 70;
- The retailers who want to move to e-commerce, either via their own website or through an e-commerce platform such as eBay or Amazon. This relates to a score of 80;

Once their maturity level is defined, they can choose from a series of 29 training themes.

In total, 429 participants attended the 20 workshops; their average result in the digital maturity test is 29/100. Only 16% achieve 50 points and above and only 2% achieve over 70/100.

### **What is the level of digital applications used within the innovative action?**

The aim is to inform them about the free tools which exist to create their web presence and to show them the more advanced options that are now seen in stores: web-in-store, cross-channel, beacons, ...

They are also using the digital maturity diagnostic tool.

### **What is the level and sources of funding for the innovative action?**

The project was managed by Digital Wallonia (DW is the Web platform of the Walloon Digital Agency), with 1,5 full time equivalent (FTE) and by Union des Classes Moyennes with 1,5 FTE.

**The main partners of Connected Commerce are:**

- **Agence de l'entreprise et de l'Innovation (AEI);**
- **Agence du Numérique (AdN);**
- **Union des Classes Moyennes;**
- **Google.**

**The consultants providing the training** are funded by Agence du Numérique and this first cycle of funding amounts to € 85 000€ HTVA only for the consultants.

The training sessions cost € 90 for each participant, but they can pay with training vouchers, which the state funds 50%. They can also take a second person with them to attend the training; it is included in the € 90.

### **Why was the innovative action introduced?**

Many stores in Walloon city centres have shut down over the past few years and these spaces are being reallocated to become residential spaces; something had to be done to keep the city centres alive.

This initiative is part of Digital Wallonia which was launched in December 2015 with 50 measures supporting digital transformation. One of the measures aims to accelerate the digital transformation of small businesses through awareness, diagnosis and support.

### **What was the rationale used to justify the innovative action, including any evidence?**

In 2015, there were less than 10 000 standalone retailers in Wallonia. The number of independent retailers in Belgium lowered in recent years, according to data from the office of business information Graydon Belgium. Between 2000 and 2014, 36% of butchers, fishmongers 30%, 23% of bakeries, grocery 19.5% and 30% of libraries have closed shop. Clothing stores (-7%) and footwear (-20%) are also fewer than they have been before.

Part of this market was recovered by local supermarkets, with their numbers rising by 64%.

In Wallonia between 2000 and 2014, the number of independent retailers decreased from 15 000 to 10 500. In 2015 it was lower than 10 000.

In some cities, there is a high rate of empty shops. On the other hand, new shopping centres are created outside of cities and this has a negative impact on jobs overall<sup>3</sup>.

**What are the main roles of those involved in the innovative action (tick all that apply)**

	Initiator	Participant	Enabler	None
<i>Regional authority or municipality</i>			X	
<i>Agence du Numérique (public company)</i>	X			
<i>Local trade body, such as chambers of commerce (Union des Classes Moyennes)</i>		X	X	
<i>Agence de l'Entreprise et de l'Innovation</i>		X		
<i>National/global retailers</i>				X
<i>Local independent retailers</i>		X		
<i>Other private businesses (Digital Retail Consultants)</i>		X		
<i>Other private businesses (Google)</i>	X	X		
<i>Other (please state)</i>				

**What has been the main activity of each of those involved in the innovative action?**

The political level of Wallonia promotes the training initiative. Agence du Numérique initiated this Commerce Connecté initiative. They work together with the Union des classes Moyennes and local authorities to reach out to the small retailers.

The retailers access the training, provided by the Digital Retail Consultants. Google is also part of the initiative by providing support in the form of training.

### 3. Impact of the innovative action

**Which parties benefit the most from the innovative action, and why?**

The micro retailers gain a personalised, actionable knowledge. The cities will see the level of digital maturity from their retailers grow, enabling them to later initiate successfully smart city initiatives such as the implementation of an e-commerce platform at city level or a platform to interact with the different shops involving police etc.

**What are the short-term and long-term qualitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)**

Feedback and impact will be measured in 2017 (with the use of the diagnostic tool).

**What are the short-term and long-term quantitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)**

KPI's are difficult to provide because it is the first year of the action.

The aim is to get 20% of the local retailers to participate in the workshops after 2 years of the action.

This action is only a first (and very important) step in the long term process to digitise a city community. The next steps which will be taken over by the cities are the platforms which integrate e-commerce and B2B communications between then city and the shops.

**How do the qualitative and quantitative impacts compare with the original objectives of the innovative action?**

Initially, 5% of retailers were targeted by the workshops. This target was met: there were 34 workshops with 575 shops (729 participants). The number of training sessions are high compared to what was expected from the participation to the initial workshops. For example: for three training sessions on Facebook with 35 participants, 19 of them were at the workshops.

<sup>3</sup> [https://www.rtf.be/info/regions/detail\\_wallonie-mauvais-bilan-en-matiere-de-commerce-pour-les-annees-2014-2015](https://www.rtf.be/info/regions/detail_wallonie-mauvais-bilan-en-matiere-de-commerce-pour-les-annees-2014-2015)

#### 4. Lessons learned

##### What worked well in the implementation of the innovative action, and why?

Having a personalised diagnostic and training path which provided easily implementable outcomes.

##### Feedback from the town of Chimay:

The town is small, with little competition from malls, but still, local commerce needs to be present digitally because of consumers' changing habits of looking up opening hours on Google for example. Having a digital presence also shows that the shop is doing well and is following trends. There are 3 000 inhabitants in Chimay and 10 000 in the wider area, which gives enough of a client base for local shops.

The training was effective, as it has shown the retailers the need of having an online presence and that the internet should be seen as a partner and not as a competitor. It was useful to understand how to communicate about the shop using free tools (Google maps, Facebook etc.).

##### What worked badly in the implementation of the innovative action, and why?

The initiative targets a retailers' group, which is isolated and difficult to mobilise, but despite this challenge, the initiative which aims at providing training was a success.

As for digitalising small retail in general, everyone (retailers, cities, public authorities, investors, shop owners etc.) is concerned but no one is actually designated as being in charge and the resulting initiatives are often disparate and inefficient.

Retailers have been heavily solicited by private companies that offer tools, demos, conferences and many are very disappointed with the digital payment solutions that they have tried. They do not necessarily understand that this action is different and aims above all at a successful transition to digital commerce.

**Feedback from the town of Chimay: What is less obvious** is how to manage putting your sales online; this is a more complex process which entails having a database of items, choosing the right solution provider, all that at an affordable price. The Commerce Connecté initiative is currently seen as a first step, and all are expecting a next step.

##### What parts of the innovative action would be successful elsewhere, and why?

The whole initiative is transferable to other regions that are experiencing the same problem provided that the State, the cities and the bodies in charge of retail are involved in this process.

##### What parts of the innovative action are particular to this location or situation only, and why?

Nothing in particular.

##### What policies and activities best supported the uptake of new technologies within the innovative action?

This action supports two measures from the Digital Wallonia (<https://www.digitalwallonia.be/wallonienumerique>)

## 2.9 Amsterdam 9 streets

Identifying information for case study	
Name of initiative and identifying information	9Straatjes.nl 9 streets Amsterdam
Location of initiative/action	Amsterdam (the Netherlands)
Key facts at a glance	<p><b>Type of initiative:</b> Public-Private collaboration</p> <p><b>Themes supported:</b> Upgrading digital and public infrastructure, sharing the right information with retailers, assisting marketing and promotion</p> <p><b>Success indicator:</b> Number of shops increased in the last 3 years. Pop-up stores have the highest price per square meter in Amsterdam. There are 1 500 visitors/day on the website, 1.2 million home page views/year and each visitor views 4 or 5 pages. 10 000 views on Facebook/week</p> <p><b>Funding:</b> The community manager is funded 50:50 by the retailers' annual fee and by a subsidy from the government. The online platform is paid by the association formed by the retailers.</p>

1. Background context to the market
<p><b>What are the problems and/or challenges of being a small retailer within this market?</b></p> <p>Today, a small retailer needs to be part of a larger community in order to survive. This means that they can have a collective voice for marketing and participate in decisions regarding matters linked to the city management.</p> <p>The sense of a community and common tools to manage the interactions among the retailers and the city were missing. Small retailers spend a lot of time in their stores and needed solutions where they enter data only once. Because of the daily work overload, there was no time to develop a common vision (on communication, etc.) for the community.</p>
<p><b>What are the advantages and/or opportunities of being a small retailer within this market?</b></p> <p>The opportunity of being a 9Straatjes retailer is that the area has existed for 4 centuries and has a long history of community life. There is a vast cultural heritage which provides the 9 streets with a strong identity which has to be prepared to ensure effective marketing. There was also a strong push from a major stakeholder, the Pulitzer Hotel, initiated in the mid-1970s.</p> <p>In the 17th century, during the golden age, the big canals were connected by little side-streets, where small retailers were located: providing to the rich families and bustling businesses. In the 1960s, these businesses moved out to the suburbs (the shop owners used to live above the stores, they needed better living conditions) –leaving many buildings in a very bad condition and many had to be torn down. This abandoned area was soon occupied by hippies who came to live there and started vintage and second hand stores. Meanwhile, Pulitzer (the grandson of the publisher) bought 10 buildings and decided to build a hotel in 1976.</p> <p>In 1990, the local entrepreneurs organised themselves into a retailer's association and started to create a community with help from the chamber of commerce and MKB (the largest entrepreneurs' organisation in the Netherlands) to get funding from the city, just like other areas were getting (the Jordan).</p> <p>They wanted to form an area and give it a name so that they could compete with already existing areas like Jordan. They went to every store and asked if they wanted to be part of the association, with its new name: 9 streets. This association dealt with different community life aspects, such as organising the Christmas lights. Each store would pay a yearly fee of 300 guilders (approximately 150€). The association also got subsidies from local government and the European Union in the 1990s and efforts were put into creating a common phone system and safety measures.</p>



## 2. Background context to the innovative action

### What was the innovative action that was introduced?

The innovative action is twofold: 1) A community manager who is independent; 2) The use of a platform which acts as an intranet for local businesses and migrates data inputted through it to the public facing external platform.

A Delft TU university project created a community platform for local businesses (for a baker to interact with another retailer), but this was not successful. A new need emerged as they realised that police, city marketing, and associations of shop owners and city centre management were all working on the vitality of the city, but retailers themselves were not aware of what was going on. Therefore, they developed a platform called Chainels together with 9Straatjes. The platform was launched at De 9Straatjes, where entrepreneurs were looking for a good way to communicate with each other, as well as to receive and send news and alerts amongst each other.

www.9straatjes.nl – Is the official website for the public from the association of shop owners. The website is built by someone else, but integrated with the Chainels software: if a retailer wants to change opening hours, logo or text, he/she makes the changes on the intranet platform, which then synchronises this with the website.

The solution, built in PHP and using a noSQL database, connects to all sorts of consumer products (shopping apps, digital city screens, ...) using an API. This API is available at <https://www.chainels.com/developer>.

### When was the innovative action introduced?

The community manager arrived in 2011.

The new community platform for internal communication (the Chainels solution) has been used now since 2015.

The 9Straatjes branding and community started in 1996.

Note: The association went into governance issues in 2008, several years later, there was a need to bring in a neutral community manager to "turn all noses in one direction".

### What are the objectives of the innovative action?

There were three main objectives of the innovative action: 1) Retailers get informed in a new way about what is happening in their district - which integrates data from / to different platforms making their efforts lower; 2) A community is built around the different city stakeholders: retailers, association of retailers, city, police, etc.; 3) A common tool is used for this communication, for discussions between all parties and for marketing and promotion of the shops in the district.

### What is the scope and scale of the innovative action?

90% of the businesses in the district are on the platform: 200 entrepreneurs, 150 shops and 50 hotels/restaurants/art galleries. The other retailers in the district, although not on the platform, also benefit from the marketing done by the community.

### What is the level of digital applications used within the innovative action?

The platform allows digital communication between stakeholders.

Marketing of the 9straatjes community is done on the website and on Facebook, as well as in the press and with paper maps.

### What is the level and sources of funding for the innovative action?

The salary of the community manager is paid by the retailers' association. It is funded 50:50 by the retailers' annual fee and by a subsidy from the government.

The platform follows a SaaS model, the retailer's association pays a fee for using the platform, under a selected package which depends on the number of retailers and the type of community (streets, city, ...).

### Why was the innovative action introduced?

The association of retailers was not functioning well, because of internal governance issues.

There was a need for professional and digital internal communication among the different stakeholders, to build on the successful community and take it to the next level.

<b>What was the rationale used to justify the innovative action, including any evidence?</b>				
The rationale was that an external person (the community manager) could leverage on her experience, her contacts with the City and provide a "neutral" view on the issues at hand to then drive the community forward in one common direction.				
<b>What are the main roles of those involved in the innovative action (tick all that apply)</b>				
	Initiator	Participant	Enabler	None
<i>Regional authority or municipality</i>			X	
<i>Retailers' association</i>	X			
<i>National/global retailers</i>				X
<i>Local independent retailers</i>		X		
<i>Other private businesses (chainel software)</i>			X	
<i>Independent community manager</i>		X		
<b>What has been the main activity of each of those involved in the innovative action?</b>				
The city funds made up part of the salary of the community manager.				
The retailers' association funds part of the salary of the community manager and funds the use of the platform. There is a board of the association with 5 members who each have a vote. 90% of the retailers are part of the association.				
The retailers use the system and put information about their stores online. From the 187 companies on the platform, 177 activated their profile. The messages sent to the retail community are usually read by almost all the retailers. Half of them have installed the app. The rest are using the platform.				
The community manager does all the community building, supports retailers to defend their rights, works on communication and marketing, discusses with the city of Amsterdam and gathers opinion from the retailers on various issues (such as agreeing with the city or not on making the 9 streets a no car zone).				
The association choses the modules to be used in the platform (event calendars, safety warnings, etc...) and then the retailers can set up their website. The software providers host workshops to teach the retailers about how to use the software. The association has a dashboard functionality which gives them a view of all the retailers' activity and information, and through which they can invite new retailers. The solution currently is – additionally to 9straatjes - used by 50 different shopping areas (grocery stores, shopping centres, complete inner cities, shopping streets) – there are 7 000/8 000 retailers on the platform.				

### 3. Impact of the innovative action

<b>Which parties benefit the most from the innovative action, and why?</b>
<p>The city benefits from increased visibility of one of its districts and on the cultural aspects of it.</p> <p>The manager wants to build communication and community building around the rich history of the area, and works also with museums. The "cultural" marketing aims to target a specific type of tourist and potential buyers with a relatively high income. The story telling approach works well for creating a bond between the retailers, the visitors of the website and of the 9 streets.</p> <p>The retailers also benefit from the effects of marketing and from being in contact with the stakeholders of their community.</p>
<b>What are the short-term and long-term qualitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
<p>There is more visibility to the 9streets, and their community is stronger in defining common strategies. For example, the city of Amsterdam wanted to set a pilot car free zone in the 9streets, the community manager used a survey tool to collect feedback from the retailers and explained to the city that the cars were only partly the problem, which led to a new solution (no stopping of vehicles allowed between 12 and 6PM).</p> <p>There is still a strong entrepreneurial spirit in 9 streets, young entrepreneurs keep coming in.</p>
<b>What are the short-term and long-term quantitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
There are more shops today in the 9 streets than 3 years ago. Pop up stores have the highest price per square meter in Amsterdam. (One can have a shop for a week or a month).

There are **1 500 visitors** everyday on the website, **1.2 million** home page views per year and each visitor views 4 or 5 pages. The app is not used a lot. **The rating is really low, but the stats show that everyone reads the messages.**

**There are 10 000** views on Facebook per week in average. The page is rated 4,4 out of 5 from 793 reviews. Over 12 000 people liked the page.

**How do the qualitative and quantitative impacts compare with the original objectives of the innovative action?**

There were no initial objectives set, except to make the shop community thrive, which is actually what happened, based on the different facts stated above.

#### 4. Lessons learned

**What worked well in the implementation of the innovative action, and why?**

The combination of an independent community manager and the participation of a large majority of retailers is the key to success. Without enough retailers participating, initiatives fail due to lack of momentum. Marketing and communication are the key activities for this initiative.

**What worked badly in the implementation of the innovative action, and why?**

The platform was not that easy to use at the beginning, but it works much better now: there has been some tweaking needed to help the retailers participate. At first, all needed to sign up to receive the community messages, which did not work well. Today, they can simply receive them by email. The link of the information to other applications was also developed afterwards. Understanding the profile of the users – retailers do not have time to use many tools – allowed for the adjustment of the tool.

**What parts of the innovative action would be successful elsewhere, and why?**

All parts of the initiative can be replicated elsewhere.

**What parts of the innovative action are particular to this location or situation only, and why?**

However, there is a cultural dimension to take into account: cultures in some countries - such as the Netherlands - foster communities and pooling of resources more than others. The 9streets has a strong cultural history. The area attracts people thanks to a large hotel.

**What policies and activities best supported the uptake of new technologies within the innovative action?**

The interactive workshops with the software provider (chainels) and the users (the shopkeepers) were efficient in supporting the uptake of the technology.

## 2.10 MCA e-commerce

Identifying information for case study	
Name of initiative and identifying information	MCA e-commerce
Location of initiative/action	Malta
Key facts at a glance	<p>Type of initiative: Public-Private collaboration</p> <p>Themes supported: Building a strong retail community, assisting marketing and promotion</p> <p>Success indicator: More retailers selling online</p> <p>Funding: Business Enhance ERDF Grant Schemes initiative provided a budget of € 6 million to promote e-commerce</p>

1. Background context to the market
<p><b>What are the problems and/or challenges of being a small retailer within this market?</b></p> <p>Online shopping is fast becoming popular with the Maltese, increasing from 34% to 46% in five years and is almost in line with the EU average of 47%. Notwithstanding this, Malta trails far behind the UK at 77%, the best performing market in the EU for this indicator, indicating that there is still much room for growth in this area. Recent data released by the National Statistics Office estimates that around € 40 million are spent each year by the Maltese on internet shopping. However, according to Eurostat 2013, only 7% buy from local sites, whilst 44% shop from other EU countries. This could partly be attributed to the lack of local businesses selling online, with only 12% of Maltese enterprises claiming to have engaged in online selling in 2013, amongst other factors.</p> <p>However, many enterprises still need to catch up with their clients' changing habits. Only 15% of Malta-based SMEs and large enterprises sell their products locally over the internet, although this proportion is only marginally lower than the 16% EU average.</p> <p><b>What are the advantages and/or opportunities of being a small retailer within this market?</b></p> <p>Small retailers tend to be more flexible in responding to challenges, adaptable to change and better placed to introduce and develop new innovative ideas. Besides, they do not necessarily require large outputs to make a profit, given the size of the local market.</p> <p>Moreover, small retailers are not hampered by bureaucratic policies and are therefore able to respond to market needs in a more agile manner.</p>

2. Background context to the innovative action
<p><b>What was the innovative action that was introduced?</b></p> <p>The strategy 'e-commerce Malta – National Strategy 2014 – 2020' aims to support the up-take of e-commerce and the provision of e-commerce related services by local businesses, whilst also addressing, at a high level, the prospects for Malta to attract foreign companies providing e-commerce or ancillary services to establish operations in Malta.</p> <p>More specifically, pillar 2 of this strategy aims at transforming <b>micro enterprises</b>. This considers the needs of micro <b>enterprises and vulnerable industries that may need to undergo structural changes</b> as a result of the widespread adoption of e-commerce by Maltese consumers.</p> <p><b>When was the innovative action introduced?</b></p> <p>The initiative started late 2014 and is ongoing, with a review planned for the first quarter of 2017.</p> <p><b>What are the objectives of the innovative action?</b></p> <p>Following the launch of the National e-commerce Strategy in October 2014, as part of its efforts to ensure that traders have the necessary knowledge to capitalise on opportunities brought about by e-commerce, the Malta Communication Authority (MCA) has revised the e-commerce Guides for Business, which were first published in 2009.</p> <p>These guides, together with a more intuitive online directory, BLINK, seek to provide the necessary information that traders would need to take into account when setting up an e-commerce-based service.</p>

On this dedicated website, one can find information on areas related to the applicable legislation and authorisation requirements, IT requirements, online security, online payments, digital marketing, order fulfilment and customer service. In addition, it includes a Frequently Asked Questions (FAQs) section for quick reference.

**Strategy:**

<https://www.mca.org.mt/general/national-e-commerce-strategy-2014-2020>

**Guide:**

<http://www.online-commerce.org.mt/>

**Directory:**

<http://www.online-commerce.org.mt/blink-directory/>

**A series of training sessions are carried out for micro enterprises in the fields of e-commerce and digital presence online.**

**What is the scope and scale of the innovative action?**

The scope of the e-commerce Strategy is four-fold:

- Engendering trust in e-commerce;
- Transforming micro-enterprises;
- Taking SMEs and industry to the next level;
- Making Malta a global e-commerce player.

The scale is all Maltese SMEs. The strategy will focus on a wide series of measures:

- Studies to investigate the challenges faced by businesses;
- Dedicated mentorship programme;
- Training for micro-enterprises – promote entrepreneurship;
- Tailored schemes in support of vulnerable enterprises;
- Audit kit – a 'health check' vis-a-vis e-commerce;
- Specialist advisory service;
- Sector-specific strategic plans;
- Helpdesk support service;
- Research studies about trends in consumer online spending;
- In-depth study about e-commerce activity in Malta;
- Digital payments study;
- Information sessions for consumers;
- Policy aimed at attracting global and European e-commerce players to base operations in Malta

**What is the level of digital applications used within the innovative action?**

The level is high: the goal of the strategy is to achieve e-commerce growth, by supporting and providing the right framework to enable the SMEs (including the micro-enterprises) to sell online.

**What is the level and sources of funding for the innovative action?**

The MCA in conjunction with the Parliamentary Secretariat for EU funds has recently launched two schemes under the Business Enhance ERDF Grant Schemes initiative with a combined budget of € 6 million, to promote access to consultancy services for SMEs and online selling.

The Business Enhance Grants Schemes, which is partially financed by the European Regional Development Fund 2014-2020, seek to support enterprises when undertaking investment projects aimed at securing sustainable business growth.

The two new schemes are the E-commerce Grant Scheme, which has a budget of 5 000 € for service providers<sup>4</sup>, and the SME Consultancy Services Grant Scheme, which has a budget of 1 000 € for service providers.

Moreover, Malta Enterprise, Trade Malta and GRTU (Chamber of SMEs) have separate funds that are earmarked to support businesses in expanding into new markets.

**Why was the innovative action introduced?**

The need for business in Malta to face the challenge of e-commerce.

<sup>4</sup> <https://businessenhance.gov.mt/en/schemes/Pages/Registered%20Service%20Providers%20Pages/SME-Consultancy-Services-Grant-Scheme-Registered-Providers.aspx>

<b>What was the rationale used to justify the innovative action, including any evidence?</b>				
<p>There is an imbalance between uptake of e-commerce by consumers and uptake by business. A survey carried out by the Malta Communication Authority confirmed the trends and the need for actions highlighted in the National e-commerce Strategy, for the Maltese would rather buy from foreign than from Maltese merchants.</p> <p>91% of purchasers like buying online goods from the UK, 44% from China (China and Hong Kong combined), 34% from Malta, and 24% from the USA. Other EU countries follow with lower percentages. The most popular foreign merchants are eBay, Amazon, Sports Direct, Asos, Play.com and Book Depository. The most popular items bought from foreign websites are clothes and shoes (63%), IT and electronic goods (45%), books (35%), and flight tickets (28%). The nature of the items changes for goods and services purchased from Maltese websites. In this case the most popular are flight tickets (35%), books/CD/DVD (23%), booked service/appointment (11%) and IT electronic goods (10%).</p> <p>The feedback from Maltese businesses showed the following issues and needs to boost e-commerce:</p> <ul style="list-style-type: none"> <li>• Postal issues;</li> <li>• Bank tariffs;</li> <li>• Trustmark (incl. educational videos for consumers and information about regulation for traders);</li> <li>• Use of the Maltese language on websites and awareness raising content;</li> <li>• Incentive schemes to set-up an online shop;</li> <li>• Online directory for businesses selling over the internet;</li> <li>• Funding for start-ups;</li> <li>• Training about services ancillary to e-commerce;</li> <li>• One-stop shop for e-business;</li> <li>• Mobile app friendly services vs desktop browser based services.</li> </ul>				
<b>What are the main roles of those involved in the innovative action (tick all that apply)</b>				
	Initiator	Participant	Enabler	None
<i>National authority MCA</i>	x	x	x	
<i>Local trade body, such as chambers of commerce</i>		x	x	
<i>National/global retailers</i>		x		
<i>Local independent retailers</i>		x		
<i>Other private businesses (please state)</i>				
<i>Other Government entities (Ministry of Economy, Malta Tourism Authority, etc.)</i>		x	x	
<b>What has been the main activity of each of those involved in the innovative action?</b>				
<ul style="list-style-type: none"> <li>• MCA: Malta Communications Authority– the entity that Government entrusted with the formulation and implementation of the strategy.</li> <li>• Local trade bodies, such as chambers of commerce (GRTU &amp; CoC), collaborate with the MCA on various events and promote MCA's initiatives with their members.</li> <li>• National/global retailers – participate in events and initiatives rolled out by the Authority.</li> <li>• Local independent retailers – participate in events and initiatives rolled out by the Authority.</li> <li>• Other Government entities (Ministry of Economy, Malta Tourism Authority, etc) – team up with the MCA on various initiatives.</li> </ul>				

### 3. Impact of the innovative action

<b>Which parties benefit the most from the innovative action, and why?</b>
<p>The online guide on e-commerce for SMEs (<a href="http://www.online-commerce.org.mt/">http://www.online-commerce.org.mt/</a>) provides guidance to SMEs on the different steps to undertake to set up an online commerce, and related service providers. Thus, the local service providers of e-commerce and the SMEs wishing to go online benefit from this action. Micro retailers benefit from training specifically targeted to their business groups (crafts, tourism...).</p>
<b>What are the short-term and long-term qualitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
<p>The KPIs used are those used in the scope of the Digital Agenda.</p>

**What are the short-term and long-term quantitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)**

The KPIs used are those in the scope of the Digital Agenda.

**How do the qualitative and quantitative impacts compare with the original objectives of the innovative action?**

The aim is to ensure that industry players have the necessary tools and resources to derive tangible benefits from e-commerce activity.

The Digital Malta Strategy was launched in March 2014 by Hon Prime Minister Dr. Joseph Muscat. Digital Malta puts forward a set of guiding principles and policy actions of how ICT can be used for socio-economic development. It sets out a path on how ICT can be applied to different sectors of the economy and society, and how citizens and businesses can benefit from its application. The National E-Commerce Strategy forms a very important part in attaining the objectives of the Digital Malta Strategy in the area of business transformation. One of the most important outcomes of the Digital Malta strategy<sup>5</sup> was the establishment of the 'Digital Malta Governing Board'. One of the primary roles of the governing board is to oversee the implementation of the Strategy ensuring the necessary commitment, engagement and collaboration of stakeholders.

The qualitative and quantitative indicators are outlined in the Digital Malta Strategy Section 11.1 – Performance Targets pages 73 – 76.

#### 4. Lessons learned

**What worked well in the implementation of the innovative action, and why?**

The e-commerce Strategy was implemented since the end of 2014. Currently, there is mostly training for different industries.

The training sessions were well received by participants, who provided positive feedback through an evaluation exercise carried out after the training:

1. Training sessions on digital marketing were held with the tourism industry last year - 9 sessions were held with around 15 participants per session;
2. Crafts Mentoring sessions – a series of 4 sessions were held – around 12 participants attended for all the sessions, whilst around another 17 attended for 2 or 3 sessions;
3. Further training for the Tourism industry is being held between 2016 and 2017, whereby different aspects in digital marketing will be tackled. More than 100 participants have registered for the sessions which started in November 2016;
4. The MCA collaborated with the GRTU to organise two conferences, one in 2015 and another in 2016 during SME week as follows:
  - 2015: 'Bridging Malta's Digital Economy to SMEs';
  - 2016: 'Gearing Maltese enterprises to conquer today's challenges';Both conferences attracted around 200 participants;
5. The MCA teamed up with the Chamber of Commerce to organise an event, namely the 'Social Media and Trends in Online Retail' which attracted approximately 150 attendees.

**Feedback from** a craft jeweller (1) and a teddy bear maker (2) having followed the training session for online presence:

- (1) The craft jeweller sells since 2013 online using Facebook and then delivers her goods and receives payment in person. She also sells online using the marketplace <http://en.dawanda.com/> but it does not promote her work enough. She would like her own store. The training gave her good ideas on how to market her work, how to make it attractive to visit the webpage. Training was for free. However, there is a big jump to getting her own store online, also financially. More direction would be helpful;
- (2) The teddy bear maker sells at fairs, three times per year. It is not a main business, but rather a hobby. The training was clear and useful, but she has not had time to apply it yet. She has her Facebook page. She would like to make a web page, but does not think that selling online (e-

<sup>5</sup> <https://digitalmalta.org.mt/en/Documents/Digital%20Malta%202014%20-%202020.pdf>

commerce) is feasible because there is too much competition in her area so it will not bring her more sales.

The objective of the review process planned beginning of 2017 is to look at the existing strategy, identify issues and future trends.

**What worked badly in the implementation of the innovative action, and why?**

Take-up is always a challenge especially when these actions are conducted during business hours (to this end, MCA is in the process of being awarded EU funds for developing and delivering an e-commerce training program which will be delivered through an eLearning portal). This should mitigate the issue that micro-enterprises face, that is, that they do not find the time to attend class-room based training offered to them as it will enable participants to follow the training in their own time and pace.

Moreover, it was found that: 1) SMEs are always supportive of financial grants, so there is a need for grants; 2) Collaboration with GRTU and the Chamber of Commerce is key; 3) Practical sessions are much more efficient, as opposed to theory learning; 4) The use of local case studies as examples is key; 5) The SMEs providing the services are not always aware that they are listed in the Blink directory.

**What parts of the innovative action would be successful elsewhere, and why?**

There is a wide base of micro-retailers in Malta. The training of specific target groups can be replicated to countries with similar local retail.

The guide for SMEs can also be replicated: the different stages of setting up an e-commerce site are completely replicable.

**What parts of the innovative action are particular to this location or situation only, and why?**

Due to the size of the country, this initiative can be implemented nationally.

A large part of commerce are micro-enterprises, which makes this strategy efficient because it targets specifically through pillar 2 its large base of micro-enterprises.

**What policies and activities best supported the uptake of new technologies within the innovative action?**

The uptake of new technologies within the innovative action was best supported by: financial grants, accredited training, mentoring and hand-holding sessions and specialised workshops.




## 2.11 Gloucestershire

Identifying information for case study	
<b>Name of initiative and identifying information</b>	Great Gloucestershire High Street
<b>Location of initiative/action</b>	United Kingdom
<b>Key facts at a glance</b>	<p><b>Type of initiative:</b> Public-Private collaboration</p> <p><b>Themes supported:</b> Upgrading digital and public infrastructure, supporting skills development, assisting marketing and promotion</p> <p><b>Success indicator:</b> Between 2014 and 2016, Gloucester has seen a 600% increase in the number of visitors</p> <p><b>Funding:</b> 50:50 between the local council and private sponsors</p>

1. Background context to the market
<b>What are the problems and/or challenges of being a small retailer within this market?</b>
UK retailing is dominated by large scale retailers due to the population being both large and dense, encouraging economies of scale. More recently, large national and international retailers have been opening more small sized stores. Small retailers have to compete effectively within this environment. Gloucester is a typical example of a town facing these challenges.
<b>What are the advantages and/or opportunities of being a small retailer within this market?</b>
The advantages of being a small retailer in Gloucestershire are that these local populations are based around small market towns with a traditional mix of large and small retailers and a reputation for being a little different. Gloucester has a strong financial sector despite its relatively small population (125 000) and hosts the annual Gloucester International Cajun and Zydeco Festival, the largest in the UK and the longest-running in Europe. This festival brings in new shoppers to the city every year. Cheltenham has a high number of internationally renowned schools, as well as hosting several nationally and internationally famous festivals including the Cheltenham Literature Festival, and is the home of the flagship race of British steeplechase horse racing, the Gold Cup. Stroud claims to have the largest and most diverse number of creative artists, musicians and authors outside London. Hence, the population of these towns is a mix of locals and those who have left the larger cities of London and Birmingham. Thus, incomes are relatively high for a population outside of a major city, rents are relatively low compared to the big cities, and the population's interests are similar to that of those in a major city. This takes away the focus from price and hence economies of scale, towards more niche retail providers.


2. Background context to the innovative action
<b>What was the innovative action that was introduced?</b>
<p>The Great Gloucestershire High Street initiative aims to provide support and advice on a range of digital initiatives, from marketing to transactions online. Much of the initial publicity is built around the "What do you think?" (#WDYT) campaign on Twitter, Instagram and a blog, driven by the main service provider, Maybe, who co-ordinated the central government funding.</p> <p>#WDYT aims to reveal the discussions that are happening during many high street visits triggered by the shopping question: "What do you think?" The #WDYT campaign is actively engaging with shoppers as well as retailers, venues, and restaurants.</p>




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## Enter to win £100 every week... #WDYT.

All you have to do is:




1. **Take a picture of something you love on the high street.** Write a few words about your ... new dress, a sumptuous sofa, the best place for Sunday Brunch or just a place to watch the big game.



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2. **Share it with #WDYT** along with the relevant shop, pub or place name and post it on [Twitter](#), [Instagram](#) or [Maybe\\*](#). Have a look at all entries [here](#).



**WIN £100**  
 TO SPEND ON THE  
 HIGH STREET

3. **Every week, we'll choose a winner who will receive £100.**

However, the situation is very different in the three cities/towns involved.

In Gloucester, there was already a lot of momentum behind making the high street more digital and the Great Gloucestershire High Street initiative just added to this. Development of the digital infrastructure and participation was already being led by the local tourist marketing organisation, Marketing Gloucester (<http://marketinggloucester.co.uk/>), a separate legal entity, wholly owned by the City Council..

In Stroud and Cheltenham, the Great Gloucestershire High Street initiative is more of a standalone affair initially driven by the main service provider.

<b>When was the innovative action introduced?</b>
2016: Great Gloucestershire High Street and #WDYT campaign 2014: Gloucester digital strategy (see below)
<b>What are the objectives of the innovative action?</b>

50

The main aim is to bridge the digital divide between the cities/towns involved and their local community, visitors, tourists, and other potential stakeholders. To support the main aim, practical objectives include providing strategic advice, measurement, digital toolkits and hands-on digital training.

**What is the scope and scale of the innovative action?**

This innovative action is a joint government and trade initiative involving all retailers and consumer service businesses within a geographic area, initially in Gloucestershire, and later to spread throughout the UK.

The innovative action is focused on all retailers and service providers. This is a joint government and trade initiative, involving large and small businesses, retailers, leisure centres and libraries, pubs and clubs in Gloucestershire, as well as engaging with digital initiatives from several other locations across the UK.

**What is the level of digital applications used within the innovative action?**

The action is different in the different towns/cities. In Cheltenham and Stroud, it is currently mainly limited to social media: Twitter, Instagram and a blog. For example, social media, such as tweets and Facebook are employed for promoting local events and so bring customers in to the city.

In Gloucester, this has also included the addition of WiFi and 4G to all CCTV throughout the city, and includes digital information stands placed throughout the city combined with a recently introduced local residents loyalty card. The loyalty programme provides the ability for retailers to promote discounts via use of the card, as well as the long-term possibility of analysing the data to better understand shopper behaviour within the city.

**What is the level and sources of funding for the innovative action?**

The initial funding for the Great Gloucestershire High Street campaign comes from central government and local sponsors (50:50). However, in Gloucester, more significant funding is provided by the local council and private sponsors through supporting the Marketing Gloucester tourism organisation.

Ministerial support is provided from the High Streets Minister, Digital Economy Minister, and the Business Minister, as well as local Business Improvement District Managers. Trade body support comes from the Association of Convenience Stores, Association of Town Centre Managers, British Council of Shopping Centres, British Independent Retailers Association, British Retail Consortium, and the Interactive Media in Retail Group. The programme received financial support also from the Home Retail Group IBM, Boots UK, Cisco, Google, Post Office, Lloyds Banking Group and Facebook.

**Why was the innovative action introduced?**

The purpose of the pilot is to provide guidance, insight, infrastructure and measurement for high street stakeholders so that they can more rapidly improve the high street customer experience overall. In Cheltenham and Stroud, these improvements are being explored by the place making companies involved working closely with key stakeholders. In Gloucester, the local tourism organisation is driving developments, again working with local retailers and the relevant service providers.

**What was the rationale used to justify the innovative action, including any evidence?**

The overall rationale was based on the need to provide a digital as well as physical presence for the area.

**What are the main roles of those involved in the innovative action (tick all that apply)**

	Initiator	Participant	Enabler	None
<i>National authority MCA</i>	X (Gloucester)	X		
<i>Local trade body, such as chambers of commerce</i>		X		
<i>National/global retailers</i>		X		
<i>Local independent retailers</i>		X		
<i>Other private businesses (please state)</i>	X service provider (Maybe: Cheltenham and Stroud)	X	X services, training, and data (Maybe, LDC, ClockworkCity)	
<i>Other Government entities (Ministry of Economy, Malta Tourism Authority, etc)</i>		X	X funding (national government)	

**What has been the main activity of each of those involved in the innovative action?**

National government and large retailers are providing funding, as well as some branding activity. In Gloucester, the local tourism organisation is providing WiFi and 4G throughout the city, digital information stands placed at high footfall points within the city and a local residents loyalty card. The Maybe team are delivering the infrastructure for the #WDYT campaign. The Maybe App connects shopper's online and offline shopping journey. The Local Data Company (LDC) are developing dashboards of the high streets for Town Centre Managers. Clockwork City are managing the pilot measurement and are delivering the training for place managers to help create appealing, resilient environments for businesses to thrive and people to enjoy.

**3. Impact of the innovative action****Which parties benefit the most from the innovative action, and why?**

Everyone benefits from these actions in terms of experimentation and creating greater understanding. However, the main issue is whether the benefit is long-term or short-term. The potential danger is that government funding is used to fund a short-term campaign that has no lasting effects. In this scenario, everyone may benefit from the experimentation but the long-term benefit may be limited.

The longer term development in Gloucester, which is more locally driven, does appear to hold out longer term benefits for everyone, particularly for small retailers and the shopping centres because it is easier for them to get involved without the need for central authorisation. The larger stores are often required to receive authorisation from their respective Head Offices, for certain initiatives, which means that they are often slower to respond. This tends to put small retailers and the shopping centres at the centre of any urgent initiatives.

**Which parties suffer most from the innovative action, if any, and why?**

None of the immediate stakeholders suffer, except in terms of allocating time to the various activities if they do not turn out to be beneficial.

**What are the short-term and long-term qualitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)**

The main purpose is to create a lively physical and digital high street, so activity measures such as footfall, number of hits on social media sites, and so on are measured. E.g Gloucester Facebook page had 14 500 hits last week. Between 2014 and 2016, Gloucester has seen a 600% increase in the number of visitors.

**What are the short-term and long-term quantitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)**

More detailed quantitative measures, beyond general footfall figures, are more focused on the particular organisation involved. So, retailers consider sales figures, service providers consider consumer activity on apps, and so on. Individual marketing activities, such as promotions, events, and discounts, can also be measured separately.

**How do the qualitative and quantitative impacts compare with the original objectives of the innovative action?**

The innovative action contributed to some extent the revitalisation, modernisation and positive change in the economic performance of the cities involved. It has to a large extent contributed to the digitalisation of the cities.

**4. Lessons learned****What worked well in the implementation of the innovative action, and why?**

A digital, marketing focused "champion" for the area is required to drive the development, with the aim of bringing together the commercial stakeholders, especially the small retailers, and being able to argue their cause with the public stakeholders, as well as vice versa. Hence, good relationships between stakeholders, especially with the champion, is important for implementation.

A good funding model (long term, public and private) creates sustainability. The Marketing Gloucester funding model is now being copied in Nottingham.

<p>An integrated, physical-digital, long-term strategy is important rather than just stand-alone activities. In Gloucester, there is a long-term vision and plan for development, while in Stroud and Cheltenham, the focus has been on short-term activities. The former takes longer to develop and leads to a gradual but continual building of digital initiatives; the latter has produced more activity but the results are more sporadic.</p> <p>It is easier to work with small retailers and shopping centre managers than national and international retailers as decisions can be made more quickly and more flexibly.</p> <p>It takes advantage of opportunities for integration beyond retail. Gloucester City Council was putting in new city centre CCTV and then added in 4G for use by high street consumers. This then also provided small retailers with superfast broadband connections.</p> <p>It educates consumers on how to share their social media presence more widely, e.g. through tagging.</p>
<p><b>What worked badly in the implementation of the innovative action, and why?</b></p>
<p>None.</p>
<p><b>What parts of the innovative action would be successful elsewhere, and why?</b></p>
<p>In principal, all of these initiatives could happen elsewhere but the context would change the scale, nature, and level of sophistication.</p>
<p><b>What parts of the innovative action are particular to this location or situation only, and why?</b></p>
<p>None.</p>
<p><b>What policies and activities best supported the uptake of new technologies within the innovative action?</b></p>
<p>The key activity was communication so that retailers themselves found out about what was going on. Much of this was done through the trade association.</p>

## 2.12 GUUTE

Identifying information for case study	
<b>Name of initiative and identifying information</b>	<b>GUUTE</b>
<b>Location of initiative/action</b>	Urfahr Umgebung, Upper-Austria
<b>Key facts at a glance</b>	<p><b>Type of initiative:</b> Public-Private collaboration</p> <p><b>Themes supported:</b> Building a strong retail community, assisting marketing and promotion</p> <p><b>Success indicator:</b> About 300 companies participating</p> <p><b>Funding:</b> 80% of the funding came from the EU LEADER funding. The rest was based on membership contributions</p>

1. Background context to the market
<p><b>What are the problems and/or challenges of being a small retailer within this market?</b></p> <p>The district of Urfahr Umgebung (UU) is a northern surrounding district of the regional capital of Upper-Austria, Linz which is also the third largest town in Austria and hence an economic centre with a strong attraction. Even though more than 80 000 people live in the district, about 80% of them work in Linz. Consequently the district is facing a strong regional purchasing power loss (55% outside UU).<sup>6</sup> In addition the three sub-centres of the district (Ottensheim, Bad Leonfelden, Gallneukirchen) are mainly connected through Linz.</p> <p>Regarding digitalisation, UU is a rural area which lacked high speed internet and digitalisation at the beginning of the initiative.</p> <p><b>What are the advantages and/or opportunities of being a small retailer within this market?</b></p> <p>Even though the general setting of being a surrounding district might not be favourable, the sub-centres such as Gallneukirchen contain a broad mix of shops providing a good set-up for local shopping. Moreover, an assessment of the retail specific wealth level of the district shows that it is above average in the region of Upper-Austria (€ 457 million).<sup>7</sup></p>

2. Background context to the innovative action
<p><b>What was the innovative action that was introduced?</b></p> <p>The GUUTE initiative consists of a series of actions containing:</p> <ul style="list-style-type: none"> <li>- Website: the website <a href="http://www.guute.at/">http://www.guute.at/</a>, which is the centre of the initiative. It contains an overview, updates and an inventory on who is a member of the initiative. Furthermore, it is the platform where participants to the bonus card system can get information about their purchases.</li> <li>- Vouchers: The vouchers were an idea at the start of the initiative to brand local products under the GUUTE brand and to spread the idea of local shopping.</li> <li>- Fairs: fairs were organised annually and with great success. They have however, stopped for now as they risked getting too big and away from the original idea;</li> <li>- Journal: the journal provides information about companies involved and their products. It is a type of newsletter;</li> <li>- Bonus card: the bonus card is a common bonus system for participants which helps to bind customers to shopping within the group of shops. It should encourage customers to buy more and locally;</li> <li>- Apprenticeship days: this is an initiative to support finding good apprentices by advertising apprenticeship opportunities amongst small retailers, to encourage pursuing a career in retail;</li> <li>- GUUTE schools: cooperation with schools to teach them about the importance of local shopping and to raise awareness already at a young age;</li> </ul>

<sup>6</sup> CIMA (2015): Kaufkraftstrom- und Einzelhandelsstrukturanalyse Oberösterreich-Niederbayern

<sup>7</sup> CIMA (2015): Kaufkraftstrom- und Einzelhandelsstrukturanalyse Oberösterreich-Niederbayern

- Partnerregion Eferding: partnering programme with another district which is facing similar problems and looking for solutions. The partnership consists of sharing of ideas and providing technical support to the district of Eferding;
- Award: the award is an annual competition on who is the best retailer. It helps retailers to self-reflect on their own purchasing behaviour, their corporate social responsibility and their economic situation. The winners receive good advertisement;
- Breakfast: the breakfast is a regular forum of exchange between the participating retailers.

#### **When was the innovative action introduced?**

The origin of the initiative dates back to the year 1998 and can be described as the product of an initial coincidence. A local producer of CD-ROMs approached the chamber of commerce (WKO) with the aim of organising training. To increase the possibility of collecting funding from regional, national or European authorities, the WKO wanted to put some content on the publicity CD. It therefore started to insert information about the district and its shops. The team working on the project contained a PR expert who came up with the idea of naming the product "HalleUUja". Due to avoiding to use a religious term, the name was changed into "GUUTE" (the German word for "good", but including two "U", the abbreviation of the district.) Soon a logo was designed including the quote of Johann Wolfgang von Goethe "Because the good is so close"<sup>8</sup>.

The WKO saw the potential to address the challenges of the district by regional awareness raising for local shopping and used this opportunity to develop the brand. The brand was presented at the "Day of the business"<sup>9</sup> where also the CD was published. In addition stickers were produced and sold with strong success.

Given the surprising success, the WKO conducted in cooperation with the University of Linz a survey in the district to figure out what people see behind the brand "GUUTE". The outcomes were: regionalism, quality, cooperation, innovation. These four factors are still today the guiding values of the initiative.

In 2001, the initiative got its major push: First the GUUTE association was founded. The main reason for founding an association was to be able to sell GUUTE vouchers. It however also set the founding pillars of the later organisational structure of the initiative. The key concept is that the WKO is the owner of the brand but licences, through the association, individuals who can use the brand for individual initiatives. The first one of this kind was the website which should serve as a common centre of the initiative.

In 2006, the GUUTE bonus card was introduced to organise a collective bonus points system for retailers in the district.

#### **What are the objectives of the innovative action?**

The overarching objective of the initiative is to keep locals shopping in the district. This is to be achieved through two general objectives: 1) Awareness raising for importance of regional shopping; 2) Supporting the cooperation of retailers. Both objectives are addressed through a series of activities.

#### **What is the scope and scale of the innovative action?**

The GUUTE initiative includes about 300 companies in the district of Urfahr Umgebung. It now also partners up with other districts and supports them in implementing their initiatives.

#### **What is the level of digital applications used within the innovative action?**

The heart of the initiative is the website which contains information about all participating companies and on-going activities. In addition one of the key success actions was the introduction of the bonus card. Other digital applications are the online-newsletter and the current project attempting to install digitalised advertising in the shops.

#### **What is the level and sources of funding for the innovative action?**

For the implementation of the bonus card system, EU LEADER funding was acquired (80% funding). The rest is based on membership contributions and individual activities under the heading of the GUUTE brand.

#### **Why was the innovative action introduced?**

The origin was more of a coincidence, but the reason for building more and more activities was the awareness of the problem of the district and the realisation of the existing potential.

<sup>8</sup> In German: "Denn das Gute liegt so nah."

<sup>9</sup> In German: Tag der Wirtschaft

<b>What was the rationale used to justify the innovative action, including any evidence?</b>				
The brand idea was the reason combined with the outcomes of the survey showing four core values.				
<b>What are the main roles of those involved in the innovative action (tick all that apply)</b>				
	Initiator	Participant	Enabler	None
<i>Regional authority or municipality</i>				
<i>Local trade body, such as chambers of commerce</i>	X		X	
<i>National/global retailers</i>				
<i>Local independent retailers</i>	X	X		
<i>Other private businesses (please state)</i>				
<i>Other (please state)</i>				
<b>What has been the main activity of each of those involved in the innovative action?</b>				
The WKO developed the idea, owns the brand and supports the process. EBA is managing the website and the bonus card. Haudum is organising the GUUTE Journal. Individual companies participate in the activities and join the bonus card system.				

<b>3. Impact of the innovative action</b>	
<b>Which parties benefit the most from the innovative action, and why?</b>	
Direct benefits go to retailers and customers in terms of higher or sustained turnover and lower prices (through bonus points). Retailers also collect customer information. The district profits in sustaining and/or increasing the communal tax. The environment may indirectly profit by less driving to Linz.	
<b>Which parties benefit the least from the innovative action, and why?</b>	
N/A	
<b>What are the short-term and long-term qualitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>	
Increased positive atmosphere in the district. More local thinking and cooperation between the shops.	
<b>What are the short-term and long-term quantitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>	
Higher tax income for communities, cheaper products, moved up in regional ranking in local purchasing power sustenance	
<b>How do the qualitative and quantitative impacts compare with the original objectives of the innovative action?</b>	
N/A	

<b>4. Lessons learned</b>	
<b>What worked well in the implementation of the innovative action, and why?</b>	
Initiative prepares the stage, but does not implement, kick-started participation in the fairs, bonus card, breakfast, awards, website, no parallel structure, guiding principles.	
<b>What worked badly in the implementation of the innovative action, and why?</b>	
Attempts of making their own products did not work well, as they were too complex and not competitive. Moreover, the apprenticeship days were not successful, because it did not help <b>finding good apprentices interested in a career in retail.</b>	
<b>What parts of the innovative action would be successful elsewhere, and why?</b>	
Most parts are transferable, main concept is already spreading, the biggest challenge appears to be certain base infrastructure and management (e.g. concerning the card)	
<b>What parts of the innovative action are particular to this location or situation only, and why?</b>	
Austrian chamber's structure	
<b>What policies and activities best supported the uptake of new technologies within the innovative action?</b>	
The card	



## 2.13 Het internet ook uw zaak

Identifying information for case study	
Name of initiative and identifying information	Het internet ook uw zaak
Location of initiative/action	Belgium
Key facts at a glance	<p>Type of initiative: Public, regional</p> <p>Themes supported: Assisting marketing and promotion, facilitating the adoption of digital technologies</p> <p>Success indicator: More retailers having online presence</p> <p>Funding: Regional and European funding</p>

### 1. Background context to the market

#### What are the problems and/or challenges of being a small retailer within this market?

Customers are spreading their spending across many different retailers, as their time is spread between many different places (work, home, play, etc.). Small independent stores are under threat from both physical and digital developments. Larger corporations are competing directly in terms of convenience and choice but particularly in price. Every retailer needs to be online and small retailers need help to keep up with changes in technologies, particularly in terms of marketing. This is typical for many small stores across Belgium.

#### What are the advantages and/or opportunities of being a small retailer within this market?

Small retailers can offer convenience and personal service in a way that is difficult for larger retailers. Hence, the small retailers involved in this initiative are able to be more focused on a particular location and the customers that surround that location compared to national chains.

### 2. Background context to the innovative action

#### What was the innovative action that was introduced?

The campaign het internet ook uw zaak (the internet is also for your business) provides advice, tools, tips, and training sessions for small retail businesses.

The screenshot shows the website 'hetinternetookuwzaak.be' with a dark header bar containing 'VLAANDEREN' and the website URL. Below the header is a navigation bar with links: 'Nieuws', 'Over deze campagne', and 'Contact'. A search bar with 'Zoekterm' and a 'Zoeken' button is also present. The main content area features a large banner with the text 'Uw online aanwezigheid versterken?' (Strengthen your online presence?) and a subtext: 'Ontdek via onze e-scan de mogelijkheden van het internet voor uw zaak. Bereken uw huidige e-score en ontdek welke stappen u nog kunt zetten.' (Discover via our e-scan the possibilities of the internet for your business. Calculate your current e-score and discover which steps you can still take). A green button labeled 'Start de e-scan' is visible. To the right of the banner is a photograph of a bicycle shop named 'FIETSEN RUDY' with a person on a ladder outside. Below the banner, there are three sections: 'Evolutie van online shoppers' (Evolution of online shoppers), 'Gemiddeld aankoopbedrag per maand' (Average purchase amount per month), and '3 op 4 Belgen zoekt online' (3 out of 4 Belgians search online).

<b>When was the innovative action introduced?</b>				
2015				
<b>What are the objectives of the innovative action?</b>				
The campaign het internet ook uw zaak (the internet is also for your business) aims to encourage all retailers to have an online presence, not necessarily for online transactions, but to place the business in the customers mind and to inspire shopping activity.				
<b>What is the scope and scale of the innovative action?</b>				
The campaign covers a wide range of activities from strategy, social media, online marketing, websites, blogs, online sales, including international business online. There is also a diagnostic introductory tool called e-scan, which includes a checklist and advice on the retailer's online activity based on the retailer's own perception of their business, customers, and online activities – it appears a little simple in terms of the analysis involved but provides a starting point for further consideration.				
<b>What is the level of digital applications used within the innovative action?</b>				
Digital applications include generic applications, such as Facebook, Twitter, LinkedIn, Instagram, Pinterest, and YouTube, as well as Google products, such as email, search engine optimisation, and online advertising, as well as training on content marketing and affiliate marketing.				
<b>What is the level and sources of funding for the innovative action?</b>				
The action is an initiative of the Flemish Enterprise Agency, in cooperation with Unizo (an SME trade association), with the support of the European Regional Development Fund which has invested € 268,800.				
<b>Why was the innovative action introduced?</b>				
The action was introduced based on research showing that small traders were under substantial pressure, and in particular could not easily afford the money, time, and space to develop.				
<b>What was the rationale used to justify the innovative action, including any evidence?</b>				
The decline of small retailers in an increasingly digital world. These small retailers had little time or expertise to create their own digital platform.				
<b>What are the main roles of those involved in the innovative action (tick all that apply)</b>				
	Initiator	Participant	Enabler	None
<i>National authority MCA</i>	X			
<i>Local trade body, such as chambers of commerce</i>	X			
<i>National/global retailers</i>				
<i>Local independent retailers</i>		X		
<i>Other private businesses (please state)</i>				
<i>Other Government. entities (Ministry of Economy, Malta Tourism Authority, etc)</i>	X European Union		X digital and retail store experts and educators	
<b>What has been the main activity of each of those involved in the innovative action?</b>				
The European Regional Development Fund has largely funded the action, along with the Flemish Enterprise Agency providing administrative support. Unizo (the SME trade association) has provided access to the main participating retailers. Many local retailers have taken part.				

<b>3. Impact of the innovative action</b>	
<b>Which parties benefit the most from the innovative action, and why?</b>	
Small retailers because they can learn new skills and develop their online presence.	
<b>Which parties suffer most from the innovative action, if any, and why?</b>	
None.	
<b>What are the short-term and long-term qualitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>	
The obvious impacts are visible where a small retailer has gone online when they did not previously have a web presence.	

<b>What are the short-term and long-term quantitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
N/A
<b>How do the qualitative and quantitative impacts compare with the original objectives of the innovative action?</b>
They are well aligned in that the overall goal was to create a platform and encourage participation. However, without any public figures available, it is difficult to gauge the extent of success.
The innovative action contributed to some extent to a positive change in economic performance of the retailers involved. It has to a large extent contributed to modernisation and digitalisation of the retailers in this region

<b>4. Lessons learned</b>
<b>What worked well in the implementation of the innovative action, and why?</b>
A wide variety of activity, such as workshops and events, available to a wide community of different types of small retailers. This helped retailers from different levels of online education to get involved.
<b>What worked badly in the implementation of the innovative action, and why?</b>
Not all activity is well attended and there are few measures of overall impact. The impact is very dependent upon the individual small retailer.
<b>What parts of the innovative action would be successful elsewhere, and why?</b>
It looks like it would be successful everywhere but does require financial support. A good starting point for future development.
<b>What parts of the innovative action are particular to this location or situation only, and why?</b>
None.
<b>What policies and activities best supported the uptake of new technologies within the innovative action?</b>
A clear public policy, long-term funding model, to develop the digital high street.

## 2.14 Wijzijnarnhem

Identifying information for case study	
<b>Name of initiative and identifying information</b>	<b>Wijzijnarnhem</b>
<b>Location of initiative/action</b>	Arnhem (the Netherlands)
<b>Key facts at a glance</b>	<p><b>Type of initiative:</b> Private, local level</p> <p><b>Themes supported:</b> Building a strong retail community</p> <p><b>Success indicator:</b> 19 retailers participating, 3 000 customers attended an event organised in 2016</p> <p><b>Funding:</b> It costed € 400 000. Retailers paid € 40 per month to the private company managing the initiative</p>

1. Background context to the market
<b>What are the problems and/or challenges of being a small retailer within this market?</b>
Small retailers need to face the tough competition of e-commerce. A large proportion of consumers buy online, with the consequence that city centres are less frequently visited and small local shops are not as visible to the consumers.
<b>What are the advantages and/or opportunities of being a small retailer within this market?</b>
<p>The advantage of small retailers is that they are their own boss and they are local actors. They can make decisions fast regarding their business and can have a strong influence on local matters in a city. This gives them an agility, which can give them an advantage compared to a shop having a large organisation behind it which will make decisions that are not focused on local aspects.</p> <p>All small retailers have in common the fact that they cherish personal contact with their customers. They want to be exclusive and they can show craftsmanship – they know a lot about their business and products. When you buy products on the internet, there is no such advice or targeted knowledge given to the customer. Another advantage is that customers seek real interaction and human contact.</p>

2. Background context to the innovative action
<b>What was the innovative action that was introduced?</b>
<p>WijZijn Arnhem was introduced in 2014. It builds on a previous initiative which was not successful, and aims to learn from the experience. This first initiative was launched by a foundation for city centre management, responsible for liaising with entrepreneurs, setting up Christmas decorations, keeping the city "clean, safe and whole". This initiative "Arnhem Winkelstad"<sup>10</sup> was a platform with all the shops from Arnhem online where shop owners had their own dashboard with their own data (opening hours, items for sale...). It also included an elaborate search functionality (Google categories, searching for a brand would lead to a specific store, etc.). It was not an e-commerce platform, but a more elaborate shop directory.</p> <p>The business case for this first initiative was not complete: instead of using the site as a community building tool to foster collaboration and more effective marketing of the different shops and of the city centre, it was simply used as a website (online platform) linking to shops. The foundation went bankrupt and the site was put up for sale. The platform was originally funded by the Ondernemersfonds Arnhem (SOFA) - the entrepreneurs' fund. Every entrepreneur (shop owner) paid a contribution to a big fund, so does the city; the budget was of €400 000 per year for the whole city – including marketing and the platform.</p> <p>The company <a href="http://www.ik-onderneem.nl/">http://www.ik-onderneem.nl/</a> was the project manager, supporting the city foundation and the development company building the site. The company has since bought the website, with the intention of building a community around it – which was their vision from the start. The company also felt that the data in the website was very valuable and could be exploited more fully for the benefit of the retailers.</p>

<sup>10</sup> <https://www.facebook.com/ArnhemWinkelstad/about/>

Ik Onderneem! provides services to help shop owners adapt to the changing environment of increased online shopping. For example, the company creates city branding. Off-line shopping is still attractive if it is relevant for customers. The underpinning philosophy is as follows: "you are not only a shop, it goes further than your front door you are part of a bigger ecosystem: a city."

The company initiates innovative projects in retail, entrepreneurship, future-based-shopping areas and urban distribution across the Netherlands and in other countries. The company believes that local and physical shops still have a future as long as they work together to be relevant for their – combined – costumers.

Today, a few entrepreneurs (15) who were involved in the previous initiative committed to starting again, and to building a city brand. This new initiative "Wijn Zijn Arnhem!" builds a community where shop owners and the company work together, to ensure that they are more relevant for their customers. They meet each month and discuss opportunities, while the consultants support them in implementing their ideas.

**When was the innovative action introduced?**

2014

**What are the objectives of the innovative action?**

A community approach to bringing small retailers in one city on the web, and a communication strategy towards customers leveraging on the community to achieve higher impact were applied. The retailers have to think further than their own front door. For example, they are on Facebook which altogether gives them 11 000 fans. When there is a communication campaign, all the individual channels such as Facebook, newsletters or the shop-windows are used to approach each individual customer. The reach of any communication is therefore very high because of this 'snowball-effect', and campaigns are effective because they target a network of people who know each other.

**What is the scope and scale of the innovative action?**

Wij Zijn Arnhem! takes place in Arnhem, but the lessons learned are spread across the other communities in the Netherlands, because the company applies lessons from this work to other areas.

**What is the level of digital applications used within the innovative action?**

Use of social media and a website describing the different retailers that are part of the community  
<http://www.wijzijnarnhem.nl/>

**What is the level and sources of funding for the innovative action?**

All retailers pay 40 € per month to the company Ik Onderneem!. They pay for community management and for the website WijZinArnhem.

**Why was the innovative action introduced?**

To learn from the failure of the previous one and to revitalise Arnhem.

**What was the rationale used to justify the innovative action, including any evidence?**

The rationale was to support small retailers in Arnhem by learning from previous experiences of digitalisation, which had not worked.

**What are the main roles of those involved in the innovative action (tick all that apply)**

	Initiator	Participant	Enabler	None
<i>Regional authority or municipality</i>				X
<i>Local trade body, such as chambers of commerce</i>				X
<i>National/global retailers</i>				X
<i>Local independent retailers</i>		X		
<i>Other private businesses (Consultant Ik-Onderneem)</i>	X		X	
<i>Other (please state)</i>				

**What has been the main activity of each of those involved in the innovative action?**

Ik Onderneem! is the initiator and enables the participants to work together by being the facilitator and the 'motor' of the community. The city is not involved in this initiative.

### 3. Impact of the innovative action

#### Which parties benefit the most from the innovative action, and why?

Wij Zijn Arnhem! is positive for the whole city of Arnhem/all actors involved, although the city is not taking part in the initiative. The initiative shows entrepreneurship and professionalism on behalf of the city shops.

It has a positive impact on the retailers involved, because they benefit from each other's commercial networks. The retailers with a local (city) customer base benefit more from this initiative than a specialised shop with a wide customer base. Collaboration is encouraged because every entrepreneur is unique, for example even if there are competitors (for example two wine sellers), they have different customers. It took a while for the retailers to understand the concept, they were not positive if they were operating in similar markets, but then they saw the differences and the specific aspects of their offer that they could highlight – defining their unique buying proposition. This initiative has therefore also helped them to understand better their commercial positioning.

Ik Ondernem! and other retailers benefit from this experience because the lessons learned are used in other similar initiatives.

#### What are the short-term and long-term qualitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)

The goal is to create a network of small retailers with exclusive and high-end products, local reach, with human interaction and high service standards (where there is a face to face commitment to the customer).

The community meets once a month. They set out goals, in terms of what do they want to achieve as a collective (more traffic, more new customers, ...).

There are 4 events per year. When they organised a common event in January 2016, 3 000 customers attended, which was higher than initially thought. All the customers of the retailers were invited to a common event. The goal was to network and have a great time, and more customers got to know the other shops. Another side effect was to see that different shops had common customers, which helped to provide a sense of community amongst the retailers.

All retailers get a few weeks of being the 'entrepreneur of the week', which entails extra attention for that person/company that week from the other retailers and from the communication activity.

#### What are the short-term and long-term quantitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)

It is difficult to measure the quantitative impact for each shop owner as there is no evidence available as yet. Most of the impact is qualitative, as in the event participation, because the outcome is not direct sales at the event, but getting to know other shop owners.

#### How do the qualitative and quantitative impacts compare with the original objectives of the innovative action?

The initiative has now 19 retailers participating. They would like to grow – with a grass-roots approach. They would like one retailer to invite his or her neighbour, to build the network from within. This is very difficult, each retailer is "very into their own business", and they need to see that success can come from linking with other retailers, but this takes time and effort which may not have the immediate effect of increasing their sales.

### 4. Lessons learned

#### What worked well in the implementation of the innovative action, and why?

The idea of each retailer using the other retailers' networks worked very well. Retailers benefited from each other's customer contacts thanks to the sharing of social media networks. When one retailer promoted ("liked") a post of another retailer, this post was visible to the customers of both retailers.

#### What worked badly in the implementation of the innovative action, and why?

The company also works for other city centres. It is pioneering, they see a lot of things which work and which do not.

Example: They started a few years before 2016 with another business case: a triangle – entrepreneurs, employers and Arnhem citizens. The initiative aimed at getting the money of citizens of Arnhem to be spent

in Arnhem. Employees received gift cards from their employers which they could spend only in Arnhem. Employers had to pay for this card- this was not accepted well by the employers and by the employees.

**What parts of the innovative action would be successful elsewhere, and why?**

All of it, at the scale of a small city.

**What parts of the innovative action are particular to this location or situation only, and why?**

There is a previous negative experience, which can be beneficial if well learned from, but which gives a negative impact on the usefulness of such an initiative in the eyes of retailers.

**What policies and activities best supported the uptake of new technologies within the innovative action?**

The activities of networking and promotion use social media.

## 2.15 Facily shop

Identifying information for case study	
<b>Name of initiative and identifying information</b>	<b>Facily shop</b>
<b>Location of initiative/action</b>	Nice (Italy)
<b>Key facts at a glance</b>	<p><b>Type of initiative:</b> Private</p> <p><b>Themes supported:</b> Assisting marketing and promotion, building a strong retail community</p> <p><b>Success indicator:</b> 75% of retailers contacted are involved in the scheme (140 retailers and 700-800 customers registered)</p> <p><b>Funding:</b> Based on voluntary work</p>

1. Background context to the market
<p><b>What are the problems and/or challenges of being a small retailer within this market?</b></p> <p>Small retail is not always familiar with new technologies or does not have time to investigate how to reach out to potential new customers using IT technologies. There is also strong competition with online stores.</p> <p>The initiator of Facily shop had a wine bar, and decided to create a community between the Nice inhabitants and the local commerce, using simple digital technologies such as email, QR codes, a web platform to join the network and Facebook for community marketing. A QR code is a type of barcode: a machine-readable optical label that contains information about the item to which it is attached.</p> <p>There is a small retail crisis in the South of France: 10% of the stores in the Facilyshop network, who were involved at the beginning of the initiative, are now closed and some stores do not join the network because they are thinking of closing.</p>
<p><b>What are the advantages and/or opportunities of being a small retailer within this market?</b></p> <p>The proximity factor is an opportunity: small retailers are close to the customer and can create a local community which is vital for a city and its inhabitants.</p>

2. Background context to the innovative action
<p><b>What was the innovative action that was introduced?</b></p> <p>The website Facilyshop (<a href="http://www.nice-port.facilyshop.com/home.php">http://www.nice-port.facilyshop.com/home.php</a>) provides space for free to the retailers who participate. The retailer subscribes to the network through the website. He decides what type of refund/promotion he can offer, which can change over time. The community and promotion around the Facilyshop is managed thanks to Facebook: a retailer joins the community simply by "liking" the Facilyshop page (<a href="https://www.facebook.com/facilyshop/">https://www.facebook.com/facilyshop/</a>), they then share through their own Facebook page all the information from the Facilyshop page and the other retailers' pages. In addition, the citizens who subscribe to the network get a promotion/refund each time they visit a retailer.</p>
<p><b>When was the innovative action introduced?</b></p> <p>The initiative was launched in 2015.</p>
<p><b>What are the objectives of the innovative action?</b></p> <p>The aim is to bring new customers to the local shops by creating an online community, which gives visibility to retailers and visibility to incentives (promotions or discounts) for customers to visit them.</p>
<p><b>What is the scope and scale of the innovative action?</b></p> <p>Currently there are 140 retailers in the network and 700-800 customers registered. The scope is three districts in Nice.</p>
<p><b>What is the level of digital applications used within the innovative action?</b></p> <p>The community is set up digitally, but the idea is to get the customer physically in the local shop. Facilyshop has set up a low-complexity IT system which registers the citizens in a database, sends them by email QR</p>



code which they can show on their smartphone or on paper to the shop owner. The shop owner scans the QR code with his smartphone and sees that the citizen is registered in the database, the citizen then benefits from the promotion. The community and promotion around Facilyshop is managed using Facebook. The use of social media promotes the website and potential clients can register on the website to benefit from a discount by showing a QR code linked to their name.

**What is the level and sources of funding for the innovative action?**

This initiative has no funding. There is one person working during his free time, it is a daily effort to get the retailers on board. A communication and advertisement strategy is the only way to expand this initiative, but there is no budget for it. The effort for setting up the platform is estimated to be one/two months for one person. When the initiative was launched, the customers had to pay € 2 to join the network, but it is now free of charge.

**Why was the innovative action introduced?**

The initiator was owner of a wine bar 10 years ago and understands the challenges of competing with the digital marketplace.

**What was the rationale used to justify the innovative action, including any evidence?**

The rationale was that the internet is perceived by the retailers as a competitor and not as a communication tool, so this initiative would give visibility on social media and with the system of registering for discounts at a website would motivate the customers to buy.

**What are the main roles of those involved in the innovative action (tick all that apply)**

	Initiator	Participant	Enabler	None
<i>Regional authority or municipality</i>				X
<i>Association of retailers</i>			X	
<i>National/global retailers</i>				X
<i>Local independent retailers</i>		X		
<i>Other private businesses (Facilyshop – one person)</i>	X			
<i>Local media (TV, radio)</i>			X	

**What has been the main activity of each of those involved in the innovative action?**

The local retailers participate by providing promotions/discounts to the customers who are part of the network. The breakdown per type of commerce in the network is the following: restaurant/snack bars: 40%; beauty parlour/hair dressers: 20%; clothing/artisans/plumbers: 40%.

The presidents of the local associations of retailers acted as enablers: they communicated this initiative to the retailers, building trust. This helped when the organiser contacted the retailers, who have been often contacted by other initiatives with little success.

The initiator is one person who set up the site and the database, edits the newsletter which communicates the retailers activities, and visits the retailers to explain the concept and get them on board of the initiative and help them make their Facebook page.

### 3. Impact of the innovative action

**Which parties benefit the most from the innovative action, and why?**

The retailers have a challenge to offer discounts/promotions, because there is usually a very small margin in micro-retail. The organiser benefits from a free database of clients, but the information collected is very basic (name and email address) to ensure data privacy and the organiser has a big challenge to manage this network alone. The customer is the one who benefits most from this action. because he has a permanent discount in local stores by simply registering his email on a website. He actually sees the discounts he will get before registering.

**What are the short-term and long-term qualitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)**

The citizens see the shops that exist near to them, the retailers benefit from the other retailers' Facebook networks, in order to get access to new clients.

<b>What are the short-term and long-term quantitative impacts of the innovative action, for whom and at what level? (Please provide data and KPIs where possible.)</b>
When the initiative was launched, the aim was to get support from the local chambers of commerce for enrolling the shop owners and expand to more districts. However, the local chamber of commerce closed shortly after the launch, because of budget cuts from the retailers who are struggling. So currently the initiative covers 140 partners in 3 areas, it is complicated to expand the network with the limited resources (one person).
<b>How do the qualitative and quantitative impacts compare with the original objectives of the innovative action?</b>
140 retailers joined in the first two months of the initiative, which relates to 2 out of 3 retailers contacted. There is no data collected on the number of registered customers who actually buy in the network. A lot of the retailers are happy with the outcome of this initiative, some get new customers. Some retailers are in from the start, and they find it is a good way to get free marketing. The initiative itself could expand more, but there is a lack communication between the participants and the municipality.

#### 4. Lessons learned

<b>What worked well in the implementation of the innovative action, and why?</b>
<p>The initiator of Facilyshop used his own network and convinced 140 retailers to join in the first two months of the initiative, which relates to 2 out of 3 retailers contacted. This required a huge communication effort from his side. As he was a former bar owner, the other retailers trusted that he understood their issues and provided a workable solution.</p> <p>The association of retailers welcomes this initiative, as the city does not provide any support for getting the shops online. The association recently started a project to give internet access to the stores by setting up WiFi terminals in the street.</p> <p>Facilyshop is useful, because there is no investment by the shop owners and the technological means to communicate are provided by Facilyshop (they now have a website which makes a reference to the shops and has an email address). Most of the shop owners are rather old and usually alone in their stores, so it was important to have someone come to them. In addition, providing a discount was easy for some retailers who do it anyway through a loyalty card (e.g. beauty parlours etc.).</p> <p>The initiative is very concrete and directly addresses retailers and customers. Other initiatives are being set up, with support from the city of Nice, but are more about creating a structure without concrete projects, which is not as effective.</p>
<b>What worked badly in the implementation of the innovative action, and why?</b>
Some retailers who did not want to join because they were not thinking of staying open in the coming weeks. Providing a discount for some is very difficult because it eats immediately into their profit margin (restaurants), so they are not very happy with this initiative. The self-promotion of the initiative is not working well. However, some retailers do not "like" the Facilyshop page because they are not familiar with technology and because they do not see the immediate reward for being online. Some retailers are reluctant to promote the initiative because it means that they also promote a discount. Furthermore, reaching out to the municipality to get involvement is very difficult. Nice is the 5 <sup>th</sup> French city in size, but not in tourism destination. Finally, a next step would be to develop an app. There are other ideas but these would entail € 25 000 budget to develop them.
<b>What parts of the innovative action would be successful elsewhere, and why?</b>
All parts of the action are transferable.
<b>What parts of the innovative action are particular to this location or situation only, and why?</b>
None
<b>What policies and activities best supported the uptake of new technologies within the innovative action?</b>
The activity to visit each retailer and explain him how to be present on Facebook.

## 2.16 I shop BRAGA

Identifying information for case study	
<b>Name of initiative and identifying information</b>	<b>BRAGA</b>
<b>Location of initiative/action</b>	Braga (Portugal)
<b>Key facts at a glance</b>	<p><b>Type of initiative:</b> Public, local</p> <p><b>Themes supported:</b> Building a strong retail community, assisting marketing and promotion</p> <p><b>Success indicator:</b> 18 retailers involved in the scheme (50 retailers expected by 2018), the platform has 20 000 views per month</p> <p><b>Funding:</b> approximately € 15 000</p>

1. Background context
<b>Name of platform</b>
I shop Braga
<b>Launch date</b>
15.02.2016
<b>Name of the organisation managing the platform and role in relation to the platform</b>
Associação Comercial de Braga, ACB (Braga's Commerce Association) is managing the platform, including the following activities: social media management; content production; photography; image treatment; site optimisation; event organisation; brand activation.
<b>Objectives of the platform</b>
<p>I SHOP BRAGA is the natural result of a trade evolution. Its goal is to streamline the traditional business of the city - showing its dynamism and making it available for anyone, anywhere. The priority of the initiative is to give the opportunity to all traders to open their doors for global business.</p> <p>The platform was launched with 18 companies and it is expected to reach 50 partners by the end of 2018, a process that is gradual and selective in order to guarantee and preserve an image of Braga's traditional commerce.</p>
<b>Challenges for small retailers within this market</b>
<p>Two main challenges for small retailers can be mentioned:</p> <p>1) Changing consumer habits tending towards big shopping malls: in Braga there are 3 big shopping areas, which are located far from the city centre. Rents in these malls are too expensive for small retailers or retailers who have just begun their commercial activities.</p> <p>2) On-line shopping is growing rapidly, but several retailers are not yet enough present in the on-line world, not even in the social networks.</p>
<b>Policy context</b>
<p>National and local policies value projects of qualitative nature. They favour projects that promote the creation of clear differentiation factors that make it possible to improve the qualitative levels of the commercial offer, which focuses on urban centres or which values the domestic product. In this sense, they favour joint actions that aim to increase the competitiveness of the commercial offer of urban spaces, encouraging new ideas and new customer support services that allow a consistent and sustained improvement of the levels of service provided, by promoting innovation and use of advanced forms of marketing.</p> <p>The action comes from the national incentive program "Comércio Investe" (Business Invest) that promotes collective investments in the context of revitalisation of urban small retail in the Braga Historic Centre. It also aims at increasing the competitiveness of enterprises.</p> <p>For the Commercial Association of Braga (ACB), promoter of the I SHOP BRAGA innovative platform, the implementation of this platform aims to create a new paradigm for the traditional retail. A paradigm where the commercial offer benefits the collective, through a network of associated companies sharing costs and</p>

benefits. A paradigm based on market globalisation - "Braga for the world." In short, a paradigm that aims to reinvent the way the local commerce business is being done, through using the opportunities that are offered by the internet.

#### **Project set up**

The I SHOP BRAGA's main activity is the creation of an e-commerce platform/a virtual sales channel for small retailers located in Braga's historical city centre.

This is an initiative of the Commercial Association of Braga (ACB), who work together with Oxys - Marketing Consultants and NKA - New Knowledge Advice. The ACB is a business association with a multisectoral character. It represents the economic agents of the northern region of Portugal. The mission of ACB is to enhance the representativeness of the associated companies, enrich and streamline its activities and business environment, as well as fostering interaction between the various regional and national economic sectors.

The platform right now has 20 stores involved in the project and plans to have more retailers joining in the coming years. Fashion, beauty products, decoration, gourmet and souvenirs are some of the areas covered by the e-commerce platform. The platform itself is very functional. It is used by small and medium retailers, none of them with the capacity to have its own online e-commerce platform. The idea of the platform is to create a shared brand for small retailers to collectively benefit from its brand image. In principle there was no prioritisation of sectors, however gradually 4 sectors have become predominant in the platform: beauty products, fashion, gourmet and home. These 4 sectors offer products with higher prices. Also, they are more luxury, rather than essential products, so they need to be more actively advertised by using different channels (e.g. e-commerce platform).

#### **Inspiration**

The inspiration for this innovative action was the marketplace farfetch.com that has proven that such business models are possible. Also one project on e-commerce platforms for small retailers in the US and another one in the UK were mentioned.

## **2. Target group and usage**

### **Who is involved in this project and why**

The roles of the members of the partnership involved in implementing the initiative are the following: ACB is the promoter and the manager of the platform. The Oxys consultants form part of the platform. Those retailers that are interested in joining the platform need to send ACB an email to express their interest in participating in I SHOP BRAGA. If the small retailer complies with technical requirements, he will be contacted by a technician to start the accession process.

### **How do more retailers get involved**

The initiative is constantly accepting new stores, if they fit with the concept. Those retailers that are interested in joining the platform need to send ACB an email to express their interest in participating in I SHOP BRAGA. After a positive answer from ACB, the company will be contacted by a technician, in order to clarify any technical doubts and to start the accession process.

### **What is special about this platform**

In addition to being an opportunity for the local retailers to put themselves in a global business, this initiative also promotes the city of Braga. It is a very touristic city, so those who visit it may have the opportunity to follow the evolution of this project. This is what makes this innovative action a pioneer in Portugal.

According to ACB, the success of the platform has to do a lot with the promotion of "Bragalidade", a concept understood as a feeling of great affection for Braga. In this sense, retailers who were selected for the platform all had this special affection for Braga. In addition, a critical factor for success is the existence of an entity that takes care of management, promotion and dissemination of the platform and supervises all interactions between sellers and buyers.

### **How were the users' needs collected**

The Commercial Association of Braga is always close to the retailers. Being constantly attentive to their needs. There are periodic surveys for retailers involved in this initiative, which provides indicators of how the platform is operating.

If a customer wants to buy a product online, he needs to insert his email address. This is how the platform collects users' e-mails that are then used for periodic automatic surveys for users of the platform. Moreover, there is a Facebook page where users can express any problems with the platform.

#### **How configurable is the platform**

The retailers control their stocks and can check them at any time. Their "back office" is very simple.

#### **How many retailers use the platform**

As at 2016 there are 20 online shops participating in this innovative action.

There are the following categories of shops involved: fashion, gourmet, decoration, book store, perfumery, souvenirs.

#### **How many (potential) customers use the platform**

The website has about 20 000 views per month, but the numbers continue to grow.

#### **Do you track usage**

There is tracking of the customers on the site. This is done through Google Analytics that helps to track the customers.

#### **Do you provide training**

In order to ensure that retailers (and especially micro retailers) have the time and knowledge to use the platform the following actions took place: 1) Before launching the platform, the association explained to all retailers how to use the platform, submit articles and how to develop the marketing for this new type of business. There is a helpdesk available on a daily basis. 2) There is user tracing in place, in order to ensure that the users can take advantage of all the services the platform can offer.

### **3. Platform features and technology**

#### **Which features do you use**

	Included	Used
<i>e-commerce platform features available</i>	X	X
<i>Catalogue of products</i>	X	X
<i>Mobile Shopping (accessible by mobile technology), including mobile payment</i>		
<i>Digital coupon</i>		X
<i>Loyalty Management System</i>	X	X
<i>Online Chat / Video Chat</i>		
<i>Analytics (user data, ...)</i>	X	X
<i>User personalisation</i>	X	X
<i>Social: product reviews</i>	X	X
<i>Social Media links</i>	X	X
<i>Store location on map</i>	X	X
<i>Search</i>	X	X
<i>Other (please list)</i>		

#### **What type of technology is used?**

<b>Type of solution</b>	<b>Description</b>
SaaS Digital Commerce	Vendors are provided with software as a service to use the digital commerce platform. Most of these vendors licence the use of their applications on a revenue-share basis or on the basis of transactional volume. Vendors include for example Amazon Webstore or Shopify.
On-Premises (or Hosted) Digital Commerce	Hosted Digital Commerce/marketplace platform, developed and installed specifically for I SHOP BRAGA project. The market place platform is based on open-source technologies. This marketplace provides a place where selected retailers based in Braga can post and sell their products.
Open-Source Digital Commerce	Open-source digital commerce software supports the creation of all (for example, an entire Web store application) or part (for example, a shopping cart) of a Web store. This software has features such as shopping cart functionality and product catalogues that enable store owners to set up, run and maintain online stores. Open-source digital commerce software is

	generally available for free under an open source license. Vendors include Apache OFBiz, Commerce Guys (Drupal Commerce), dashCommerce or eBay (Magento Community Edition).
Marketplace Commerce Sites	A marketplace site provides a place where merchants, branded manufacturers, retailers or consumer goods manufacturers can post and sell products. Merchant sites support large numbers of small and midsize businesses. Vendors include: Alibaba.com, Amazon.com; AmazonSupply), eBay or Google (Google Store).

4. Business model, impact and challenges	
<b>What are the costs</b>	
	The implementation cost was approximately € 15 000, 50% covered by the ACB and the other 50% funded by the "Comercio Investe" program. The municipality of Braga and the Agency for Competitiveness and Innovation of Portugal funded the diffusion and dissemination of the action. Other costs: Services, marketing, photography, advertising.
<b>What is the sustainability of the platform</b>	
	15% of the sales value is directed to cover the maintenance expenses of the platform.
<b>What are the barriers to sustainability</b>	
	The biggest difficulty is to gain consumers' confidence. The strategy of the initiative is to bring customers closer to the people who are working on the project on a daily basis.
<b>What are the management arrangements</b>	
	To enter the platform, retailers must sign a contract.
<b>What are the governance arrangements</b>	
	The maintenance of the platform is the responsibility of the ACB, but it is open to suggestions from the retailers. There is an organised way to decide on the future of the platform, the ACB decides democratically in its assembly.
<b>What is the impact, can you measure and compare success</b>	
	The main achievements and impacts of the initiative are the following: 1) Retailers have received positive feedback from customers. Many customers visit the stores after visiting the platform. 2) The platform was launched with 12 companies and is expected to reach 50 partners by the end of 2018, in a gradual and selective process. The targets were to create an e-commerce platform for 10-20 small retailers. Thus, the initiative is very successful.
<b>What were/are the challenges and barriers</b>	
	The biggest challenge is to minimise the work of the retailers, automate processes and accelerate the entrance of new items on the platform.
<b>What changes would you like to make</b>	
	Launch new concepts and involve more young creators from Braga.
<b>Is this project replicable</b>	
	This is a project that can be replicated anywhere in the world.

5. Feedback from retailers	
<b>How did you learn about this platform</b>	
	The interviewee was contacted because his store has the support of the government, Comércio Investe.
<b>What made you decide to use the platform</b>	
	The interviewee already had an online business, but wanted to join this project, because it is the first initiative like this in Portugal.
<b>What makes this platform special</b>	
	The platform is all about Braga. The interviewee said that he has all the help he needs to enlarge his business.

## 2.17 ZlavaDna

Identifying information for case study	
<b>Name of initiative and identifying information</b>	<b>ZlavaDna</b>
<b>Location of initiative/action</b>	Slovakia
<b>Key facts at a glance</b>	<p><b>Type of initiative:</b> Public-Private collaboration</p> <p><b>Themes supported:</b> Assisting marketing and promotion</p> <p><b>Success indicator:</b> 600 retailers involved in the scheme, 60 000 customers per month visiting the platform</p> <p><b>Funding:</b> € 3 million per year coming from fixed provision from each purchase that are paid by the sellers</p>

1. Context
<b>Name of platform</b>
ZlavaDna
<b>Launch date</b>
2010
<b>Name of the organisation managing the platform and role in relation to the platform</b>
Zl'avaDňa, s.r.o.
<b>Objectives of the platform</b>
Platform aims at providing a marketplace, where different types of retailers can offer their services and goods via promotional offers. Its more recent objective is to promote different regions of Slovakia, as well as local production and sellers. The major goal of the platform is to make the life of the small retailers easier and help them with their business.
<b>Policy context</b>
Not relevant
<b>Project set up</b>
The founders build upon their experience from running a restaurant, spa and relaxation and accommodation portal. This previous work gave the founders the advantage of having an existing network of retailers in the service area, as well as programmes and technical background.
<b>Inspiration</b>
The inspiration came from the growing popularity of American Groupon that showed the potential of selling of coupons and offering discounts. The founders got the momentum and knowing the Slovak local environment well, were quickly able to acquire the relevant software and enter the market. The innovative feature was the development of the reservation system that enables customers to make bookings and the purchasing process much easier.

2. Target group and usage
<b>Who is involved in this project and why</b>
<p>Various target groups are involved in this initiative: hotels, pensions, restaurants, beauty salons and hairdressers, experience attractions, cars and sellers of car accessories, classes and education activities and traditional small retailers selling items such as clothes, home appliances or toys. Partners have different reasons for being involved in this project. Some use ZlavaDna to promote new services or goods they sell, some want to equalise profits in the less commercially active periods, and some cooperate long-term.</p> <p>About 90% of partners are service providers and 10% are small retailers selling goods. Goods seem less promising for coupon sale since the margins of profit are lower – however more and more goods sellers use ZlavaDna as a good e-marketing tool. When it comes to traditional small retailers, the platform works very well as a tool for getting publicity for free. Retailers usually offer the profit from one type of product in exchange for online visibility.</p>

<b>How do more retailers get involved</b>
ZlavaDna has a network of sales agents, who travel across Slovakia and make personal connections, building a network. Also, they explain to the new business partners how the system works, what they can gain etc.
<b>What is special about this platform</b>
The platform offers a wide range of products and services and is focused almost exclusively on small businesses and retailers. It works as a bridge between sellers and final customers. It tries to keep both parties satisfied. A unique feature is its "campaign" #ObjavteSlovensko, which motivates people to travel to various regions in Slovakia. In absence of a good public strategy, the campaign presents interesting and less known attractions of Slovakia and connects the trip with a shopping experience. Trips of Slovaks to less known regions also benefit local business and retail.
<b>How were the users' needs collected</b>
ZlavaDna is developed based upon feedback from both retailers and customers, but also its own employees. The IT team implements changes needed as soon as possible.
<b>How configurable is the platform</b>
The platform sets up a framework for presentation and focuses on personalisation of each offer of the participating businesses and small retailers. ZlavaDna offers its own photographers that enables individual but also a very accurate presentation of products and services, as well as manages expectations of customers.
<b>How many retailers use the platform</b>
Since its creation, about 5000 partners have been involved in the project and this number is steadily growing. Growth per year is difficult to capture since cooperation works on a basis of isolated time periods and may be (and often is) repetitive. However, it can be concluded that the partnership network is steadily growing. As at 2016 around 600 retailers provide their current offers.
<b>How many (potential) customers use the platform</b>
As at 2016 around 60 000 unique customers visit the platform per month – with some peaks for example around Christmas, the number of unique visits is up to 1 000 000 per year.
<b>Do you track usage</b>
The use is tracked, but only since 2016 – a new web analytics department has been set up for this purpose. Platform tracks not only show how buyers behave during their visits to the page, but also consumer behaviour, with a goal to predict purchases. It cooperates with two technically focused universities and the goal is to create its own algorithm that will be based on personal preferences to enable a personalised list of offers.
<b>Do you provide training</b>
ZlavaDna provides a full service to its partners and takes care of almost everything for the partner. A simple online system has been created for partners that provides all necessary information about sales, offers, marketing, customer demography etc.

3. Platform features and technology		
Which features do you use		
<i>e-commerce platform features available</i>	Included	Used
<i>Catalogue of products</i>	X	X
<i>Mobile Shopping (accessible by mobile technology), including mobile payment</i>	X	X
<i>Digital coupon</i>	X	X
<i>Loyalty Management System</i>		
<i>Online Chat / Video Chat</i>	X	X
<i>Analytics (user data, ...)</i>	X	X
<i>User personalisation</i>		
<i>Social: product reviews</i>	X	X
<i>Social Media links</i>	X	X
<i>Store location on map</i>	X	X
<i>Search</i>	X	X
<i>Other (please list)</i>	X	X
What type of technology is used?		
Please provide the answer in one of the lines of the table below		



Type of solution	Description
SaaS Digital Commerce	The vendors provide software as a service to enable participation in a digital commerce platform. Most of these vendors also licence use of their applications on a revenue-share basis, or on the basis of transactional volume. Vendors include: Amazon Webstore or Shopify.
On-Premises (or Hosted) Digital Commerce	Vendors in this category provide digital commerce platforms that support on-premises implementations – the software is installed specifically for the client. Some vendors also offer hosting services for their digital commerce applications. Vendors include eBay (Magento Enterprise Edition), Elastic Path Software or MyWebGrocer.
Open-Source Digital Commerce	Open-source digital commerce software supports the creation of all (for example, an entire Web store application) or part (for example, a shopping cart) of a Web store. This software has features such as shopping cart functionality and product catalogues that enable store owners to set up, run and maintain online stores. Open-source digital commerce software is generally available for free under an open source license. Vendors include Apache OFBiz, Commerce Guys (Drupal Commerce), dashCommerce or eBay (Magento Community Edition)
Marketplace Commerce Sites	A marketplace site provides a place where merchants, branded manufacturers, retailers or consumer goods manufacturers can post and sell products. Merchant sites support large numbers of small and midsize businesses. Vendors include: Alibaba.com, Amazon.com; AmazonSupply), eBay or Google (Google Store)

4. Business model, impact and challenges
<b>What is the business model</b>
ZlavaDna works as an intermediary between sellers or service providers and customers. Retailers do not pay for advertising their goods but pay a fixed provision from each purchase that is between 15 and 20% of the selling price.
<b>What are the costs</b>
The costs of running the platform have been estimated as € 3 million per year.
<b>What is the sustainability of the platform</b>
It is a commercial platform that is making revenues. If it keeps on innovating and extending its partnerships with retailers, it is fully sustainable in the long term.
<b>What are the barriers to sustainability</b>
There are no important barriers to sustainability. The only problem in the long term is potentially entrance of new players who can replicate the business model.
<b>What are the management arrangements</b>
The management structure is standard: there is a management team who is responsible to founders/CEOs.
<b>What are the governance arrangements</b>
The vision for the future is created amongst CEOs and management, taking into consideration feedback from partners and employees.
<b>What is the impact, can you measure and compare success</b>
The platform received numerous Slovak and international prizes –e.g. it was ranked as one of the fastest growing firms in central Europe (a ranking of Deloitte), or European Business awards. The tangible success is the fact that the partners are helped in their business and some of them account their success to ZlavaDna. It has contributed to a change of behaviour of Slovak people – especially when it comes to visiting restaurants. #ObjavteSlovensko (#DiscoverSlovakia) further helps to motivate people to travel to regions and municipalities and support local economies and retailers. It connect the experience of shopping/eating and travelling.
<b>What were/are the challenges and barriers</b>
There is a continuous challenge to innovate and stay ahead of competing platforms. ZlavaDna works on its innovative features and tries to keep its position by creating a good network around all Slovakia, with a variety of offer and different retailers cooperating. The biggest challenge in the past was a steep growth of the company – in the period of 2-3 years, the number of employees multiplied by 4 and the turnover grew about 1 000%.
<b>What changes would you like to make</b>
Small innovations are applied on a continuous basis, approximately every two weeks.

**Is this project replicable**

The basic concept is indeed replicable (ZlavaDna got inspired by Groupon). What can be replicated only partly is the good network of partners - retailers - in all regions of Slovakia. This network is partly replicable and any similar platform would drive its success from its network.

**5. Feedback from retailers****How did you learn about this platform**

- Retailer 1: Has been contacted by a sales representative. The retailer was well surprised with the offer and arguments and decided to cooperate with ZlavaDna;
- Retailer 2: The cooperation has been going on for a long time and it started with a contact from the sales person;
- Retailer 3: He spotted the platform thanks to the online advertisement and found the concept interesting – on the basis of that made a decision to reach out to ZlavaDna.

**What made you decide to use the platform**

- Retailer 1: Retailer was convinced by the arguments of the sales person. He uses also own online shop/e-shop, however the activities of ZlavaDna are well perceived as an additional online channel and digital marketing opportunity;
- Retailer 2: The retailer already has an e-shop and wanted to extend its online activities and create a new sales channel. ZlavaDna provides larger/additional commercial network;
- Retailer 3: The retailer already runs several projects online, while some of them have a form of e-shops. The retailer decided to use ZlavaDna because it meant a great opportunity for online marketing and a way how to present new products to a large audience of potential online customers. It is a great tool for reaching out and building a community; also business conditions for cooperation were very favourable and fair.

**What makes this platform special**

- Retailer 1: The retailer values the employees and their professionalism, as well as flexibility of cooperation. The communication channels are also working well, as well as decision making. Also, he appreciates the initiatives and ideas of ZlavaDna when it comes to creating new offers, and also the full service (promotion, photography, administration, marketing design etc.);
- Retailer 2: The retailer appreciates that ZlavaDna can reach out to large amount of potential customers on the internet. He perceives ZlavaDna as a marketing and sales channel of a significant impact;
- Retailer 3: At the beginning the retailer reached out to several discount/coupon portals – ZlavaDna gave them the most fair and favourable business cooperation conditions and also, its network and community of followers was assessed as the most extensive. Also, the retailer liked the personal approach with a very human touch, and ability of employees at ZlavaDna to assist them anytime.

## 2.18 Mercado47

Identifying information for case study	
<b>Name of initiative and identifying information</b>	<b>Mercado47</b>
<b>Location of initiative/action</b>	Madrid
<b>Key facts at a glance</b>	<p><b>Type of initiative:</b> Public-Private collaboration</p> <p><b>Themes supported:</b> Assisting marketing and promotion</p> <p><b>Success indicator:</b> 100 retailers involved in the scheme (up to 500 in 2017), 30 000 visitors per month</p> <p><b>Funding:</b> Funding was provided by the City Council of Madrid, in addition retailers pay a fixed fee per year (in 2016, € 242 per year)</p>

1. Context
<b>Name of platform</b>
The name of the platform is Mercado47. There are 46 local markets in Madrid and the platform was named as the 47th one.
<b>Launch date</b>
The platform was open to sellers in April 2016. Once it had 50 sellers, in October 2016 the initiative was presented to citizens. The fact that there were already 50 sellers online allowed positive communication to future retailers. Partnering with the City of Madrid ensured a long-term project and a strong communication campaign.
<b>Name of the organisation managing the platform and role in relation to the platform</b>
Mercado47 is an initiative of Hermeneus World and sponsored by the City Council of Madrid.
<b>Objectives of the platform</b>
<p><b>The platform</b> has 4 main objectives:</p> <ul style="list-style-type: none"> <li>• Create a single website for all shops in Madrid to be online, providing them high visibility;</li> <li>• Create a community of "responsible consumption" by promoting local small enterprises, grouped on a single platform, enabling revitalisation thanks to promotion on the internet;</li> <li>• Provide appropriate and comprehensive tools for small shops to have their own internet presence;</li> <li>• Empower SMEs to enable them to digitalise their sales and promote processes easily and inexpensively, without any mark-up on the sales.</li> </ul>
<b>Policy context</b>
The initiative fits with regional level economic development objectives, because it aims at supporting micro enterprises to have an online presence and therefore: 1) shows the Madrid inhabitants that local stores are online; 2) gives visibility of Madrid's retailers across Europe. The important strategic drivers are to support the jobs linked to small commerce. The rationale for prioritising this approach (a Public Private Partnership) is based on the fact that Madrid cannot invest in the latest technology, this is not the role of a public administration.
<b>Project set up</b>
<p>Hermeneus World is a start-up company which has developed the software "Digital Market", aimed at business ecosystems such as cities, private or public associations, confederations of trade or cooperatives interested in scanning quickly and effectively all operations related to the promotion, purchase, sale and distribution of their businesses and shops. They have already implemented their solution in the city of Málaga and the provinces of Biscay and Badajoz.</p> <p>The geographic level of implementation is the city of Madrid. Given the benefits of the project for the city of Madrid and especially its shops, the city of Madrid has sponsored the initiative making efforts to promote and disseminate the tool among retailers and SMEs in Madrid.</p>
<b>Inspiration</b>
Mercado47 aims at changing the setting of an ecosystem (the markets in Madrid) to adapt it to the customer's expectations (being able to purchase online). It is also a social project centred on people and developed under

a transparent business model that allows the seller to get the gross income from sales, while respecting the sales policies and strategies of each individual vendor.

The project follows 5 principles:

- Boost local consumption;
- Minimise CO2 emissions;
- Improve the buying habits of citizens;
- Eliminate the digital gap for SMEs;
- Create a transparent and neutral market.

Mercado47 is also building on experience from previous initiatives. The two previous initiatives already launched are Comprar por Málaga ([www.comprarpormalaga.com](http://www.comprarpormalaga.com)) and Hermeneus ([www.hermeneus.es](http://www.hermeneus.es)), which have a total of 500 affiliated stores and more than 8.000 different products and services with 30.000 active users across both platforms. They are national success stories and represent a viable alternative for companies looking to digitise their business without using the large internet platforms, while participating in a community that defends the same values and goals.

## 2. Target group and usage

### Who is involved in this project and why

All types of retailers use the platform, from fashion stores to grocery stores as well as other businesses providing services (e.g. hairdresser, consultant offices, clinics). The project has also involved various business associations in Madrid and the 46 municipal markets, spreading the initiative among its members, providing training workshops and communicating their existence to the physical consumers who visit them daily. The idea is to get all the stores and SMEs in Madrid online. Digital Market is a software developed ad-hoc for digitalising SMEs, designed to be deployed easily and economically in different communities. It is permanently improved thanks to the experience that is gained from being used in other communities.

### How do more retailers get involved

There is a lot of promotion (TV, interviews, newsletters, city website, in the streets on the buses in Madrid) about how this project helps people to buy locally, easy and directly via Mercado47. The City Council of Madrid has made a significant communication campaign through street furniture, such as bus shelters, telephone booths, buses etc. The objective of this campaign has been to publicise the initiative to citizens and retailers and raise their awareness about the importance of a local and direct trade, responsible consumption, and about the platform.

This offline campaign is enhanced with various publications in the media, television and SEO positioning, which generates a growing influx of visitors to the platform. At Christmas 2016 it launched a promotional campaign on the radio, Facebook and Google in order to publicise the initiative among citizens.

There is a telemarketing service and permanent customer care serving SMEs interested to get in contact after a specific recruitment campaign or in general after having found the initiative on the internet.

### What is special about this platform

#### Several aspects make this platform special:

- Customers can find online their local shop, and therefore know where the product is coming from;
- The retailers open their small shops online in 5 to 10 minutes;
- All the products and services are automatically aggregated to a central market place. In this marketplace, it is possible to buy from multiple retailers on a single online shopping cart. The platform then redirects the different purchases in the shopping cart to the relevant different retailers;
- The platform aims at empowering the retailers to come online, they are provided with the technology to sell online if they want (several payment systems and delivery systems), but the platform does not charge a fee on the sales. The retailers pay a fixed fee for having their shop online, accessing the different e-commerce features, and getting training to start;
- The shipping costs can be defined with a high level of granularity, with low or no costs for very short journeys. They can be calculated specifically for each purchase (the platform is built on Google Maps). Shipping payment is available for different delivery services, from which the retailer can choose;
- The government cannot provide up-to-date technology in a sustainable manner, so partnering with a start up in this type of platform is the best solution.

<b>How were the users' needs collected</b>
There are basic processes needed: promotion, sale, purchase, distribution. For some retailers, some are more important than others. They listen to the customers and the current list of features is the outcome out of a process of failure and successes. The main goal of the features is to ensure a small retailer can set up a site in 10 minutes, choosing which delivery and payment services suits them best.
<b>How configurable is the platform</b>
The software has been developed 100% in house so the owners have the knowledge and the freedom to change it if needed.
The technical definition of the platform and its features has been designed for a community that requires great flexibility and adaptability according to the different characteristics of its members: SMEs with different requirements, processes and specificities.
In addition, the goal of each community leader (e.g. City Council of Madrid) may be different and may require specific developments not covered by the initial solution. The software can be easily adapted to new business or financial requirements thanks to its design catering for flexibility and adaptability.
<b>How many retailers use the platform</b>
Counting all the platforms running Hermeneus World, there are 700 SMEs that have published some 9 000 references of different products and services.
In the case of Mercado47, there are 100 SMEs with 3,500 product references and it is expected to end the year 2017 with 500 SMEs online. The process is quite slow because it requires a strong commitment by the promoters of the initiative, to support them in their training to address this complex process as well as the time spent by traders themselves.
The platform is open to all types of shops: 50% of shops are the local market shops, the rest are from fashion retail, lawyers, etc.. Some shops are moving from other platforms (where sometimes they had to pay up to 40% commission fee on their sales).
<b>How many (potential) customers use the platform</b>
<ul style="list-style-type: none"> <li>• Number of visitors per month: 30 000;</li> <li>• Evolution of this number over the years: this cannot be estimated, because it depends directly on the involvement of businesses in the platform;</li> <li>• Number of buyers per month: not tracked yet;</li> <li>• Evolution of this number over the years: first month.</li> </ul>
<b>Do you track usage</b>
There is tracking of the customers on the site (i.e. mapping of the buyer's journey).
<b>Do you provide training</b>
Training is part of the initiative.

3. Platform features and technology		
Which features do you use		
<i>e-commerce platform features available</i>	Included	Used
<i>Catalogue of products</i>	X	X
<i>Mobile Shopping (accessible by mobile technology), including mobile payment</i>	X	X (42.31% of visits are through a mobile phone)
<i>Digital coupon</i>		
<i>Loyalty Management System</i>		
<i>Online Chat / Video Chat</i>		
<i>Analytics (user data, ...)</i>	X	By the City of Madrid and by each retailer
<i>User personalisation</i>	X	There are many different

		businesses on Mercado47. Each type of business has the possibility of choosing a dedicated set up
<i>Social: product reviews</i>	X	
<i>Social Media links</i>	X	
<i>Store location on map</i>	X	
<i>Search</i>	X	
<i>User-friendly interface for beginners</i>	X	
<i>Other</i>		
<b>What type of technology is used?</b>		
Please provide the answer in one of the lines of the table below		
<b>Type of solution</b>	<b>Description</b>	<b>Name of your solution</b>
SaaS Digital Commerce	<p>The vendors provide software as a service to enable participation in a digital commerce platform. Most of these vendors also licence use of their applications on a revenue-share basis, or on the basis of transactional volume. Vendors include: Amazon Webstore or Shopify.</p> <p>The main technologies used:</p> <ul style="list-style-type: none"> <li>• Microsoft Framework .NET (v.4.6) – Development Language;</li> <li>• ASP.NET MVC 5 as the pattern for building Web pages;</li> <li>• Entity Framework 6 code-first approach to model and interact with the database;</li> <li>• OWIN for authentication and authorisation;</li> <li>• Front-end technologies: <ul style="list-style-type: none"> <li>- HTML 5;</li> <li>- Bootstrap 3;</li> <li>- jQuery;</li> <li>- CSS3;</li> </ul> </li> <li>• Other major utilities: <ul style="list-style-type: none"> <li>- AutoMapper to generate classes from main entities;</li> <li>- Elmah to log errors;</li> <li>- Unity as dependency injection engine;</li> <li>- T4 templates to generate replicable code.</li> </ul> </li> </ul>	<i>Digitalmarket software developed in house.</i>
On-Premises (or Hosted) Digital Commerce	Vendors in this category provide digital commerce platforms that support on-premises implementations – the software is installed specifically for the client. Some vendors also offer hosting services for their digital commerce applications. Vendors include eBay (Magento Enterprise Edition), Elastic Path Software or MyWebGrocer.	
Open-Source Digital Commerce	<p>Open-source digital commerce software supports the creation of all (for example, an entire Web store application) or part (for example, a shopping cart) of a Web store. This software has features such as shopping cart functionality and product catalogues that enable store owners to set up, run and maintain online stores. Open-source digital commerce software is generally available for free under an open source license.</p> <p>Vendors include Apache OFBiz, Commerce Guys (Drupal Commerce), dashCommerce or eBay (Magento Community Edition)</p>	
Marketplace Commerce Sites	A marketplace site provides a place where merchants, branded manufacturers, retailers or consumer goods manufacturers can post and sell products. Merchant sites support large numbers of small and midsize businesses. Vendors include: Alibaba.com, Amazon.com; AmazonSupply), eBay or Google (Google Store)	

#### 4. Business model, impact and challenges

##### What is the business model

The initiative is a cooperation between the City Council of Madrid and Hermeneus world.

- The City Council of Madrid invested in the set-up of the platform to establish the platform before the sellers start promoting it, as well as in large advertising campaigns on city buses and other high value advertising supports in the city;
- Hermeneus World is a start-up which invested in this software for several years, and deploys it in several cities (Malaga, Madrid and Badajoz, and aims for Barcelona soon);
- The retailers pay a fixed fee per year (in 2016, € 242 per year) and sign a contract for one year. It includes support for the set-up of their store online and training, updated, etc..

The fee is fixed for each retailer. There is not mark-up on the sales. The aim is to put the retailers online, at a fixed and predictable fee, without changing their margins with a fee linked to their sales. . The initiative empowers local retailers to manage their online retailing, not to make money on the retailers' online sales.

The shipping costs are set by the retailer. He can chose the fee to charge based on the distance. The platform has several shipping firms the retailer can chose from. But for short distances, he can decide to deliver himself for free. The platform was developed based on Google maps, and each sale can identify the distance between the buyer and the seller.

The aim is to create a local ecosystem, where people can find their local stores on an electronic interface and buy local with low delivery prices.

##### What are the costs

The city of Madrid invested in the set-up of the platform and in the advertising campaign. The city has access to very efficient advertising channels such as buses, city plans etc. The Council invests money in producing the material, and the market value of the advertisement supports is very high. There is a high opportunity cost that must be taken into account, because these supports could have been used to other campaigns. For example, the cost of the vinyl production needed for the bus campaign sustained in July and August is over € 6 000 and the market value of the actions exceed € 70 000. The cost of the poster production needed for the street exceeds € 4 000 and the market value of the action exceeds € 40 000 every week. Hermeneus World invested in the development of the solution. The platform is not made available for free to the retailers because of a possible negative feeling a free service could communicate (lack of value).

##### What is the sustainability of the platform

This is an investment project, a start-up. The company has made a big effort because they believe in making a difference to the small retailers. The aim is to put online many cities in Spain, what will ensure sustainability in the long term.

##### What are the barriers to sustainability

The lack of take up by other cities could be a barrier, but this is probably not the case because Madrid is a large city with a huge number of SMEs. Thus, the number of potential businesses that can join to the platform is very high (more than 50 000).

##### What are the management arrangements

There is a high service level agreement (SLA) which the managers of the platform and the retailers agree upon. It included data protection policies and conditions of use mandatory for all users of the platform. The retailers pay a fee per year, and sign an agreement for one year.

##### What are the governance arrangements

The model is SaaS, with Hermeneus world maintaining the software and upgrading it as technology evolves. New functionality is decided by Hermeneus based on the feedback from the users' needs.

##### What is the impact, can you measure and compare success

This type of initiative is rather new, it is difficult to have benchmarks.

##### What were/are the challenges and barriers

The retailers knew that the beginning would be very difficult. Retailers are now tired of listening to people wanting to put them online. They do not know how to choose a solution, many of them have had bad experiences. The beginning was very hard. Specific training and very easy to use interfaces helped overcome some of the challenges. The fixed fee is also another element which created trust.

<b>What changes would you like to make</b>
None. The key learning points from the implementation of the initiative is that there are platforms already existing, like Hermeneus, and that there is no need to develop new customised solutions, it is a good generic way to put shops online in a few months. Therefore any new initiative should look at the existing technology before starting something new.
<b>Is this project replicable</b>
The conditions/factors important for replicating this approach elsewhere are: 1) the public private partnership between a technological SME partner, 2) a city council which has resources for investing before opening a platform to retailers and 3) extensive marketing of the platform.

<b>5. Feedback from retailers</b>
<b>How did you learn about this platform</b>
They were contacted by the city of Madrid telling them that they could register on the platform.
<b>What made you decide to use the platform</b>
<ul style="list-style-type: none"> <li>• It is a good way to be present on the internet. The platform is very simple to use and it is easy to update and manage your own page.</li> <li>• As micro-retailer, it is difficult to have your own individual site. The platform is an accessible way to exist on the internet, in an attractive way and very interesting in terms of cost and quality ratio.</li> <li>• It is important to be on social media when you are a retailer.</li> <li>• One retailer was already using another platform: « Fiesta del mercado »</li> <li>• Another retailer was already active on Facebook and Twitter.</li> </ul>
<b>What makes this platform special</b>
The platform allows you not to depend on anyone, you do not need to be a webmaster to change your page and to add items for sale. It is interesting to manage your store. You can also have a delivery solution adapted to your needs. It is simple and intuitive to use, well thought out for small retailers and for clients who need information on the shops. Moreover, the rates are attractive.



## 2.19 Online City Wuppertal

Identifying information for case study	
<b>Name of initiative and identifying information</b>	<b>Online City Wuppertal</b>
<b>Location of initiative/action</b>	Wuppertal, Germany
<b>Key facts at a glance</b>	<p><b>Type of initiative:</b> Public-private collaboration</p> <p><b>Themes supported:</b> Supporting skills development, assisting marketing and promotion</p> <p><b>Success indicator:</b> 56 retailers involved in the scheme</p> <p><b>Funding:</b> € 119 500 from the Federal Ministry for the Environment, Nature Conservation, Construction and Reactor Safety and € 348 000 from the federal government. In addition, retailers have to pay € 60 per month for their membership</p>

1. Context
<b>Name of platform</b>
Online City Wuppertal
<b>Launch date</b>
19th November 2014 (development started on 29.11.2013)
<b>Name of the organisation managing the platform and role in relation to the platform</b>
Atalanda GmbH (commercial organisation)
<b>Objectives of the platform</b>
<p>The Online City Wuppertal (OCW) is a combination of stationary trade and online trade with the aim of strengthening the local retail trade in Wuppertal.</p> <p>The project provides a solution for the changing structures in the inner-city retail sector, in particular through the alternative of an additional distribution path for owner-managed retail companies. The solution approach is based on three fields of action: an infrastructure for multichannel services (multichannel distribution), trader training and the Retail Lab (experimental laboratory). These are aimed at local retailers, as well as online retailers who do not have brick and mortar branches, as well as online retailers who already have a brick and mortar location and want to settle down in Wuppertal.</p> <p>The wide range of services offered by the OCW does not only show an opportunity for owner-managed retail companies to adapt to changing structures in the retail sector, but it also enables them to react to the changing social demands.</p> <p>The main services of the online city Wuppertal include:</p> <ul style="list-style-type: none"> <li>• Shopping possibility available for 24h;</li> <li>• Ordering options: telephone, fax, mail and web-shop;</li> <li>• Same-day delivery for purchases made before 4.30pm through a drive-in counter open until 10:00pm ("Click &amp; Collect");</li> <li>• Check &amp; Reserve Pop-Up-Stores in the Retail Lab (Rathausgalerie);</li> <li>• Online consultations via telephone, chat, video chat or Skype.</li> </ul> <p>Link: <a href="http://localcommerce.info/initiative/online-city-wuppertal/">http://localcommerce.info/initiative/online-city-wuppertal/</a></p>
<b>Policy context</b>
It appears to be a mainly commercial initiative. Wuppertal is one of several cities in Germany which use tools and services offered by a company (7 cities are running a platform, including Wuppertal).
<b>Project set up</b>
The organisation that initiated the initiative and geographic level of implementation was the Wuppertal City and local shops. The members of the partnership involved in implementing the initiative are: the Federal Ministry for the Environment, Nature Conservation, Building and Nuclear Safety, (Bundesministerium für Umwelt, Naturschutz, Bau und Reaktorsicherheit); National urban development initiative (Initiative Nationale Stadtentwicklungspolitik); Business promotion Wuppertal (Wirtschaftsförderung Wuppertal).

### **Inspiration**

This is one of several similar initiatives which cover other German cities, all are provided by the same company. The overall model looks similar to other online trade platforms, but has a stronger link to the traditional store located in the area.

## **2. Target group and usage**

### **Who is involved in this project and why**

A variety of retailers (traditional and online) and service providers (courier companies, restaurants etc.) use the platform. Retailers were selected based on geographical selection (location in the Wuppertal city).

Product categories available online:

- |                                 |                                |                                   |
|---------------------------------|--------------------------------|-----------------------------------|
| - Food (1272);                  | - Sport equipment (345);       | - Fashion and accessories (4962); |
| - Art and entertainment (296);  | - All sorts of things (14);    | - Baby & young child (5);         |
| - Do it yourself (5);           | - Office supplies (5496);      | - Electronics (2021);             |
| - Vehicles and equipment (134); | - Presents (1313);             | - Health and beauty (43);         |
| - Vouchers (24);                | - Handmade in Wuppertal (376); | - House and garden (1854);        |
| - Cameras and optics (3);       | - Local (135);                 | - Books and media (135);          |
| - Furniture (19);               | - Other (42);                  | - Toys and games (174);           |
| - Bags and luggage (450);       | - Pet supplies (347);          | - Economy and industry (28).      |

### **How do more retailers get involved**

N/A

### **What is special about this platform**

The platform combines a big variety of functions:

- Events;
- Mercantile directory;
- Branch search;
- Brand search;
- Retailer search;
- Link to the website;
- Product search;
- Product information;
- Discounts;
- Online shopping basket function;
- "Reserve & collect";
- Buy and collect ("Click & collect").

### **How were the users' needs collected**

N/A

### **How configurable is the platform**

The platform is flexible and allows sellers to make adjustments within functionalities of the platform.

### **How many retailers use the platform**

- Number of online shops: 56 retailers, but at the moment over 50 online shops are active.
- Evolution of this number over the years: started from 40-50.
- Types of shops: mix, various types of shops food, fashion, leisure (hobby, sport).

### **How many (potential) customers use the platform**

N/A

### **Do you track usage**

N/A

### **Do you provide training**

N/A

3. Platform features and technology		
Which features do you use		
<i>e-commerce platform features available</i>	Included	Used
<i>Catalogue of products</i>	X	
<i>Mobile Shopping (accessible by mobile technology), including mobile payment</i>	X	
<i>Digital coupon</i>		
<i>Loyalty Management System</i>		
<i>Online Chat / Video Chat</i>	X	
<i>Analytics (user data, ...)</i>		
<i>User personalisation</i>		
<i>Social: product reviews</i>		
<i>Social Media links</i>	X	
<i>Store location on map</i>	X	
<i>Search</i>	X	
<i>Search for promotion, newsletter</i>	X	
What type of technology is used?		
<b>Type of solution</b>	<b>Description</b>	<b>Name of your solution</b>
SaaS Digital Commerce	The vendors provide software as a service to enable participation in a digital commerce platform. Most of these vendors also licence use of their applications on a revenue-share basis, or on the basis of transactional volume. Vendors include: Amazon Webstore or Shopify.	
On-Premises (or Hosted) Digital Commerce	Vendors in this category provide digital commerce platforms that support on-premises implementations – the software is installed specifically for the client. Some vendors also offer hosting services for their digital commerce applications. Vendors include eBay (Magento Enterprise Edition), Elastic Path Software or MyWebGrocer.	
Open-Source Digital Commerce	Open-source digital commerce software supports the creation of all (for example, an entire Web store application) or part (for example, a shopping cart) of a Web store. This software has features such as shopping cart functionality and product catalogues that enable store owners to set up, run and maintain online stores. Open-source digital commerce software is generally available for free under an open source license. Vendors include Apache OFBiz, Commerce Guys (Drupal Commerce), dashCommerce or eBay (Magento Community Edition)	
Marketplace Commerce Sites	A marketplace site provides a place where merchants, branded manufacturers, retailers or consumer goods manufacturers can post and sell products. Merchant sites support large numbers of small and midsize businesses. Vendors include: Alibaba.com, Amazon.com; AmazonSupply), eBay or Google (Google Store)	Similar solution, but locally oriented

4. Business model, impact and challenges
What is the business model
Fee based (listing, sale)
What are the costs
Online City Wuppertal received €119 500 (for the period 11/2013–09/2016) from the Federal Ministry for the Environment, Nature Conservation, Construction and Reactor Safety and € 348 000 (for the period 07/2017–06/2019) from the federal government. The retailers on the platform have to pay however € 60 per month for their membership.
What is the sustainability of the platform
The platform is fee based.
What are the barriers to sustainability

N/A
<b>What are the management arrangements</b>
N/A
<b>What are the governance arrangements</b>
N/A
<b>What is the impact, can you measure and compare success</b>
The online platform encourages people to buy from local retailers and allows for online purchasing, thus increasing the number of channels where the products can be sold/bought. According to one of the retailers, the revenues of his shop increased by 10% after joining the platform <sup>11</sup> .
<b>What were/are the challenges and barriers</b>
On the website, some customers complained that the website was not updated on a regular basis.
<b>What changes would you like to make</b>
N/A
<b>Is this project replicable</b>
This project is replicable – it is already implemented in several cities.

<b>5. Feedback from retailers</b>
<b>How did you learn about this platform</b>
N/A
<b>What made you decide to use the platform</b>
N/A
<b>What makes this platform special</b>
N/A

<sup>11</sup> <http://www.wz.de/lokales/wuppertal/online-city-haendler-glauben-an-den-erfolg-des-projektes-1.2269938?page=2>

## 2.20 iZOOM.it

Identifying information for case study	
<b>Name of initiative and identifying information</b>	<b>iZOOM.it</b>
<b>Location of initiative/action</b>	Italy
<b>Key facts at a glance</b>	<p><b>Type of initiative:</b> Private, local</p> <p><b>Themes supported:</b> Assisting marketing and promotion</p> <p><b>Success indicator:</b> 900 shops and 24 000 users (10% of the region's inhabitants) of the platform</p> <p><b>Funding:</b> The initiative is self-funded, subscription fee for the shops using the platform ranges between € 200 and € 1 000 per year depending on how many offers/coupons are published</p>

1. Context
<b>Name of platform</b>
iZoom.it
<b>Launch date</b>
The platform was launched in 2013, but there was a pilot project carried out in 2011 prior to the launch.
<b>Name of the organisation managing the platform and role in relation to the platform</b>
Input srl is the organisation which developed and runs the platform iZoom.it, making it available to users as software as a service.
<b>Objectives of the platform</b>
The aim of the platform is to provide customers (small and local retailers) with online visibility. iZoom.it sells new services to companies which have trouble staying in the market using their current model, because of competition coming from large retailers. Through the platform, retailers and service providers can advertise their business and their promotions using an online portal and couponing approach. Other online models are more expensive for retailers than this one. Therefore, it focuses only on a fixed service fee, so it does not take a mark-up on each coupon sale. This approach is appealing to small retailers, because of its affordability and the certainty it provides. The couponing model incentivises customers to go to the physical stores, because they can only receive a code if they are in the store: this code triggers loyalty points for their profile on the platform, giving them access to specific services. The users register for free on the platform. They can choose to use their Facebook account to register, which simplifies the registering process.
<b>Policy context</b>
The initiative is purely a private one. The aim is to promote small stores and businesses in a city.
<b>Project set up</b>
The organisation that initiated the initiative (Input srl) is an SME counting four people who developed the platform, in a start-up approach. The geographic level of implementation is currently Reggio Emilia. The platform is trying to expand to other cities in Italy (Siena for example), but there is a lack of resources to build the user community and to visit all the shops and actively contact the retailers.
<b>Inspiration</b>
The inspiration was the coupon model in large retail, and the initiative wanted a simpler model which was applicable to the small retailer, in an affordable way.

2. Target group and usage
<b>Who is involved in this project and why</b>
<p>All types of commerce use the platform, half of them are restaurants and the other half are 40% health and wellness and 10% are services. There are currently only a few retail businesses.</p> <p>The networking and word of mouth method used to create a shop community on the platform worked efficiently in Reggio Emilia because the initiators of the platform were from the area.</p>

Retail businesses were involved in the fine-tuning of the platform features, and some new functionality was added based on their feedback, such as the Flash offers and the WiFi offers, which both act more strongly on getting the customer in the store.

#### **How do more retailers get involved**

Additional businesses get involved in the project when they hear about it from word of mouth.

#### **What is special about this platform**

The platform is innovative and unique in its couponing model which is organised with a loyalty management system for the customer.

iZoom.it rewards clients when they download coupons and then buy in the store. The client receives an "unlock word" from the shop keeper when he is in the store and then uses it on the platform. With this "unlock word" linked to each coupon, iZoom.it records a client's purchase and gives value to his/her profile by adding one loyalty point. There are different categories of loyalty:

- As an 'aspiring user' you can start browsing and start collecting points necessary to pass to the following level;
- As a 'practicing user' with +3 points, you are allowed to start downloading coupons of a new offer with a 24-hour advance over less expert users;
- As an 'expert user' with +10 points, you are allowed to download two coupons of the same offer with your profile.

There are also Flash offers: the clients are informed about an offer valid for a limited period. Registered users also receive an email with a preview of the upcoming flash offers. iZoom WiFi offers are visible to everybody, but they are downloadable only inside the shop. Flash offers are available in the shop, like WiFi offers, but only over a limited period of time.

#### **How were the users' needs collected**

Shop owners' feedback was taken into account once their shops were online and the models were being tested. The start-ups discussed with the shop owners and their feedback led to new features such as the WiFi and Flash offers.

#### **How configurable is the platform**

The platform can be tailored to the specific needs of a community (e.g. a local shop community, a company promoting offers for an event).

#### **How many retailers use the platform**

The number of shops on the platform has evolved steadily over the years, from 400 in its first year to 500 in 2014, to 700 in 2015 and 900 in 2016y.

#### **How many (potential) customers use the platform**

Number of visitors per month: 28 000 visits per month, from 24 000 users.

Evolution of this number over the years:

- 2013 (9 000 visits/month from 7 000 users);
- 2014 (17 000 visits/month from 14 500 users);
- 2015 (25 000 visits/month from 21 000 users).

Number of buyers per month: 2 000 coupon downloads per month, during the 28 000 visits.

Evolution of this number over the years:

- 2013 (1 500 coupons/month);
- 2014 (1 600 coupons/month);
- 2015 (1 800 coupons/month).

#### **Do you track usage**

There is tracking of the customers on the site through Google analytics and a single click. This tracking shows that most of the users come directly to the site and not through Google. Word of mouth is very efficient which also implies that there is no need for expensive search engine optimisation or advertisements.

#### **Do you provide training**

Training is given to shop owners and this is included in the fee. The level of training required depends on the needs of individual retailers. Very small shops face particular challenges in understanding how to use the site for promotions. It is clear in their mind what they want to promote, but it is difficult to implement the idea in concrete terms on the website. They usually need half a day to learn how to publish their first promotion.

3. Platform features and technology		
Which features do you use		
<i>e-commerce platform features available</i>	Included	Used
<i>Catalogue of products</i>	X	X
<i>Mobile Shopping (accessible by mobile technology), including mobile payment</i>	X	X
<i>Digital coupon</i>	X a combination of digital and physical	X
<i>Loyalty Management System</i>	X	X
<i>Online Chat / Video Chat</i>	X	X
<i>Analytics (user data, ...)</i>	X The retailers have access to the data or can receive a report from the site administrator	X
<i>User personalisation</i>	X The retailers upload their own picture and specify the kind of promotion	X
<i>Social: product reviews</i>	X	X
<i>Social Media links</i>	X	X
<i>Store location on map</i>	X	X
<i>Search</i>	X	X
<i>Other (please list)</i>	Multilingual	X
What type of technology is used?		
Please provide the answer in one of the lines of the table below		
Type of solution	Description	name of your solution
SaaS Digital Commerce	The vendors provide software as a service to enable participation in a digital commerce platform. Most of these vendors also licence use of their applications on a revenue-share basis, or on the basis of transactional volume. Vendors include: Amazon Webstore or Shopify.	Home developed. Based on python – linux – html 5 CSS3 and MySQL.
On-Premises (or Hosted) Digital Commerce	Vendors in this category provide digital commerce platforms that support on-premises implementations – the software is installed specifically for the client. Some vendors also offer hosting services for their digital commerce applications. Vendors include eBay (Magento Enterprise Edition), Elastic Path Software or MyWebGrocer.	
Open-Source Digital Commerce	Open-source digital commerce software supports the creation of all (for example, an entire Web store application) or part (for example, a shopping cart) of a Web store. This software has features such as shopping cart functionality and product catalogues that enable store owners to set up, run and maintain online stores. Open-source digital commerce software is generally available for free under an open source license.  Vendors include Apache OFBiz, Commerce Guys (Drupal Commerce), dashCommerce or eBay (Magento Community Edition)	

Marketplace Commerce Sites	A marketplace site provides a place where merchants, branded manufacturers, retailers or consumer goods manufacturers can post and sell products. Merchant sites support large numbers of small and midsize businesses. Vendors include: Alibaba.com, Amazon.com; AmazonSupply), eBay or Google (Google Store)
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#### 4. Business model, impact and challenges

##### What is the business model

The coupon model attracts customers into the stores. The retailers chose what type of coupons they propose and the length of the offer. Coupon offers are usually available for three months, and new coupons are managed on a quarterly basis. There is a subscription fee for the shops using the platform, which ranges between € 200 and € 1 000 per year depending on how many offers/coupons are published. Users may benefit from scheduled payment modalities. The use of the platform is free for the customers.

The model is flexible: it can also provide a customised version of the platform for specific communities (e.g. shopping centre, group of streets) with a dedicated portal for them, for a higher price. The subscription is not automatically renewed. Over 70% of the shops renew their subscription each year. There is currently no e-commerce functionality on the site, but it is ready to be implemented. Integration with major marketplaces like Amazon or eBay can be provided.

##### What are the costs

The overall cost of the development of the platform amounts to 2/3 persons dedicated for more than a year. In addition to the investment of the development of the platform, there are the maintenance and upgrade costs. The initiative is self-funded, in a start-up approach.

##### What is the sustainability of the platform

Today, the platform is making a profit. However, there are no resources available for creating another client community in another city, visiting each shop takes time and requires also local networking to get a reputation. It would be beneficial to get support from municipalities in the area of communication and marketing.

##### What are the barriers to sustainability

There are some threats to the sustainability of this initiative: there is high competition in the area now, although iZoom.it is the market leader today. The lack of resources to expand to other cities means that the initiative cannot expand.

##### What are the management arrangements

There is a service level agreement with the users. The platform provides its services under high availability.

##### What are the governance arrangements

The vision of the platform is driven by the owners. Feedback from the users feeds into new functionality, as it was the case with the WiFi and flash offers. There are no formal governance arrangements involving users.

##### What is the impact, can you measure and compare success

The number of stores and users are a sign of success: there are 170 000 inhabitants in Reggio Emilia, and there are 22 000 users, which is over 10% of the number of inhabitants. A measure of the success of this start-up initiative is profitability. Currently the platform is profitable.

##### What were/are the challenges and barriers

It is challenging to find the resources to contact the shop community and to create a community in another town because there needs to be connections locally to spread word of mouth. iZoom.IT is also on Facebook to promote its activities, but this is not enough. The promotion which works best is face to face communication with the shop owners.

##### What changes would you like to make

There are challenges in starting an initiative alone, without investors, but on the other hand, this gives independence in the strategic decisions. Considering that iZoom.it is the leader in the area, this are little changes to be made at this point.

##### Is this project replicable

This project is replicable easily in its current form (iZoom.it), and different models have been implemented such as the <http://www.golden-card.it>. In this other model, one single partner pays for the whole access to the platform, in a sponsorship approach, even if there are separate shops which provide their coupons.



5. Feedback from retailers
<b>How did you learn about this platform</b>
iZoom.it team came to present it at the restaurant and at the tool store
<b>What made you decide to use the platform</b>
The interviewee has not already decided on moving his sales online and was not using any other online platform (apart of Facebook).The interviewee knew the people who initiated the platform (there was trust in the team and in its vision).
<b>What makes this platform special</b>
The ratio price/services is very interesting, it gives a good online presence. Moreover, the rates are attractive.



### **3 Longlist of identified support measures in the EU**

The case studies presented in chapter 2 were selected on the basis of a long list of identified local and regional initiatives and e-commerce platforms. The list contains typical initiatives across the EU representing business initiatives, digital focused initiatives, initiatives focusing on a location, initiatives with a specific SME or retail focus, and initiatives with public, private or joint governance. The aim of the long list is not to present an exhaustive list of initiatives in the EU, but to get an overview of what types of initiatives exist. The initiatives selected and presented (in Chapter 2) as case studies, have been highlighted in blue.

### 3.1 Longlist of initiatives and platforms

Table 4 Longlist of identified initiatives and e-commerce platforms

Country	Location	Name	Description	Type of initiative: Business	Type of initiative: Digital	Type of initiative: Location	SME focus	Retail focus	Public governance	Private governance	Joint governance
Austria	Lower Austria	<b>NAFES</b>	Collective support efforts (marketing, space etc.) to increase frequency of customers. The platform itself has an online presence and provides questions and answers and access forms to download. Mixture of measures including: Infrastructure, cooperation, promotion.	x	x			x	x		
Austria	Lower Austria	<b>Nahversorg erförderung</b>	Involving subsidies for small retailers.	x				x	x		
Austria	Carinthia	<b>E-Shopping- Offensive</b>	Regional Chamber of Commerce providing about 50 advisors. Most of them were chosen by the people to be advised. 40% of participants were pure retailers across all types, 23% were mixed manufacturers and retailers, 15% only manufacturers and 4% tourism and retail. The remaining 20% were drawn across tourism, transport, communication and consulting backgrounds.	x	x			x	x		
Austria	Tyrol	<b>Shop Tirol</b>	Online platform to support retailers setting up an online shop, supporting the development of e-commerce.		x			x		x	
Austria	Upper Austria	<b>GUUTE Betriebe</b>	Use of online presence to advertise, showcase available products, promote events and provides a platform for job offers etc. Integration initiative bundling forces of small retailers, giving them space to promote themselves and get help where needed, collective marketing and "bonus cards" etc.	x		x		x			x
Austria	Upper Austria	<b>Nahversorg erförderung</b>	Involving subsidies for small retailers.	x			x	x	x		

Country	Location	Name	Description	Type of initiative: Business	Type of initiative: Digital	Type of initiative: Location	SME focus	Retail focus	Public governance	Private governance	Joint governance
Austria	Salzburg	<b>Nahversorgungsförderung</b>	Investment and subsidies programme for small retailers.	x			x	x	x		
Austria	Vorarlberg	<b>How much online does commerce need?</b>	A series of roadshows under the title "How much online does commerce need?", events planned to be transformed into individual workshops.	x	x			x		x	
Austria	Vorarlberg	<b>Digital Perspectives</b>	An online platform incorporating a broad set of individual activities, showing digital perspectives and explaining digital technologies, covering all aspects of digitalisation including events, online information, and specific e-commerce aspects.		x			x		x	
Austria	Vorarlberg	<b>Free website check</b>	Publicly supported check of websites and e-commerce platforms.		x			x		x	
Austria	Vorarlberg	<b>Legal assistance for e-commerce</b>	Provision of legal assistance on e-commerce issues	x	x			x		x	
Austria	Vorarlberg	<b>Blühende Ortszentren</b>	Support to town centres- initiative to incentivise people to buy in the local town centres.			x		x			x
Austria	Vienna	<b>Interessensgemeinschaft Naschmarkt</b>	Collective marketing for the retailers on the Naschmarkt market (such initiatives are often supported by the chamber of commerce), online presence, advertising and updating news about the market.			x		x			x
Austria	Vienna	<b>Einkaufsstraßenmanagement</b>	Supporting, promoting and developing shopping streets in Vienna.	x	x	x		x			x
Austria	Vienna	<b>Wiener Märkte App</b>	Providing information on how to get to markets, who is there, products etc. Using new technologies to raise awareness about local markets and what is being offered.		x	x		x	x		

Country	Location	Name	Description	Type of initiative: Business	Type of initiative: Digital	Type of initiative: Location	SME focus	Retail focus	Public governance	Private governance	Joint governance
Austria	Vienna	<b>Training events on e-commerce</b>	Organisation of dedicated training on e-commerce	x	x			x		x	
Austria	Nation-wide	<b>Biokistl</b>	Platform providing an overview of providers of organic seasonal vegetable packs. Makes use of an online presence to provide interested consumers with the right contacts. Collective advertising platform for local initiatives.		x		x	x		x	
Austria	Vienna	<b>Freielokale</b>	Finding empty available shop locations for retailers looking for a location. Online platform for matchmaking.		x			x		x	
Austria	Vienna	<b>POOL Kooperations-Service</b>	Cooperation service/matchmaking pool, supporting the search to find a person to take over running a shop.	x	x			x		x	
Austria	Vienna	<b>Wien und Kulinarik</b>	A project to strengthen the marketing of regional agricultural products.	x				x		x	
Austria	Styria	<b>Go-online initiative</b>	A support centre providing information and support to go online.		x		x	x		x	
Austria	Styria	<b>Go-online marketing evening</b>	An event to push the "Go online" initiative.		x			x		x	
Austria	Styria	<b>WiFi course on marketing and social media</b>	Courses to improve web and social media marketing.		x			x		x	

Country	Location	Name	Description	Type of initiative: Business	Type of initiative: Digital	Type of initiative: Location	SME focus	Retail focus	Public governance	Private governance	Joint governance
Austria	Carinthia	<b>Bringts</b>	A local platform bringing together local shops in a very nice online platform, it is a website including an e-commerce shop. Covering a region and a broad set of themes (sport, clothes, jewellery etc.), this is a platform that gives the option to either search for a shop and access their online shop, or search for a type of product and view a list of that product available in the different shops.		x			x		x	
Austria	Nation-wide	<b>Coolshop</b>	A platform/gateway to access local platforms such as shop.tirol, Salzburg-shop.com, Villachshop.at. The idea is to connect local platforms at a higher level that supports entry and facilitates learning from other initiatives. The connection between local platforms is innovative.		x			x		x	
Austria	Vorarlberg	<b>Mollback</b>	Similar to Bringts.		x			x		x	
Austria	Nation-wide	<b>Atalanda</b>	Similar to Coolshop.		x			x		x	
Austria	Nation-wide	<b>Geizhals</b>	A platform for price comparison of electronic goods that links through to online shops.		x			x		x	
Belgium	Flanders	<b>Kennisnet-werk Detailhandel</b>	The aim is to provide a one-stop shop where all of the information on retail and small retailers may be found. It collects all relevant information on the retail and small retail sector. It shares knowledge and gives insights on other best practices. It is implemented by the Agency for Innovation and Entrepreneurship.	x	x			x		x	

Country	Location	Name	Description	Type of initiative: Business	Type of initiative: Digital	Type of initiative: Location	SME focus	Retail focus	Public governance	Private governance	Joint governance
Belgium	Flanders	<b>Het internet ook uw zaak</b>	Under the Agency for Innovation and Entrepreneurship, this initiative is incentivising small retailers to use e-commerce for revitalising their business. It is innovative as it provides the option for small retailers to do an e-scan. It will provide them with a personalised overview of what an online strategy could bring to their business and how it could add value.	x	x			x	x		
Belgium	Kortrijk	<b>Commerciele Innovatie: Innoverende straat</b>	Developed by the entrepreneur centre in Kortrijk, and implemented by the retailers in coordination with UNIZO, the SME trade association. This initiative provides guidance to retailers in the main shopping streets. It supports them in finding useful innovations for their business and aligning their shop with new trends. The core point was to develop strong cooperation links between the local retailers and to revitalise the city centres through this cooperation.		x	x		x			x
Belgium	Flanders	<b>Commerciele inspiratie</b>	With this project, the Flemish government wants to target B2C entrepreneurs via an individual inspiration trajectory in their search for the role of their offline business within "shopping in the future". Within a period of 4 years, almost 540 entrepreneurs should take part in this project and be guided by professional coaches. The aim is to equip the entrepreneur so he or she can repeat this exercise in the future on his or her own.	x			x		x		
Belgium	Flanders	<b>Zaak met toekomst</b>	Online and within the Flemish region, this is an initiative of the Flemish organisation for independent entrepreneurs showcasing innovative examples of small retailers using digital technologies to boost their business and providing tips and tricks.		x			x		x	



Country	Location	Name	Description	Type of initiative: Business	Type of initiative: Digital	Type of initiative: Location	SME focus	Retail focus	Public governance	Private governance	Joint governance
Belgium	Roeselare	<b>Roeselare – Smart City</b>	This is a local city initiative based upon cooperation with all local entrepreneurs and retailers. It provides an app and an integrated approach to modernising and revitalising the city centre. Apart from finding the different shops on the app, consumers can also consult it for other information; it holds loyalty cards and payment options for parking fees and in the shops etc. Additionally, screens to support the app are installed in the shops and in the streets of the city.		x	x		x		x	
Belgium	Flanders	<b>Ontdek de container</b>	This was an awareness-raising campaign. It was a roadshow showcasing the “future of shopping”. It was not only on e-commerce but also on how digital technologies can be used within the shop to please and attract consumers.	x	x			x		x	
Belgium	Brussels	<b>make. brussels</b>	This crowdsourcing initiative lies with ATRIUM, it helps restyle the identity of the different areas in the city. 10 project proposals will receive 30 000 euros each.			x		x		x	
Belgium	Brussels	<b>Atrium. GRID</b>	The idea behind Atrium. GRID is to digitise local business (enable local businesses to adapt and transform their businesses successfully through digital technology), enhance customer experiences (promote local business to customers in Brussels through a state of perfect information and personalisation) and gain local insights (ensure that in the digital age, Atrium seizes the opportunity to study local economies with a data-driven and cross-disciplinary approach).		x	x	x	x		x	

Country	Location	Name	Description	Type of initiative: Business	Type of initiative: Digital	Type of initiative: Location	SME focus	Retail focus	Public governance	Private governance	Joint governance
Belgium	Brussels	<b>myshop.brussels</b>	Under Atrium.GRID, myshop.brussels is a local app-store for local businesses. It is a complete suite of local marketing oriented applications integrated together as one experience. Myshop plug-in brings together different providers to a single dashboard, so that small businesses can enjoy all of them as one holistic service in a controlled and safe environment.		x	x		x		x	
Belgium	Brussels	<b>shop.brussels</b>	Under Atrium.GRID, shop.brussels is a "local shop companion". It is an all-purpose, always up-to-date service that enables offline and online experiences to converge by offering a unique bundle of on-demand local services that users can opt-in or opt-out at their own convenience. Shop.brussels allows them to accomplish more in less time and with less effort – regardless of channel or devices.		x	x		x		x	
Belgium	Brussels	<b>analytics.brussels</b>	Under Atrium.GRID, analytics.brussels involves location intelligence and prescriptive analytics. It has all the Geo-Marketing Analytics information about Brussels displayed on a "Dashboard" interface where one can filter and refine the results to answer various problematics. It liberates data, empowers public entities and frees non-IT players by making it easy to do the difficult tasks of accessing, joining and visualising data.		x	x	x	x		x	

Country	Location	Name	Description	Type of initiative: Business	Type of initiative: Digital	Type of initiative: Location	SME focus	Retail focus	Public governance	Private governance	Joint governance
Belgium	Wallonia	<b>Commerce connecte</b>	The initiative aims at supporting the digitalisation of retail, and it consists of three main actions: 1. promoting awareness on the use of digital technologies 2. diagnosing the digital maturity of these small retailers 3. supporting them in developing their online presence and the use of digital technologies with training. The parties involved are the Digital Agency in Wallonia, the mayors and aldermen of the cities, Union of middle classes, Google and a consultancy firm.		x			x	x		
Bulgaria	Nation-wide	<b>My Shop Programme</b>	Metro Cash & Carry takes initiatives for the development of small shops in the country with an affiliate program "My shop". The latter also works as a franchise. It is aimed at companies having a trade area between 40 and 150 sq. m. Metro provides to these companies a package of services such as analysis of the market environment, recommendations for optimising their assortment and for arrangement of goods in the stores, staff training, etc. The only requirement the participants in the "My shop" programme should meet is to sell through their shops Metro's own products - <a href="https://www.metro.bg/services/moyat-magazin/">https://www.metro.bg/services/moyat-magazin/</a> .	x			x	x		x	
Bulgaria	Nation-wide	<b>CBA merger</b>	This is a merger of 25 local chains in 2003, which marks the beginning of CBA – one of the Top 10 retail companies for food and beverages. The CBA works as a franchise and is one of the fastest growing chains in terms of number of shops – 86 at the time of its establishment to 132 by the end of 2013 - <a href="http://www.cba.bg/">http://www.cba.bg/</a>	x				x		x	

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Bulgaria	Veliko Tarnovo	<b>Eco market</b>	30 shops in Veliko Tarnovo (a town in Bulgaria) and in the region merged under the umbrella trade mark "Eco market" in 2013. The purpose of this merger is to enable negotiation of terms and conditions for supply so as to achieve lower prices for end customers. To facilitate supplies "Eco market" bought its own warehouse. ( <a href="http://www.ekomarket-bg.com/">http://www.ekomarket-bg.com/</a> )	x		x		x		x	
Bulgaria	Nation-wide	<b>Bulgarian Central Cooperative Union mutual investment fund</b>	Villages and small settlements in the country benefit from the "Bulgarian Central Cooperative Union (BCCU's) mutual investment fund". The BCCU's mutual investment fund provides the necessary financial resources for investments in the renovation of stores and equipment. The Union strives to keep up with its competitors and to develop its own programme for its loyal customers.	x			x			x	
Croatia	Poreč (Istria)	<b>Homemade web market</b>	The initiative is co-financed by the European fund for regional development and project partners, and its lead partner is the Institute for Agriculture and Tourism Poreč. The aim of the initiative is the promotion of Istrian farming products (farmers market of Istrian products) <a href="http://www.trznica-trg.eu/">http://www.trznica-trg.eu/</a> , and it involves small retailers, food producers and local authorities. It works as an online market for Istrian products sold directly by the producers. The application has registered more than 100 farms from Istria, which offer more than 500 different products from their own production.	x	x			x			x

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Croatia	Krapina, Zagorje	<b>Precious hands</b>	The initiative started in 2009 by the Croatian Chamber of Commerce, <a href="http://www.hgk.hr/zk/krapina/vrijedne-ruke">http://www.hgk.hr/zk/krapina/vrijedne-ruke</a> , through its county chambers that have developed a list of products and manufacturers in the form of 20 catalogues. The initiative enabled the promotion of domestic products and producers of handmade products, knowledge and skills in order to contribute to the development of the diversity of the Croatian economy, and at the same time, generate benefits for producers and their families. It involved small retailers, craftsmen, citizens, and customers.	x				x	x		
Croatia	Nation-wide	<b>Let's buy Croatian</b>	The Croatian Chamber of Commerce is the initiator, and for the past 18 years is carrying out the action "Let's Buy Croatian " in order to emphasise the importance of promoting domestic products of high quality, with the label "Croatian Origin" and "Croatian Quality". In addition to better marketing of Croatian products, in this way it encourages competitiveness and preserves jobs. Thanks to the initiative, currently 105 products are labelled "Originally Croatian" and 166 are labelled 'Croatian Quality'. Different stakeholders are involved, such as: small retailers, SMEs, large producers, hotels, the tourism sector, cities and counties.	x				x			x

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Croatia	Koprivnica	<b>Koprivnica entrepreneur</b>	Koprivnica entrepreneur Ltd., <a href="http://www.inkubator.info/">http://www.inkubator.info/</a> , is a company owned by the City of Koprivnica, established as a business support institution, offering consulting services. Fields of expertise include development of ideas and projects for SMEs, encouraging start-ups, consulting, development of business plans and studies, management of development projects and opening markets for entrepreneurs. Also, Koprivnica entrepreneur manages the Business Incubator which makes available 31 offices for companies that are new in the market. The Incubator presents a special form of support for entrepreneurs, e.g. entrepreneurs starting their business get low cost office space and additional services in the Incubator.	x		x	x		x		
Croatia	Zagreb	<b>Croatian design superstore</b>	The Croatian Design Superstore hosts only the very best of Croatian designers including items of fashion, gastronomy, kitchen & tableware, decoration, jewelry, lighting and furniture. <a href="http://croatiandesignsuperstore.com/">http://croatiandesignsuperstore.com/</a>	x	x			x		x	
Croatia	Moslavina	<b>MoslaVINA</b>	Promotion of wines, wine producers and retailers of the Moslavina region (wine producers and gastronomy sector) , <a href="http://www.moslavina.hr/Po%C4%8Detna/tabid/38/Default.aspx">http://www.moslavina.hr/Po%C4%8Detna/tabid/38/Default.aspx</a>	x				x	x		
Croatia	Šibenik	<b>Okusi Mediterana (Taste the Mediterranean)</b>	Taste the Mediterranean is organised by Laniva ltd. and aims to promote Sibenik County as a gastro destination, <a href="http://www.tastethemediterranean.eu/en/">http://www.tastethemediterranean.eu/en/</a>	x		x		x		x	

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Croatia	Zagreb	<b>Mali plac s Tavana (Little Market from the Attic)</b>	Inspirational and self-sustaining platform for the presentation of local organic food and the promotion of organic and eco-friendly farmer's markets in Zagreb <a href="http://www.mali-plac.org/">http://www.mali-plac.org/</a>	x	x			x		x	
Croatia	Karlovac County	<b>Partnership for change and development on local job market</b>	The initiative, organised by NGO Korak and Karlovac County authorities, aimed at increasing employment and self-employment for women in the County through the implementation of innovative programmes to empower women by improving their skills and entrepreneurial capabilities, and establishing a system of support for existing agricultural producers and unemployed persons to develop their small entrepreneurial ventures in agriculture. <a href="http://ledi.vallis-colapis.hr/">http://ledi.vallis-colapis.hr/</a>	x			x				x
Cyprus	Nicosia	<b>Nicosia city centre commerce streets and master plan</b>	The city of Nicosia created an integrated master plan to revitalise the city centre and especially the commercial streets with the aim being also to attract visitors/tourists to the local retail sector. On the municipality's website information is provided on the type of shopping experience residents and visitors can expect in the different locations (pedestrianalisation of commercial axis – Lyndra and Onasagora street), <a href="http://www.nicosia.org.cy/el-GR/municipality/services/nmp/projects/">http://www.nicosia.org.cy/el-GR/municipality/services/nmp/projects/</a>		x	x		x	x		

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Cyprus	Limassol	<b>Limassol marina</b>	The development of the Limassol marina aims to attract high-end tourism in Limassol providing also high-street retail choices in the vicinity of the marina and related residential development. A website provides information on all the retailers located in the marina as well as on the organisation of regular events aiming to boost the participation of locals residents alongside tourists <a href="http://www.limassolmarina.com/">http://www.limassolmarina.com/</a>		x	x		x		x	
Cyprus	Nation-wide	<b>POVEK Member-ship Card</b>	POVEK: General Confederation of Pancyriot Organisations of Craftsmen Professional Shopkeepers supports its (retailer) members of the association by providing them with discounts by means of a free membership card. Members of POVEK are mainly the smaller retailers of Cyprus. <a href="http://www.povek.com/2015-03-26-13-32-26/member-card">http://www.povek.com/2015-03-26-13-32-26/member-card</a>	x				x		x	
Cyprus	Nicosia	<b>Commerce streets</b>	Alongside revitalising the city centre by carrying out public works, the municipality of Nicosia promotes to tourists and residents, via its website, specific commercial streets dedicated to different choices for shopping. ( <a href="http://www.nicosia.org.cy/el-GR/discover/shopping/">http://www.nicosia.org.cy/el-GR/discover/shopping/</a> & <a href="http://www.nicosia.org.cy/el-GR/discover/citymap/">http://www.nicosia.org.cy/el-GR/discover/citymap/</a> )		x	x		x	x		
Cyprus	Nicosia	<b>Stasikratous street</b>	The local retailers association promotes shopping in the Stasikratous street area. They organise events and common discount policies and promote the street via a website with information on the location and products of the retailers as well as a calendar of events. <a href="http://stasikratous.com/">http://stasikratous.com/</a>		x	x		x		x	



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Cyprus	Nicosia	<b>Agora Themistokli Dervi</b>	The local retailers association promotes shopping in the Themistokli Dervi shopping area. They organise events and common discount policies. ( <a href="http://offsite.com.cy/oi-katastimatarches-enonoun-dinamis-ke-ginonte-enas-dromos-mia-agera/">http://offsite.com.cy/oi-katastimatarches-enonoun-dinamis-ke-ginonte-enas-dromos-mia-agera/</a> & <a href="http://www.sigmalive.com/news/local/22254/eniaia-agera-sti-themistokli-dervi-apo-katastimatarxes">http://www.sigmalive.com/news/local/22254/eniaia-agera-sti-themistokli-dervi-apo-katastimatarxes</a> & <a href="http://www.inewsgr.com/173/evropaiki-ekthesi-fotografias-stin-eniaia-agera-themistokli-dervi.htm">http://www.inewsgr.com/173/evropaiki-ekthesi-fotografias-stin-eniaia-agera-themistokli-dervi.htm</a> )			x		x		x	
Cyprus	Limassol	<b>All about Limassol</b>	This website organised by the local trade association and the city authorities provides a tourist guide for the city attractions but also information and the location of local retailers and their products.		x	x		x			x
Czech	Nation-wide	<b>Small municipalities financial support measures</b>	Various municipalities. Initiative is not only innovative but spread widely around the country. Small municipalities provide selling space either on a pro-bono basis or supported with subsidies to maintain what is quite often the only remaining grocery store in an area.	x				x	x		
Czech	Kraj Vysocina	<b>Goods transport subsidy program</b>	The region acknowledges that the issue of logistics in some regions (Vysocina is a highland region) is difficult and costly for small retailers. Thus it provides logistics support to allow efficient supply. All types of small retailers are involved.	x				x	x		
Czech	Nation-wide	<b>Training and seminars for small retailers</b>	ACTO (Association of Traditional Czech Retail) - Various training and information programmes of ACTO are targeted only at small retailers and are usually provided free of charge. The programmes are dedicated to updates on legislative changes, but also to new technologies, payments by card etc.	x	x			x		x	

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Czech	Svaz Měst a Obcí	<b>Digital and smart apps partnerships</b>	The association acknowledges the importance of digital technologies for the development of municipalities and towns. Creation of website/apps that show the retail offer in the town/city/village, including small retailers, is a must. The association connects good providers of digital technologies or sponsors them to point out they are good providers, with the municipalities. Then municipalities make connections between these companies and the retailers.		x	x	x	x	x		
Czech	Nation-wide	<b>My Post</b>	Ceska posta (the Czech postal service) is merging its offices with small retailers' shops, usually in small municipalities or in not commercially active city centres. This means extra income for a small retailer, but also extra visibility, since people visit the shop for post purposes. The shops are also searchable on the Ceska posta website.	x				x			x
Czech	Nation-wide	<b>Certification of small retailers</b>	ACTO (Association of Traditional Czech Retail) is preparing a certification scheme that will allow consumers to recognise the independent retail stores, owned by Czech people and focusing also on Czech products. Website promotion (maybe an application) will follow.	x						x	
Czech	Nation-wide	<b>Electronic evidence of sales</b>	Electronic evidence allows easier and online evidence of sales. However, its implementation can be costly for small businesses. Thus, a special programme has been developed for small businesses: single entrepreneurs are granted a subsidy of 5 000CZK (€ 185) and small businesses can use a simplified cheaper version of the equipment, so they can use it. Also, there is a trial period.	x	x		x		x		

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Czech	The city of Brno	<b>Franchising network Brněnka</b>	Shops are independent and work as franchises. Brněnka is Czech owned and locally managed. Shops can benefit from marketing support or consultancy, as well as improved supply channels. Brněnka cooperates with some regional small retailers as suppliers, for example with bakeries, who benefit by being promoted on Brněnka's website.	x		x		x		x	
Estonia	Nation-wide	<b>Omniva</b>	A postal and courier service provider, where consumers order online and the delivery is made to stores near their home. Small neighbourhood stores can become collection points and this diversifies their business relevance. With increasing e-commerce, this will raise the sustainability for neighbourhood retailers in the long run.		x			x		x	
Estonia	Nation-wide	<b>Rimi Esti Food</b>	It is ongoing as of December 2015, and aims to set up neighbourhood stores where there is a steady decline of small stores unable to compete with large ones - "to set an example of how small retailers can become professionalised".	x		x		x		x	
Finland	Nation-wide	<b>Kesko</b>	Stores run by entrepreneurs under the K-Group branding. Ongoing, run by a co-operative, targeting individual retailers. Self-funded store with co-operative funded supply chain. All types of locations and stores. The focus for this project is on those in small rural communities. E.g. Akaslompolo. Currently back office but now also experimenting with consumer facing activities.	x				x		x	

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Finland	Töölö and Kruunuhaka	<b>Anton and Anton</b>	Neighbourhood markets located in Töölö and Kruunuhaka that are run by local entrepreneurs. Local communities and small neighbourhoods are involved. Anton & Anton's stock shelves with fresh food provided by producers from Finland and around the world. Local farmers deliver fresh, seasonal meat, fish, bread, cheese, fruits and vegetables every day. Local communities and suppliers in the area are directly or indirectly affected by this initiative.			x		x		x	
Finland	Nation-wide (also in Germany, Austria)	<b>Holvi</b>	Provides entrepreneurs and SMEs with a range of financial and business services through its digital platform. This digital platform is based on modern web development tools and hosted with Amazon Web Services (AWS) in the cloud. It is an online sales platform, an invoicing facility, a cash flow tracker, expense claim system and has Dropbox integration to export bookkeeping. This will help SMEs in Finland to operate across Europe and internationalise. <a href="https://about.holvi.com/en/">https://about.holvi.com/en/</a>	x	x		x			x	
France	Nation-wide	<b>CCI Diagnostic</b>	Help to identify issues and provide online support to revitalise specific areas. Reports are drafted by recognised experts. Cities have to apply via the website and reply to a questionnaire. Then, the regional Chamber of Commerce and Industry proposes a specific diagnosis.		x	x		x	x		

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France	Paris	<b>Vital Quartier</b>	It aims at revitalising some districts in Paris by supporting a strong presence of independent small retail. They started Vital' Quartier I in 2004 and Vital' Quartier II was launched a few years ago, targeting several districts and cultural retail (bookshops ...). SEMAEST is a semi-public company for urban development carrying out the project; it is the pioneer of this kind of initiative in France. The City of Paris loaned the money to SEMAEST to buy the stores. Retailers buy the stores from SEMAEST and are ensured they are in a good location because of the other retailers set up in the district. The City sees that the loans are refunded in 10 years. <a href="http://www.semaest.fr/nos-realisations/vital-quartier/">http://www.semaest.fr/nos-realisations/vital-quartier/</a>			x		x	x		
France	Paris	<b>CoSto</b>	Building on the success of Vital' Quartier and its trusted reputation, SEMAEST has developed a support programme to digitalise small retail. This programme, CoSto - for Connected Stores - is two-fold: it informs and trains small retailers on digital aspects of their business and offers free trials to experiment with digital solutions to innovate their business, by putting them in contact with startups. <a href="http://www.costo.paris/">http://www.costo.paris/</a>		x	x		x			x
France	Cran-Gevrier	<b>Le PLU (Plan Local d'Urbanisme; Local Urbanism Plan)</b>	The Local Planning Plan (PLU) translates a vision and an urban project for the city with a future of 10 to 15 years, covering all areas: housing, transport, environment, economic development, public spaces. <a href="http://www.centre-ville.org/urbanisme-commercial-quels-outils-pour-structurer-le-commerce-dans-la-ville-comment-redynamiser-le-commerce-dans-un-centre-de-proximite-pauperise/">http://www.centre-ville.org/urbanisme-commercial-quels-outils-pour-structurer-le-commerce-dans-la-ville-comment-redynamiser-le-commerce-dans-un-centre-de-proximite-pauperise/</a>			x		x	x		

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France	Flogny-la-Chapelle	<b>Commercial pole</b>	Creation of a commercial pole (similar to a mall) located between different towns with different small retailers. <a href="http://manifestedelaproximite.org/?p=1383">http://manifestedelaproximite.org/?p=1383</a> ; <a href="http://yonne-media.fr/2016/05/09/flogny-la-chapelle-fleuron-commercial-de-larmancon/">http://yonne-media.fr/2016/05/09/flogny-la-chapelle-fleuron-commercial-de-larmancon/</a>			x		x	x		
France	Evreux	<b>Retail manager</b>	Example of the use of a retail manager. Cities can choose to create a retail manager post with the support of the Chamber of Commerce and Industry. The city of Evreux has appointed a retail manager to extend the city centre. He implemented a strategic development of commercial urbanisation. <a href="http://www.coeurdemaurienne.com/InfoliveDocuments/manager/rapport-final-4-pages_1_.pdf">http://www.coeurdemaurienne.com/InfoliveDocuments/manager/rapport-final-4-pages_1_.pdf</a>			x		x	x		
France	Montrouge	<b>Retail manager</b>	Example of the use of a retail manager. Cities can choose to create a retail manager post with the support of the Chamber of Commerce and Industry. <a href="http://www.ville-montrouge.fr/413-les-commerces-a-montrouge.htm">http://www.ville-montrouge.fr/413-les-commerces-a-montrouge.htm</a>			x		x	x		
France	Nice	<b>Facily Shop</b>	It is an individual who started this initiative, which gathers local benefit schemes, coupons, etc. Small retailers can register on the website which gives them an online window. <a href="http://www.achetezaupuy.com/">http://www.achetezaupuy.com/</a>		x	x		x		x	
France	Rennes	<b>Reconstruction of a shopping complex</b>	Good example of a classic revitalisation of an area, with public and private funding. <a href="http://www.epareca.org/les-operations/rennes-kennedy/101">http://www.epareca.org/les-operations/rennes-kennedy/101</a>			x		x			x
France	Nation-wide	<b>Achat-Ville</b>	Created by the Chamber of Commerce and Industry. It promotes the use of social media and supports the creation of websites, e-commerce platforms, etc., targeting small retailers. ( <a href="http://www.achat-ville.com/">http://www.achat-ville.com/</a> )		x			x			x

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France	4 cities	<b>Petits commerces</b>	Private initiative with public support. The aim is to give visibility to small retailers. There is also an app. It covers 4 cities in France. <a href="http://www.petitscommerces.fr/">http://www.petitscommerces.fr/</a> and <a href="https://www.smallshops.fr/">https://www.smallshops.fr/</a>		x			x			x
France	Aizenay	<b>Aizyshop</b>	E-commerce website which aims to stimulate local retail and craftwork. Possibility to order online and get home delivery. City of Aizenay. ( <a href="http://www.aizyshop.fr/">http://www.aizyshop.fr/</a> )		x			x			x
France	Nation-wide	<b>Tootici</b>	The website is presented as both an e-commerce platform and a directory (online address/phone book) for small retailers (over 7 000). Consumers can therefore, order online but also look for specific small retailers in their region. The geographical coverage is quite broad since it covers almost all French regions. ( <a href="http://www.tootici.fr">http://www.tootici.fr</a> )		x			x		x	
France	Potentially nation-wide	<b>Sweepin</b>	It is a geolocalised application. Not specifically targeted for small retailers but small retailers can register to gain more visibility. ( <a href="http://www.sweepin.fr/?market=fr">http://www.sweepin.fr/?market=fr</a> )		x		x				x
France	Sceaux	<b>Sceaux-shopping</b>	This website is an e-commerce platform. Food, but also clothes and beauty products can be purchased. Possibility to order online and get home delivery. Different kinds of payments. Initiated by the city of Sceaux. Not only targets small retailers (bigger brands are also represented). ( <a href="http://www.sceaux-shopping.com/">http://www.sceaux-shopping.com/</a> )		x			x	x		
France	Dijon	<b>Shop in Dijon</b>	Shop-in-Dijon is a website where people can look for small shops in Dijon. Three kinds of small retail shops are presented: clothing, food and beauty (hairstylist, etc.) shops. Advertisement of vouchers and local events are also displayed. ( <a href="http://www.shop-in-dijon.fr/">http://www.shop-in-dijon.fr/</a> )		x			x			x

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France	Puy-en-Velay	<b>Achetez au Puy</b>	This website offers online shopping and home delivery services. A lot of different goods and services can be purchased (food, clothing, toys, beauty, house equipment, jewelry, etc.). It was created specifically to tackle the issue of big stores' hegemony in the region. ( <a href="http://www.achetezaupuy.com/">http://www.achetezaupuy.com/</a> )		x			x	x		
France	Besançon and Sceaux	<b>Parkeon</b>	The goal of city-connector is to boost local businesses by connecting streets to local shops. In practice, small retailers register on Parkeon and then their offers are displayed via the parking meters. Customers, when paying for their parking place, will see these offers and can print out the discount coupons. Two cities in France are using this system: Besançon and Sceaux. ( <a href="http://city-connector.parkeon.com/in-detail/?lang=en">http://city-connector.parkeon.com/in-detail/?lang=en</a> )		x			x		x	
Germany	Nation-wide	<b>Digitale Innenstadt</b>	German Retail Association (HDE) together with eBay conducted a city contest in spring 2016. The overall goal of the initiative was to help local retailers participate in online growth and the digitalisation of the retail sector. Cities all over Germany could apply with their digital concepts and the winner – the city of Diepholz from Lower Saxony – received a comprehensive package for the digital support of SME retail. The retailers in the city of Diepholz and their products are connected to eBay, with the city having its own presence on eBay, as well as getting free WiFi for the shops in the city.	x	x			x		x	



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Germany	Nation-wide	<b>HDE Toolbox</b>	German Retail Association (HDE). In 2013, HDE developed a toolbox in order to support SME retailers who want to go online or who already had taken their first steps in e-commerce. It is a digital guide for HDE members with instructions and checklists structured along three different pillars providing the necessary basics concerning e-commerce business: 1) company website, 2) using social media & 3) own online shop. Experienced retailers, experts and different service providers are supporting SMEs with tips and professional assistance – in easily comprehensible language.	x	x			x		x	
Germany	Nation-wide	<b>Mittelstand 4.0 – Agentur Handel</b>	Promotional initiative by the Federal Ministry of Economic Affairs and Energy; Project partners: IFH (Cologne Institute for Trade). The agency set up an initiative of the Federal Ministry of Economic Affairs and Energy which provides practical knowledge on trade in the digital age. They make available free publications and design practical training.	x			x				x
Germany	Nation-wide	<b>Contest “Future City” (Wettbewerb “Zukunftsstadt”)</b>	Contest by the Federal Ministry for Education and Research. The German Association of Cities, the German Federation of Municipal Authorities and the German County Association are partners of the competition. The goal of the competition is to bring people together to discuss the future of their city and to develop new ideas. Each of the ‘Future Cities’ receives € 35 000 from the Federal Ministry in the first phase and in total the Federal Ministry is supporting the initiative with around € 1,75 million.	x	x	x		x			x

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Germany	Nagold	<b>Nagolder City-Commitment Service- and Shopping Experience</b>	In Nagold, 2009, the aim is to create an integrated city centre (Kaufhaus Innenstadt). Therefore the project was established to commit retailers to some joint criteria for trading. Compliance with the criteria brings benefits to the retailers and forms the platform for the joint marketing of the city centre.			x		x			x
Germany	Passau	<b>City Marketing Passau</b>	A local retail lobby. In cooperation with the municipality the project began in 2000. The association organised voluntary financial contributions for the modernisation and clearing up of the Passau shopping street Ludwigstrasse. Local artists were involved. <a href="http://www.cmp-passau.de/cmp.php">http://www.cmp-passau.de/cmp.php</a>			x		x			x
Germany	Nation-wide	<b>Nationwide City contest</b>	It is a nationwide contest in Germany, which focuses on sustainable development of urban areas. <a href="https://www.wissenschaftsjahr.de/2015/">https://www.wissenschaftsjahr.de/2015/</a>			x		x	x		
Germany	Wuppertal	<b>Online City Wuppertal</b>	The Online City Wuppertal (OCW) is a combination of stationary trade and online trade. The main services of the OCW include: enabling the possibility of shopping 24 hours a day; Ordering options: via telephone, fax, email and web-shop; Same-day delivery for purchases made before 4.30pm through a drive-in counter open until 10:00pm ("Click & Collect"); Check & Reserve Pop-Up-Stores in the Retail Lab (Rathausgalerie); Online consultations via telephone, chat, video chat or Skype.		x			x		x	

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Greece	Athens	<b>SME consulting support programme</b>	Cooperation of the General Confederation of Professionals, SMEs and Traders (IME-GESEVEE) and the National Confederation of Greek Commerce (ESEE), providing free consultation support to SMEs that enroll. Goals include: i) reinforcing entrepreneurship, ii) introducing innovations to SMEs and iii) developing SME clusters. <a href="http://entosathinon.gr/">http://entosathinon.gr/</a>	x			x			x	
Greece	Athens	<b>Entrepreneurial routes</b>	The General Confederation of Professionals, SMEs and Traders (IME-GESEVEE) and the National Confederation of Greek Commerce (ESEE), in cooperation with SMEs designed a network of routes (to attract people to go along specific shopping paths) dedicated to specific retail sectors analysing the location of the sub-sectors. The aim is to revitalise and promote thematic retailer clusters. <a href="http://www.agora-athina.gr/">http://www.agora-athina.gr/</a>			x		x		x	
Greece	Nation-wide	<b>Retail Observatory</b>	The General Confederation of Professionals, SMEs and Traders (IME-GESEVEE) initiated the process of mapping the retail sub-sectors and combining this information with parameters relevant to the location of customers. It aims to provide advice on the optimal location choice to new enterprises using economic geography indicators.	x				x		x	

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Greece	Thessaloniki	<b>Thess Mall</b>	The aim of this initiative is to invest in revitalising the city centre and support for the local retail sector through cooperation with local authorities, trade associations and retail enterprises. The goal is to facilitate a mall-like shopping experience providing shopping information, accessibility facilities and organising events for customers. The Open Mall's Membership Card enables customers to benefit from unique offers and discounts in hundreds of stores in all 4 cities taking part in the initiative. <a href="http://www.thessmall.com.gr/index.php?option=com_users&amp;view=login&amp;Itemid=776&amp;lang=en">http://www.thessmall.com.gr/index.php?option=com_users&amp;view=login&amp;Itemid=776&amp;lang=en</a>		x	x		x			x
Greece	Piraeus	<b>Open Mall Piraeus</b>	The aim of this initiative is to invest in revitalising the city centre and support for the local retail sector through cooperation with local authorities, trade associations and retail enterprises. The goal is to facilitate a mall-like shopping experience providing shopping information, accessibility facilities and organising events for customers. The Open Mall's Membership Card enables customers to benefit from unique offers and discounts in hundreds of stores in all 4 cities taking part in the initiative. <a href="http://www.piraeusopenmall.gr/en/">http://www.piraeusopenmall.gr/en/</a>		x	x		x			x

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Greece	Alexandro upoli	<b>Alexandrou poli Open Mall</b>	The aim of this initiative is to invest in revitalising the city centre and support for the local retail sector through cooperation with local authorities, trade associations and retail enterprises. The goal is to facilitate a mall-like shopping experience providing shopping information, accessibility facilities and organising events for customers. The Open Mall's Membership Card enables customers to benefit from unique offers and discounts in hundreds of stores in all 4 cities taking part in the initiative. <a href="http://www.axdopenmall.gr/en">http://www.axdopenmall.gr/en</a>		x	x		x			x
Greece	Patras	<b>Patras Open Mall</b>	The aim of this initiative is to invest in revitalising the city centre and support for the local retail sector through cooperation with local authorities, trade associations and retail enterprises. The goal is to facilitate a mall-like shopping experience providing shopping information, accessibility facilities and organising events for customers. The Open Mall's Membership Card enables customers to benefit from unique offers and discounts in hundreds of stores in all 4 cities taking part in the initiative. <a href="http://www.patrasopenmall.gr/index_eng.php">http://www.patrasopenmall.gr/index_eng.php</a>		x	x		x			x
Greece	Crete	<b>Network of Cretan olive oil product enterprises "Ελαιογευσίς - ΔΕΠΕΚ"</b>	The association of local olive oil producers initiated this action with LIFE funding (EU financial instrument) and formed an association with restaurants and traditional local products retailers. The aim is to promote traditional local products based on locally produced olive oil by certifying producers, restaurants and retailers. <a href="http://depek.sedik.gr/index.php">http://depek.sedik.gr/index.php</a>	x				x		x	

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Greece	Nation-wide	<b>Eco-commerce guidelines and application support</b>	The General Confederation of Professionals, SMEs and Traders (IME-GESEVEE) initiated this pilot-action aiming to develop tools that will assist Greek SMEs in effectively applying practices related to Green Entrepreneurship and Corporate Social Responsibility. SMEs of specific municipalities are eligible to participate in this pilot <a href="http://eese-support.gr/prasiniepixeirimatikotita/%CE%91%CF%81%CF%87%CE%B9%CE%BA%CE%AE.aspx">http://eese-support.gr/prasiniepixeirimatikotita/%CE%91%CF%81%CF%87%CE%B9%CE%BA%CE%AE.aspx</a>	x			x			x	
Greece	Elassona	<b>Node of e-entrepreneurship</b>	This is a web platform organised by the local trade association since 2007 (the first of its kind in Greece) aiming to provide information on all the local retailers, location and products for the small town of Ellassona. This initiative was aimed also to act as a business portal for the retail community to discuss developments and identify synergies but is at this point this function is inactive . <a href="http://www.esel.gr/index.php">http://www.esel.gr/index.php</a>		x	x		x		x	
Hungary	Nation-wide	<b>Szek.hu</b>	Szek is an (Not for Profit) e-commerce Community web platform that brings together a very wide range of e-commerce stakeholders (from finance, academia, suppliers, etc.) online. The organisation behind the platform organises the following activities: § Expert conferences § e-commerce communication to consumers § Peer meetings (monthly) § Certification of e-commerce shops § Price reductions granted across Szek members § Participation in training See for details: <a href="http://www.szek.org/szek-org/#miazaszekorg">http://www.szek.org/szek-org/#miazaszekorg</a>		x			x		x	

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Ireland	Nation-wide	<b>Musgrave Group Sustainability Initiative</b>	The group's response to the global downturn has been to renew its commitment to local retailers, local suppliers and local communities. 1) They want stores associated with their brands to be the centre of community life, sparking connections both real and virtual, acting as a hub of local knowledge and expertise, 2) They seek to champion local food, developing and investing in a vibrant local supply-base, 3) They aim to be the preferred local place to work, providing people of all ages and circumstances an opportunity to better themselves, 4) They seek to leverage technology, and use their resources and facilities to allow their consumers to connect. All convenience stores, cash and carry and small retail formats which operate under the Musgrave brand will benefit. Indirectly all suppliers connected to the local communities will also benefit.	x	x			x		x	

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Ireland	Dublin	<b>Trading Online Voucher</b>	<p>"Trading Online Voucher " - <a href="https://www.localenterprise.ie/DublinCity/Financial-Assistance/Types-of-Grants/Online-Trading-Voucher/%20">https://www.localenterprise.ie/DublinCity/Financial-Assistance/Types-of-Grants/Online-Trading-Voucher/%20</a> - This Voucher Programme allows small businesses (up to 10 employees) to avail of a maximum grant of € 2 500 to assist with helping develop online trading. This can include building an e-commerce site, digital marketing, search engine optimisation, training etc – and any activities that help a business achieve this goal. It includes:</p> <ul style="list-style-type: none"> <li>• IT consultation</li> <li>• Development or upgrade of an e-commerce website</li> <li>• Implementing Online payments or booking system</li> <li>• Purchase of Internet related software</li> <li>• Purchase of online advertising (this purchase cannot make up any more than 30% of approved Voucher costs and can only be drawn down in one payment phase)</li> <li>• Developing an app (or multiplatform webpages)</li> <li>• Implementing a digital marketing strategy i.e. Social media marketing</li> <li>• Consultation with ICT experts for early stage adopters of online strategy</li> <li>• Training/skills development specifically to establish and manage an on-line trading activity</li> </ul>		x		x		x		



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Ireland	Limerick	<b>Carambola Kidz</b>	Bespoke provider of lunches to schools. The Carambola Kidz Foundation has contributed more than € 500 000 to schools to provide services for which they had no budget. All their ingredients are sourced in Ireland. Local schools, local suppliers and the entire community associated with the schools, the employees of the company. It was the number 1 SME in Ireland for Corporate Social Responsibility in 2013.			x		x			x
Italy	Liguria region	<b>Centri Integrati di Via</b>	<p><i>Centri Integrati di Via (CIV)</i> provides an easy legislative framework for local operators working in the same urban area to federate into a consortium. It constitutes a specific regional adaptation in Liguria of the legislative national prescription for Natural Commercial Centres.</p> <p>The legislative framework has been developed since 1998 – and currently the 4th generation is to be released shortly.</p> <p>A CIV is a non-profit consortium of firms operating in a carefully planned area. Some CIV were implemented for example in neighbourhoods of the city of Genova.</p> <p>A CIV can coordinate its members to change the urban area to: strengthen the economic activity, improve the attractiveness of a neighbourhood to attract new tenants, and coordinate projects and events for all firms and retailers in the area. A CIV is also a point of contact between retailers and local public authorities.</p>			x		x			x

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Italy	Treviso	<b>Urbecom</b>	<p>Urbecom is an initiative created and funded by the municipality of Treviso, following a project previously implemented in Forli. Urbecom broadly aims at improving the economic activity of the city centre of Treviso, capitalising on the presence of small retailers, restaurants and hotels, via a set of different actions. Urbecom has a portal online and an app available in iOs and Android stores. Citizens and tourists are the target of the portal.</p> <p>Actions entail:</p> <ul style="list-style-type: none"> <li>- the mapping of small retailers and other operators, classified according to the sector of activity and made available online</li> <li>- the creation of a set of coordinated events</li> <li>- a strong social media presence</li> </ul>		x	x		x	x		
Italy	Tuscany	<b>Vetrina Toscana</b>	<p>Regional plan for the promotion of food and wine brands. It integrates the entire value chain of food and wine by connecting small retailers (botteghe) with customers and small producers.</p> <ul style="list-style-type: none"> <li>o Promotes the food and wine brands</li> <li>o Creates an easily accessible online database of small retailers operating in the territory</li> <li>o Provides an official certification of historical high-quality small producers and retailers</li> <li>o Proposes a ranking of top small retailers and top SMEs, among those participating in the initiative</li> </ul>	x		x	x				x
Italy	Emilia-Romagna Region	<b>iZoom.it</b>	<p>Started in Emilia-Romagna, the platform uses one-time use coupons advertised online to attract customers into local shops. Once the coupon is used, the client gets a number which he can use to build his loyalty profile in the platform. This is a private initiative, from a start-up which developed the software, and aims to promote local commerce.</p>	x	x	x		x		x	

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Italy	Bergamo	<b>Negozi Multiservizio</b>	<p>It is an initiative of the Chamber of Commerce of Bergamo with cooperation of Bergamo Sviluppo (ad-hoc agency of the Chamber of Commerce), the Regional authority of Lombardy and the Province Authority of Bergamo. It was launched in 2008 and now it is completed. The scope of the initiative was to provide a selected list of local small retailers with:</p> <ul style="list-style-type: none"> <li>-An exposition space for local typical food and artisanal products;</li> <li>-an information point with tourism material;</li> <li>-an information desk regarding initiatives and projects of regional and province administrations and chambers of commerce;</li> <li>-an internet point.</li> </ul> <p>The selected shops were to be transformed into so-called <i>multiservice shops</i>.</p>	x				x	x		

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Italy	Marche Region	<b>#DajeMarche</b>	<p>1. Project launched in November 2016 in Tolentino, one of the cities severely affected by the series of earthquakes in Central Italy during October 2016.</p> <p>2. Created by young entrepreneurs (graphic and web designers, programmers, social media managers) living in the area, the project is currently building an e-commerce platform, involving small retailers who are struggling with the economic aftermath of the earthquake.</p> <p>3. The project targets all small retailers selling typical products from the Marche region. In doing so the initiative aims to revitalise the small retail sector and also to raise awareness of new social media communication techniques and upgrade the level of digitalisation of the regional retailers.</p> <p>4. The project is based on the voluntary commitment of the members, it is a private-led initiative.</p> <p>5. The website is under elaboration, while the project is present on social media (facebook, twitter, instagram).</p>		x			x		x	
Latvia	Nation-wide	<b>220</b>	It presents products, and purchases can be made online. The buyer has to pick up his order at a shop chosen in advance or receive it by home delivery. <a href="http://220.lv/">http://220.lv/</a>		x			x		x	
Latvia	Nation-wide	<b>1a</b>	An e-shop with all kinds of products, in particular lots of IT products. <a href="http://www.1a.lv/">http://www.1a.lv/</a>		x			x		x	
Latvia	Nation-wide	<b>Salidzini</b>	2 main functions: E-registry of shops and price comparator. <a href="http://salidzini.lv">salidzini.lv</a>		x			x		x	
Lithuania	Nation-wide	<b>Skelbimai</b>	Registry – Search can be done through categories (auto, clothes etc.) or via a search bar. The website displays ads of products/services provided by individuals or companies. <a href="http://www.skelbimai.lt">http://www.skelbimai.lt</a>		x			x		x	

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Lithuania	Nation-wide	<b>E-shops</b>	Registry – Search can be done through categories (auto, clothes etc.) or via a search bar. The website displays links of e-commerce websites. <a href="http://www.eshops.lt/">http://www.eshops.lt/</a>		x			x		x	
Lithuania	Nation-wide	<b>Pigu</b>	It presents products and purchases can be made online. The buyer has to pick up his order at a shop chosen in advance or receive it by home delivery. <a href="http://pigu.lt">http://pigu.lt</a>		x			x		x	
Luxembourg	Nation-wide	<b>Visit Luxembourg</b>	Luxembourg's "one-stop-shop" portal for its national brand. It promotes shopping, culture, tourism, parking and hotels in specific districts. Visitluxembourg.com is the official website of the Luxembourg National Tourist Board. <a href="http://www.visitluxembourg.com/fr/que-faire/shopping-au-luxembourg">http://www.visitluxembourg.com/fr/que-faire/shopping-au-luxembourg</a>		x	x		x			x
Luxembourg	City of Luxembourg	<b>City Shopping</b>	The city of Luxembourg provides a website with a description of the shops, the parking areas, the markets and even kids' activities. This multilingual site (also in Chinese) caters for tourists and locals to inform them about what is happening in the city. It is managed by the Union of Retailers of the City of Luxembourg, which also has an "info point" located in the city. <a href="http://www.cityshopping.lu/">http://www.cityshopping.lu/</a>		x	x		x			x
Luxembourg	Nation-wide	<b>Yourshop.lu</b>	Luxembourg's online market place allows every local seller to open his own online shop. The focus is on local handcrafted and recycled items. It is an initiative from a young Luxembourgish couple devoted to protecting the environment and wanting to build a business promoting ethical awareness, while bringing a new dimension through the Internet to Luxembourg's second hand and crafts markets.	x	x			x		x	

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Luxembourg	Nation-wide	<b>Pakte PRO commerce</b>	<p>Pakt PRO Commerce identifies 5 fields of action to dynamise city retail, promote retail digitalisation online selling and multichannel approaches, and recognise the role of retail in Nation Branding.</p> <ol style="list-style-type: none"> <li>1. Analysis of consumer behavior, creation of "a national cadastre of retail trade"</li> <li>2. Digitalise : A retail sector strategy will be developed together with a common national digital presence: this platform would be a National retail showcase or an e-commerce site pooling resources.</li> <li>3. Urban Commerce : adapt municipal policies to make the city centres more attractive and dynamic.</li> <li>4. Service culture : Promotion of high quality service and multiculturalism and multilingualism, two specificities of Luxembourg.</li> <li>5. Economical promotion : a multi-channel communication plan to reach out to the frontier workers.</li> </ol> <p>The Pakt is an agreement between the Ministry of Economy, the Chamber of Commerce and the Luxembourg Confederation of Commerce (CLC).</p>		x	x		x			x
Malta	Nation-wide	<b>Maltaproducts.com</b>	Promotes and distributes products genuinely Made in Malta and Gozo.		x			x		x	
Malta	Valetta	<b>The Valletta Shopping Festival</b>	Promoting shopping in Valetta.			x		x	x		

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Malta	Nation-wide	<b>MCA e-commerce</b>	The strategy 'e-commerce Malta – National Strategy 2014 – 2020' aims to support the uptake of e-commerce and the provision of e-commerce related services by local businesses, whilst also addressing, at a high level, the prospects for Malta to attract foreign companies providing e-commerce or ancillary services to establish operations in Malta. More specifically, pillar 2 of this strategy aims at transforming micro-enterprises. This considers the needs of micro-enterprises and vulnerable industries that may need to undergo structural changes as a result of the widespread use of e-commerce by Maltese consumers. One of the actions is a guide together with an online directory, BLINK, which provides information to take into account when setting up an e-commerce-based service. Another action regularly reaches out to train micro-retailers. Malta's Communications Authority is leading this initiative, which is also supported by EU funds.		x			x	x		
Netherlands	Nation-wide	<b>NL Streets</b>	A country-wide web shop where small retail shops can sell their products. <a href="http://www.nlstreets.nl">www.nlstreets.nl</a>		x	x		x		x	
Netherlands	Nation-wide	<b>Shoppingsmall</b>	A country-wide e-commerce platform for small and local retailers. <a href="http://www.shoppingsmall.nl">www.shoppingsmall.nl</a>		x			x		x	
Netherlands	Nation-wide	<b>Locals United</b>	A group of offline local retailers decided to join forces in order to ensure an online presence through this web shop. <a href="http://www.localsunited.nl">www.localsunited.nl</a>	x	x			x		x	
Netherlands	Den Haag	<b>Winkelstad van de toekomst (Shopping city of the future)</b>	The Hague aims to be at the forefront of innovation in retail. Next to having a very progressive retail policy in place, they have now started to put efforts into the innovation of the shopping experience.			x		x	x		

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Netherlands	Haaksbergen	<b>Action programme with the Platform de Nieuwe Winkelstraat</b>	The goal was to revive the city centre by working together with all stakeholders.			x		x			x
Netherlands	Rotterdam	<b>Retailinnovatie in Rotterdam</b>	Collaboration between the entrepreneurs of Rotterdam and college students to innovate the retail sector within the city.			x		x		x	
Netherlands	Arnhem	<b>Wij zijn Arnhem (We are Arnhem)</b>	A collaboration between local entrepreneurs, with the support of a consulting company, to share their customer base and cross-pollinate their communication activities thanks to Facebook in order to boost their sales.			x		x		x	
Netherlands	Amsterdam	<b>Compaan community De Clerqstraat</b>	A new form of cooperation between entrepreneurs, locals, policy makers and the commune.			x		x			x
Netherlands	Venlo	<b>Klaasstraat pronkt</b>	The local entrepreneurs have created an online platform together to promote their street.		x	x		x		x	
Netherlands	Eindhoven	<b>Bedrijven Investeringszone (company investment zone)</b>	Creating with the entrepreneurs and real estate owners a joint fund to revitalise and make the city centre more attractive.			x	x			x	
Netherlands	Zeist	<b>Parkeren met OV Chipkaart of stadspas</b>	Linking success of the retail in a city to ease of access to parking facilities, the city of Zeist will try to make parking in the city easier and cheaper by using the OV Chipcards (a card almost every Dutch person owns for public transport) or a city pass.			x		x	x		



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Netherlands	Amsterdam	<b>9 Straatjes</b>	A community of 9 streets with a strong cultural heritage built a stronger community thanks to two actions: a) a community manager who is independent and b) the use of a platform which acts as an intranet for local businesses and integrates data to other platforms. The community manager and the retailers are working together to create a common vision for the district, and generate strong marketing messages which attract a lot of customers to the area.		x	x		x		x	
Netherlands	Groningen	<b>Groninger Retail Agenda</b>	The Groninger City Club has a Groninger agenda. It is based on the National Retail Agenda. To realise this agenda they work together with other business associations and the local government. The role of the city is to facilitate some of the actions.			x		x			x
Netherlands	Groningen	<b>Destination : City Centre</b>	This initiative provides more space for pedestrians and cyclists, while retaining the city centre's welcoming atmosphere. A smarter approach to the space available over the coming years was needed. Creating this welcoming atmosphere is something amongst other factors needed for the retailers. <a href="https://gemeente.groningen.nl/sites/default/files/bestemming-binnenstad-engels.pdf">https://gemeente.groningen.nl/sites/default/files/bestemming-binnenstad-engels.pdf</a> To realise the goals set in Destination City Centre the City council has proposed it will invest 26 Million Euros on the enhancement of the physical environment in the inner-city.			x		x	x		

Country	Location	Name	Description	Type of initiative: Business	Type of initiative: Digital	Type of initiative: Location	SME focus	Retail focus	Public governance	Private governance	Joint governance
Netherlands	Groningen	<b>Groninger Retail Academy</b>	This initiative aims to stimulate knowledge circulation and innovation by inspiration. It is a business platform that organises (knowledge) meetings. The meetings are free of charge. The purpose is to inform and inspire the retailers in Groningen. It is a collaboration between four associations and the municipality of Groningen. <a href="http://www.groningerretailacademy.nl/">http://www.groningerretailacademy.nl/</a>	x		x		x			x
Netherlands	Groningen	<b>Servicepunt Detailhandel</b>	This initiative aims to stimulate knowledge. Servicepunt Detailhandel helps retailers do business. Retailers get information about all kinds of areas such as marketing, target groups, cooperation possibilities, grants and licenses.	x				x		x	
Netherlands	Groningen	<b>Retail monitor Groningen</b>	This yearly monitor provides information about the number of visitors, the amount of time and money they spend and how they judge the quality of the shops and which retailers they would like to have, amongst others. <a href="https://www.groningencityclub.nl/images/Uitkomst-en-Detailhandelsmonitor-Groningen-rapport-2016-def.pdf">https://www.groningencityclub.nl/images/Uitkomst-en-Detailhandelsmonitor-Groningen-rapport-2016-def.pdf</a>			x		x	x		
Netherlands	Groningen	<b>Experiment Zwane-straat</b>	More (operating) space for entrepreneurs. The first step in this process was the cooperation between entrepreneurs. The following step was that the entrepreneurs in this area got more (operating) space. This year the Zwanestraat was elected best shopping street in The Netherlands ( <a href="http://www.nlstreets.nl/NL/winkelen/groningen/gebied/zwanestraat---kromme-elleboog/">http://www.nlstreets.nl/NL/winkelen/groningen/gebied/zwanestraat---kromme-elleboog/</a> ).			x	x	x			x
Netherlands	Groningen	<b>Hospitable Groningen</b>	To organise City Branding and coordinate Events.			x	x	x	x		

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Poland	Southern Poland	<b>PGZKupiec</b>	Purchasing group, set up in 2013 by small shops, currently around 200 members, from Southern Poland. <a href="http://pgzkupiec.pl/index.html">http://pgzkupiec.pl/index.html</a>	x				x		x	
Poland	Nation-wide	<b>franchising.pl</b>	A web portal, knowledge base, where one can search for franchising offers and link businesses (franchisees) with potential franchising systems. It allows search by category, type, location and capital needed. Access to knowledge in one space. Ability to analyse alternatives to "full independence". Promotion and knowledge available, links prospective SME's and companies. <a href="http://franchising.pl/">http://franchising.pl/</a>	x	x		x			x	
Poland	Nation-wide	<b>web.gov.pl</b>	A web portal which is providing knowledge related to e-business, e-services etc. Not retail specific. "web.gov.pl" is an initiative of the Polish Agency for Enterprise Development. Its aim is to provide reliable information on the Polish start-up ecosystem and promote Polish innovative companies internationally. <a href="http://www.web.gov.pl">http://www.web.gov.pl</a>	x	x		x		x		
Poland	Nation-wide	<b>M Platform</b>	An e-platform with additional services, linking small shops via smart checkouts (newly created system), which allows retailers to sell extra services (mobile top up, cash back , etc.). Uses technology which is in use anyway (fiscal requirements). A very recent initiative. <a href="https://www.mplatform.com.pl/">https://www.mplatform.com.pl/</a>		x			x		x	
Poland	Nation-wide	<b>Allegro</b>	An e-commerce, B2C platform. Market leader in Poland, used by small retailers (mainly non-food) to access a wider customer base (linking both online and traditional channels), payment and courier services are included. Similar to eBay, but works locally. <a href="http://www.Allegro.pl">www.Allegro.pl</a>		x			x		x	

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Poland	Nation-wide	<b>Factory24.pl</b>	A webpage, group buying/import, allows shoppers to get lower buying prices via sourcing consolidation. Co-financed by the EU.		x			x		x	
Poland	Lublin	<b>"Lubelscy Kupcy" – Traders from Lublin</b>	This is a recent initiative in Lublin City (started 22nd of April 2016), focused on the promotion of traditional craft/trade area in the city centre. This includes use of social media (Facebook, YouTube). Programme is called "Lubelscy Kupcy" – Traders from Lublin: <a href="https://pl-pl.facebook.com/lubelscy.kupcy/about/?entry_point=page_nav_about_item&amp;tab=page_info">https://pl-pl.facebook.com/lubelscy.kupcy/about/?entry_point=page_nav_about_item&amp;tab=page_info</a> and uses references to the past, local history and sentiment, as well as modern communication media. This initiative was started by the local authorities, as a pilot programme, and includes 42 local traders.			x		x	x		
Poland	Nation-wide	<b>Ecofood</b>	Training and education related to eco-food, which allows retailers to enter this market niche. Co-financed by the EU. <a href="http://www.ekozywnosc.pl/edukacja/course/category.php?id=2">http://www.ekozywnosc.pl/edukacja/course/category.php?id=2</a>	x				x		x	
Poland	Nation-wide	<b>Polscy Projektanci</b>	Country level online shop in Warsaw. Promotes Polish designers (50 brands). E-commerce platform. <a href="https://www.polscyprojektanci.com/pl/">https://www.polscyprojektanci.com/pl/</a>		x			x		x	

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Portugal	Funchal	<b>Revitalisation of the retail sector in Funchal</b>	The Revitalisation Programme of Funchal Commerce aims to promote the rehabilitation and revitalisation of the trade and services sector, by increasing proximity of new supply dynamics, improving the attractiveness of traditional shopping areas and improving the quality of products and services. As a result, it anticipates strengthening the local economic fabric, leading to job creation, and in short, to improve the quality of life of citizens.	x		x		x		x	
Portugal	Lisbon	<b>Lisbon Shopping</b>	Online platform launched by the city of Lisbon where all shops are shown per theme. Specially focused on traditional retail. Many traditional retailers from Lisbon are involved. <a href="http://www.lisbonshopping.pt/">http://www.lisbonshopping.pt/</a>	x		x		x	x		
Portugal	Mouraria	<b>Project to reinvent the Mouraria neighborhood</b>	Promoted by the association "Renew Mouraria" and included in the BID ZIP 2015 of the Council of Lisbon. The focus is to promote traditional retail in the Mouraria neighbourhood through the acquisition and development of innovative skills for local businesses in terms of communication and image.		x	x		x	x		

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Portugal	Braga	<b>Creation of a monitoring and coordination Unit for Retailers in the Braga area UAC</b>	The Monitoring and Coordination Unit for the Alto Cavado is a non-profit association, founded by the Commercial Association of Braga and the municipalities of Amares, Terras de Bouro and Vila Verde. It falls under the URBCOM national project. By its nature, the UAC is a very closed business structure, coordinating with shops regularly on joint promotional activities such as parades and fashion catalogues, visual animation showcases, commercial and tourist itineraries, special days of celebration, as well as information sessions on incentive systems, IT innovative sale tools and on issues related to the pursuit of business. SME retailers from Braga are involved.	x	x	x		x			x
Portugal	Lisbon	<b>Program of the council of Lisbon (a city for the people)</b>	It includes actions for the revitalisation of the small retail sector in Lisbon. The general economic revitalisation plan for the city launched by the governing authority of Lisbon includes some plans for traditional retail file:///C:/Users/Pablo%20Villacampa/Downloads/Programa_Governo_Lisboa_2013-2017%20(1).pdf	x		x		x	x		
Portugal	Lisbon	<b>Creation of an Academy to revitalise traditional retail</b>	The Lisbon Academy of Commerce aims to be a reference in the revitalisation of traditional retail, implementing new ways of working, with a view to revitalising this sector. This is an intervention programme aimed at supporting entrepreneurs and existing retail through the sharing of innovative tools and methodologies, like e.g. using workshops, training sessions, and creates networks for cooperation and sharing knowledge.	x	x			x		x	

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Portugal	Porto	<b>Baixa Alive</b>	Twenty-one stores in the centre of Porto invested €1 million to put traditional retail again on the map of residents and tourists visiting the city. The project was named Baixa Alive (Low Alive). 45% of the invested amount was reimbursed by IAPMEI (Institute of Support to Small and Medium Enterprises and Innovation) and the rest secured by equity from the retailers.			x		x		x	
Portugal	Evora	<b>E commerce platform in Évora</b>	The Retail Association of the District of Évora will launch the project "Buy in Evora", aimed at increasing the involvement of local businesses in e-commerce. The idea is to "modernise and innovate the local commerce", directed at the retailers of the city. Initiatives will be taken to increase the attractiveness of spaces and promote proximity to the consumer, as well as the virtual component that will come with the creation of the portal "Compro em Évora." The motto is "Traditional commerce at a one-click distance."		x			x		x	
Portugal	Lousa	<b>Innovative actions for traditional retail</b>	The Municipality of Lousã, given the difficulties that traditional retail faces, promotes every year since 2012 a working meeting with entrepreneurs and existing retailers called "Traditional retail" where owners make proposals and share their worries on the evolution of the sector. These meetings have produced innovative tools to revitalise the sector.	x				x	x		

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Portugal	Sever do Vouga	<b>Program for revitalisation and modernisation of city centre of Sever do Vouga</b>	This is a programme for the revitalisation of the city centre of Sever do Vouga. More information may be found here: <a href="http://www.vejaportugal.pt/tag/inovacao-e-modernizacao-do-centro-urbano-de-sever-do-vouga/">http://www.vejaportugal.pt/tag/inovacao-e-modernizacao-do-centro-urbano-de-sever-do-vouga/</a>			x		x	x		
Portugal	Oporto	<b>Porto Paralelo</b>	The Porto Paralelo platform has as its main objective the revival of traditional retail in Oporto, through the communication design and the introduction of contemporary marketing and communication strategies. Porto Paralelo is based on the provision of services on four pillars: 1) Experiences, 2) Creation of Shopping habits in traditional retail, disseminating both the tradition and the arts, 3) Mobile Application and 4) Website. The platform stores congregates partners, information, schedules, thematic routes and points of interest.		x	x		x		x	
Portugal	Braga	<b>I shop BRAGA</b>	An initiative to regenerate the historic city center of Braga, led by the Commercial Association of Braga. It started in 2014, with only 20 shops so far connected to it, mainly in the sectors with added-value products such as beauty, fashion, gourmet food and homeware. Critical success factors: one entity assumes management and the promotion of a feeling of great affection for Braga. An interesting point is the highly selective process for participants - each participant must meet certain criteria and first be approved by the CBA before they can officially join.		x	x		x		x	



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Portugal	Porto	<b>The COMÉRCIO NOSSO</b>	This initiative aims to build a bridge between the physical and the digital to the places, people and their memories. A direct connection from the street to the world in an innovative format that combines the signs of familiarity with the potential of mobile devices. The COMÉRCIONOSSO ® Social Smart City solutions intend to arouse public interest in the local market and help reverse the current consumer trends. <a href="http://comercionosso.pt/">http://comercionosso.pt/</a>		x			x		x	
Romania	Nation-wide	<b>Romania HUB</b>	Bringing the latest news and opportunities transparently forward to those interested via multiple communication channels, and offering support. Possibility of online consultation and direct points of access to specific public authorities. Targeted audience: graduates, business persons, entrepreneurs.	x	x		x		x		
Romania	Nation-wide	<b>My first business plan</b>	Entrepreneurial education programme in collaboration with universities across Romania. Launched by the Ministry of Economy, Trade and Relations with Business on May 17, 2016 in collaboration with ten prestigious universities across Romania.	x		x	x		x		
Romania	Constanta	<b>PIMM</b>	Regional public structure to promote and defend the economic, production, commercial, financial, and legal interests of any SME in the county/region. Offers: consultancy, incubator, conferences and events, workshops, and a business center.	x		x	x		x		
Romania	Bucharest	<b>Creative EST #1 and #2</b>	Eastern-European Creative Industries Festival is the first festival dedicated to local creative industries. 1 200 square meters of a former textiles hall turns into the biggest Romanian fair dedicated to creative industries. A reoccurring event.	x		x	x			x	

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Romania	Nation-wide	<b>One Stop Shop - Primul birou unic pentru IMM-uri</b>	<p>Portal that provides SMEs in Romania with information, guidance and modern means of interaction with the government and public administration authorities</p> <ul style="list-style-type: none"> <li>- Targeted audience: existing and new SMEs and entrepreneurs</li> <li>- Online point of information and access to templates and forms, as well as possibility to interact online with public authorities</li> </ul>		x		x		x		
Romania	Nation-wide	<b>Serviciul National de Informatii de Afaceri (SNIA)</b>	<p>Most important business platform in Romania</p> <ul style="list-style-type: none"> <li>- Full country coverage and for international stakeholders/ businesses (e.g. investors etc)</li> <li>- Possibility to stay informed, access relevant information, and network with other stakeholders/ firms. Both B2B and B2C use</li> <li>- Available for any type of enterprise (SME's included), any Romanian and international citizen for all sorts of business-related purposes</li> </ul>	x			x		x		

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Romania	Nation-wide	<b>GovITHub</b>	This is a government programme that aims to create a community of those who believe in a digital future for Romania by transforming public services through technology. A space where those with talent and innovative spirit intersect with those who have experience in the rigour of public administration, GovITHub brings together specialists, entrepreneurs and decision makers with the common goal to resolve pressing problems of public services and to transform how the state interacts with citizens and the business environment. Specialists in the IT environment - programmers, designers, project managers, entrepreneurs in the field, etc., are invited to join the effort to try to simplify interaction with citizens through digitisation, but also to bring further innovation in this field working on developing new services or improving existing ones.		x		x				x
Romania	Nation-wide	<b>Connect Hub - Cream Spatiu</b>	Connect Hub is a co-working and event space for entrepreneurs. The goal is to support entrepreneurship by providing not only an office for everyday activities, but also provides support and provides entrepreneurs with resources for development, relying on the power of community. The focus is on the needs of entrepreneurs and freelancers, offering them support programmes, such as: Start-up Support, Open Connect, Open Connect Premium, Successful Entrepreneurs, and the Connect Hub Accelerator	x		x	x			x	
Romania	Nation-wide	<b>Startup Café</b>	This is a platform to share news and articles on business ideas, funding opportunities, business information, know how, tax information, high-tech marketing, e-commerce, and free tutorials.	x		x	x			x	

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Romania	Nation-wide	<b>Invest Romania</b>	This is a government organisation dedicated to providing professional support and advice to foreign investors in Romania. It is committed to contributing to Romania's economic resilience and steady growth through the influx of capital, know-how and new technologies, and strives to improve Romania's value proposition as a business destination.		x		x		x		
Slovakia	Nation-wide	<b>My Store (moj obchod)</b>	Metro cash and carry, a wholesale cooperation initiative. Small retailers were given the opportunity to benefit from the support and expertise of a strong partner, while maintaining their sovereignty and independence. Retailers can benefit from marketing support and special supply prices.	x				x		x	
Slovakia	Nation-wide	<b>Obchodník Roka (Small retailer of the year)</b>	Master Card contest. Consumers access a website and vote for their favourite small retailer. All types of retailers, including small retailers, are assessed in public voting and the best retailers in different categories are identified.	x				x		x	
Slovakia	Nation-wide	<b>Online cash-register</b>	Aimed at helping small entrepreneurs who before had to use a regular cash register now use an online one. All SMEs are included with the focus on making the registering of sales more simple.	x	x		x		x		
Slovakia	Nation-wide	<b>ZľavaDňa (Sale of the Day)</b>	Slovak owned "discount" portal with a good knowledge of the Slovak environment and its local retailers. Participating shops, both online and non-online retailers and services providers offer short-term promotions.		x	x		x		x	

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Slovakia	Nation-wide	<b>Na bicykli do obchodu</b>	This project connects cycling and shopping. It connects shops that are well accessible by bike, provides facilities for bike parking and also gives discounts or presents for those who come to shop on a bike. All types of small retailers are involved, but also restaurants and food shops. <a href="http://www.nabicyklidoobchodu.sk/">http://www.nabicyklidoobchodu.sk/</a>	x				x		x	
Slovakia	Bratislava	<b>Obchodna ulica (The Shopping Street)</b>	The website is run by an NGO founded by shops on the shopping street. It provides an inventory of shops, information on transport, opening hours or sales of the participating retailers, but also information about history. Services and goods are presented per category and all types of retailers are involved.		x	x		x		x	
Slovenia	Nation-wide	<b>Business Portal (podjetnisk iportal.si)</b>	A website offering advice, advertising events and workshops, and opportunities to apply for grants, to all businesses and entrepreneurs.	x			x			x	
Slovenia	Nation-wide	<b>Moj Obrtnik</b>	A new version under construction: <a href="http://tst.mojobrtnik.com/">http://tst.mojobrtnik.com/</a> ; Members of the OZS (small retailers) can showcase what they are selling on this platform. <a href="http://mojobrtnik.com/">http://mojobrtnik.com/</a>	x	x			x		x	
Slovenia	Nation-wide	<b>Mozaik Podjetnih</b>	Members of the "Mosaic of the Entrepreneurial" can purchase goods from one another at a discounted price via the platform jaz-TEBI. <a href="http://www.mozaikpodjetnih.si/jaztebi">http://www.mozaikpodjetnih.si/jaztebi</a>	x	x			x		x	
Slovenia	Nation-wide	<b>Come Into Contact</b>	Dedicated to commercial agents in Slovenia, it indirectly supports the visibility and international reach of businesses (inc. small retailers). <a href="http://www.come-into-contact.com/">http://www.come-into-contact.com/</a>	x	x		x			x	

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Slovenia	Nation-wide	<b>Izvozno Okno</b>	The platform and website help businesses (inc. small retailers) internationalise and present their products to foreign customers. <a href="http://www.sloexport.si/">http://www.sloexport.si/</a> + <a href="http://www.izvoznookno.si/">http://www.izvoznookno.si/</a>	x	x		x			x	
Slovenia	Ljubljana, Celje, Koper	<b>Town Centre Management (TCM)</b>	Revitalising old town centres and making sure these are attractive, livable places.			x		x			x
Slovenia	Velenje	<b>"Buy locally"</b>	An initiative by the local community (region surrounding Velenje) to promote and support the buying/selling of local produce and products.			x		x			x
Slovenia	Ljubljana, Maribor, Celje	<b>The Green Circle Association of Slovenia</b>	An initiative supporting "collective orders" of local farmers' produce, where individuals can collect their orders on-site every 2 weeks on a fixed date.			x		x		x	
Slovenia	Koper	<b>Koper Card</b>	A card with sales, promotions, offers, coupons and sight-seeing discounts, to be used in the town centre of Koper.			x		x			x
Slovenia	Ljubljana, Celje, Koper, etc	<b>Associations of small retailers</b>	Working together to ensure small, traditional retailers remain viable and competitive.	x				x		x	
Slovenia	Ljubljana	<b>"Knights of the Cross Night"</b>	The small businesses on Krizevniska (Knights of the Cross) street come together several times a year to host events, a raffle with prizes/coupons provided by their businesses, etc.			x		x		x	

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Spain	Albacete	<b>Regional Plan for the Dynamisation of small retail in Albacete</b>	The plan pursues the dynamisation of the small retail sector through different actions: enhancement of the urban space through innovative actions (not involving urban planning), promotion through new technologies, trade campaigns, competitive innovation of the sector (new financing forms/products, temporary business support, etc.). Small retailers from Albacete city are involved. <a href="http://www.albacete.es/es/por-temas/comercio/.../plan...de-dinamizacion-del-comercio/.../file">www.albacete.es/es/por-temas/comercio/.../plan...de-dinamizacion-del-comercio/.../file</a>	x	x			x			x
Spain	Alcobendas	<b>Plan for the regeneration and commercial stimulation</b>	The plan pursues the regeneration of the sector, focusing on traditional retail and employment through the following activities: training (virtual platform), stimulating the creation of associations, online selling platforms, business support through the use of EU funds, etc. <a href="http://comunicacion.alcobendas.org/nota-de-prensa/alcobendas-impulsa-la-revitalizaci%C3%B3n-comercial-con-un-">http://comunicacion.alcobendas.org/nota-de-prensa/alcobendas-impulsa-la-revitalizaci%C3%B3n-comercial-con-un-</a>	x	x			x			x
Spain	Merida	<b>Small retail strategic plan in the urban area</b>	The plan pursues the revitalisation of the small retail sector through different strategies/initiatives: ICTs, association and institutional relations, training, promotion and communication, as well as identifying best practices. SMEs including small retailers are involved. <a href="http://www.urbanmerida.es/multimedia/areas/empresas/pequeno-comercio/PLAN-ESRATEGICO.pdf">http://www.urbanmerida.es/multimedia/areas/empresas/pequeno-comercio/PLAN-ESRATEGICO.pdf</a>	x	x			x			x

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Spain	Murcia	<b>Regional Strategy for the Dynamisation of small retail in Murcia</b>	The plan pursues business cooperation through associations, implementation of new technologies, new financing figures, export promotion, innovation and the development of new products and training. <a href="https://www.carm.es/web/pagina?IDCONTENIDO=47597&amp;IDTIPO=100&amp;RASTRO=c839\$m4850">https://www.carm.es/web/pagina?IDCONTENIDO=47597&amp;IDTIPO=100&amp;RASTRO=c839\$m4850</a>	x	x			x			x
Spain	Extremadura	<b>Regional plan for the support of the small retail in Extremadura</b>	The plan aims at the revitalisation of the retail, sector focusing on SMEs and employment through different innovative lines. The aim of these grants is the modernisation of pre-established retailers, as well as the incorporation of self-employed entrepreneurs into commercial activity and the creation of micro-enterprises and small and medium-sized commercial enterprises in Extremadura. <a href="http://www.gobex.es/comercioextremadura/ayudas-para-la-mejora-de-la-competitividad-del-pequeno-comercio-minorista">http://www.gobex.es/comercioextremadura/ayudas-para-la-mejora-de-la-competitividad-del-pequeno-comercio-minorista</a>	x	x		x				x
Spain	Rioja	<b>La Rioja Conectados</b>	This is a very innovative platform at the regional level. La Rioja Conectados offers regional retailers that request their admittance to the programme the implantation of a new system that includes, among other aids, the digitalisation of the point of sale, different campaigns and micro campaigns of commercial digitisation and the support of personnel specialised in marketing and the dynamisation for sales and marketing. <a href="http://www.larioja.org/comunicacion/es/portavoz/ader-fer-presentan-programa-rioja-conectados-apoyar-dinamiz">http://www.larioja.org/comunicacion/es/portavoz/ader-fer-presentan-programa-rioja-conectados-apoyar-dinamiz</a>		x			x	x		



Country	Location	Name	Description	Type of initiative: Business	Type of initiative: Digital	Type of initiative: Location	SME focus	Retail focus	Public governance	Private governance	Joint governance
Spain	Madrid	<b>Mercado 47</b>	Mercado47 is an online platform which aims to promote local retail, through the digitisation of Madrid's business ecosystem. The aim is to create a single website for all shops in Madrid to be online, providing them with high visibility, creating a community of "responsible consumption" by promoting local small enterprises, grouped on a single platform, enabling revitalisation thanks to promotion on the Internet, providing appropriate and comprehensive tools for small shops to have their own Internet presence, empowering SMEs to enable them to digitalise their sales and promotion processes easily and inexpensively, without any mark-up on the sales. The software is the outcome of an investment from a start-up and the platform Mercado47 is extensively promoted by the City of Madrid. <a href="http://www.mercado47.com">http://www.mercado47.com</a>	x	x		x				x
Spain	Madrid	<b>E commerce Comunidad de Madrid</b>	The DEC program is aimed at SMEs in the Commerce sector, freelancers and entrepreneurs in the Community of Madrid, in order to exploit the potential of e-commerce in generating growth and employment through the development of traditional retail and integration with new technological capabilities. <a href="http://portalemad.madrid.org/">http://portalemad.madrid.org/</a>	x	x		x		x		

Country	Location	Name	Description	Type of initiative: Business	Type of initiative: Digital	Type of initiative: Location	SME focus	Retail focus	Public governance	Private governance	Joint governance
Spain	Faro	<b>CECE platform with e-commerce by CEAL y Ayuntamiento de Faro</b>	<a href="https://www.rutacece.com/es/">https://www.rutacece.com/es/</a> Route CECE platform incorporates within its Social Hub an innovative e-commerce manager, designed to meet retailer's needs, so in an easy and simple way they can set up and manage their own online store shop. They can also create a new project, position their store, sell their products or services to consumers and businesses, capture new customers and negotiate with them. CECE Route accompanies retailers on their way to success.		x			x			x
Spain	Burgos	<b>Collaborative e-commerce platform by Federation of Commerce of Burgos</b>	This initiative is part of the Platform for Collaborative Economics launched by the Federation of Commerce of Burgos. It offers retailers services to potential clients in the platform and manages the information of their companies. <a href="http://www.fecburgos.com/plataformacolaborativa/">http://www.fecburgos.com/plataformacolaborativa/</a>		x			x	x		
Spain	Asturias region	<b>PIATIC</b>	This initiative covers the implementation and the first year of development and maintenance of a website. Help is offered for licence acquisition, implementation, training, parameterisation and custom development of advance management applications. Since 2004, 3 900 participants have attended events, seminars, training workshops, 1 289 businesses have benefitted directly from technological advice, while 11 161 have participated in the modernisation activities of associations. Run by IDEPA, a governmental authority in the Asturias region in Spain.	x	x		x		x		

Country	Location	Name	Description	Type of initiative: Business	Type of initiative: Digital	Type of initiative: Location	SME focus	Retail focus	Public governance	Private governance	Joint governance
UK	Nation-wide	<b>Small Business Saturday</b>	The Cherwell District Council supports Small Business Saturday, a UK-wide campaign which highlights small business successes and encourages customers to 'shop local' and support their local independent retailers. Free parking was once again introduced in January 2017 for the whole month to encourage post-Christmas trade and allow shoppers to take advantage of the traditional January sales.			x		x	x		
UK	London	<b>Weengs</b>	This initiative is led by a start-up company. It is ongoing, targeting small independent retailers, and works in an online environment. With Weengs' technology, packing expertise and equipment, they make it possible for independent retailers to sell and ship things they would have never considered. They offer a premium logistics service which helps the small retailers focus solely on their business. It involves a variety of small retailers, from antique sellers to toy stores. Weengs secured £2.2m in seed funding from Local Globe, Cherry Ventures and Seedcamp.		x			x		x	
UK	Gloucestershire	<b>Digital High Street</b>	Gloucestershire, local government with central government support. Started in 2016 and ongoing, involving all retailers, restaurants, and venues. Involves digital support for social networking, advertising and advocacy, website, app, blog, and training, bringing all participants together – consumers, retailers, and local government.	x	x	x		x	x		

Country	Location	Name	Description	Type of initiative: Business	Type of initiative: Digital	Type of initiative: Location	SME focus	Retail focus	Public governance	Private governance	Joint governance
UK	Wembley, London	<b>Digital High Street</b>	Clockwork City completed two support programmes for Brent Council, focused on Wembley High Road, a diverse urban centre in the shadow of the world-famous Wembley Stadium. This Greater London Assembly exemplar project delivered digital infrastructure and skills support for local SMEs, established a common place brand and identity, and formed a sustainable business association to continue the programme beyond Clockwork City's involvement and in partnership with Brent Council.		x	x	x	x			x
UK	Totnes	<b>Totnes - anti-big brands</b>	This initiative was set up by local retailers and is ongoing, involving small retailers and other SMEs. Varied digital activity, websites, apps. Heavily supported by local population and politicians. Self-supporting.		x	x		x		x	
UK	London (region)	<b>Hubbub.com</b>	Hubbub is an online delivery platform which makes it possible for urban consumers to order from as many local shops as they like and have it delivered to their home at a convenient time. Online platform which equips van drivers with mobile apps to communicate with each other. Involves all local shops like butchers, fish mongers and bakers. The website is a central place for consumers to find out more about, for example, their local fishmonger, butcher or cheese monger, while locating specialist food products without having to waste time visiting several shops. Prices are the same online as in store with the website enabling the local high street to join the digital era without investing huge sums in providing their own standalone delivery service.		x	x		x		x	

Country	Location	Name	Description	Type of initiative: Business	Type of initiative: Digital	Type of initiative: Location	SME focus	Retail focus	Public governance	Private governance	Joint governance
UK	Nation-wide	<b>Powerful Organic</b>	An online department store selling a variety of organic products including food, garments, and beauty. Powerful Organic tries to produce content about the latest trends. They monitor what is going on in the organic industry and try to generate content on interesting topics that are not that well known. This helps them to be seen as a specialist in their field, and they can attract new potential customers to the website.			x		x		x	
UK	Northumbria, Newcastle, Gateshead	<b>The Paddock</b>	The Paddock provides a bespoke weekly fruit and veg box delivery service throughout Newcastle, Gateshead and Northumberland. The Paddock aim to produce what vegetables they can and what they cannot is sourced locally from organic suppliers. <a href="http://www.thepaddock.org.uk/">http://www.thepaddock.org.uk/</a>			x		x			x
UK	London	<b>Pip Howeson</b>	This is a startup company, a small independent fashion retailer. Bespoke tailors using British fabric sourced from small independent mills in the UK. Pip Howeson is dedicated to the rejuvenation of the British textile industry, offering a bespoke tailoring service of handcrafted coats and jackets, championing the 'Made in Britain' brand. This startup used UK Government's Start Up Loans. The business has rapidly become a renowned brand with celebrity clients that include Stephen Fry and Hugh Bonneville.	x		x		x		x	

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