

THE IMPACT OF ADAPTION MANAGEMENT IN CONJUNCTION WITH PROFILE ORIENTED MARKETING FOR A HIGH URBAN, SUSTAINABLE ECONOMIC AND SOCIAL DEVELOPMENT QUALITY

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Abstract: Cities are the carriers and pioneers of socio-economic change and diverse development trends. In times to come, cities and regions definitely need clearly structured and consistent development plans. In this context demands in reference to the planning and usage of urban living space of cities and regions are increasing and require the use of new profiling systems. The main purpose of this paper is to provide an empirical evidence on the importance of the adaption management and profile oriented marketing systems for a clearly structured future and profile oriented urban development concept/system for the new demands of public/city planer in order to provide a high sustainable, competitive and innovative developmental quality for their inhabitants to live and work in. This future oriented development, create a challenging situation for the diverse districts. With the help of systematic, dynamic development processes the goal can be achieved. Firstly you have to figure out, how you can connect and implement profile oriented marketing and adaption management. Therefore you have to clear the question, is adaption management important to profile oriented marketing and development systems? The Answer is: Yes, it is! Adaptive management is a valuable tool and significantly correlated with sustainable marketing development processes. In this context, we also bear in mind that today innovation, diversity and networked thinking, are significant factors. Therefore the planer/organizations serves as a role model for the inhabitants and needs to be adapted to the new usage and specially needs at every step. The new profiling system offers a methodical basis and adaption management provides the soil.

Keywords: adaption management, planning process, profile-oriented marketing, sustainable development

1 Introduction

The demographic change shows a significant, unambiguous direction. Over the coming years cities substantially continue with strong growth. On the other side, it is likely that many peripheral and structurally weak regions are currently standing at a watershed in terms of their regional orientation and in particular are affected by struggle with massive declining population levels and an increasing number of elderly people. (Kern, 2015) However, in this connection, we must also bear in mind that today innovation, diversity and networked thinking, are significant and even more important aspects in a sustainable urban and competitiveness regional development and go hand in hand. Moreover, the basis of an efficient communication strategy, focus in particular on developing long-term, innovative and interlinked thinking.

According to current reports of the United Nations, half of the world's population is living in cities and it is expected that this number increase to two thirds of the world's population by 2050.

There has been an increasing process of merging cities and their surrounding regions into a metropolitan figure and a distinct separation and hierachization of spaces has become difficult. Therefore cities are expanding to regions (Zibell, 2003, p. 23), creating a homogenous entity of space regarding geographic, economic or political criteria.

Thus, cities are subject to constant change and diverse development trends (Ramsauer, 2012, p.2). Therefore, the importance of urban living space is constantly increasing, as cities are the housing-, work-, and life-centers of most people. In this context demands in reference to the usage, planning and design of urban places, spaces and cities are increasing (Welch Guerra, 2010, p. 5) thus require an innovative thinking manager, planer, leader and the use of new profiling systems.

Space however, has in the past few decades been redefined by sociologists (Schroer, 2006, p. 9). Urban living space has long been viewed as the setting of social and economical developments. However, urban living space can be viewed as more than that. Current theorists argue that people are constantly reconstructing space in their daily actions. Urban space is no longer the setting but becomes an integral part of social and economic processes and is characterized by suburbanization and structural change and requires to understand city planning as a

dynamic development process. (Löw, 2008, p. 51). According to Heinrichs (1999, p. 9), there is a growing mutual competition between cities and regions, much like between companies. Profile oriented marketing (Kellner, 2007) has demonstrated successful in distinguishing goods and services from those of competitors, because the profile, incorporating the values of an organization gives the product an emotional fingerprint.

The aim of this paper is to understand, how profile oriented marketing can be implemented to increase the attractiveness of the urban living space of cities and regions. In the case of urban living space this role is taken by innovation, diversity and culture. Therefore, the doctoral thesis will be particularly concerned with the question, is profile oriented marketing a suitable tool to increase the attractivity of cities or regions to individuals/citizens or organisations/companies and thereby enhance the developmental quality.

In times to come, cities, communities and regions definitely need clearly structured and consistent development plans in order to provide a secure social and economic environment for their inhabitants to work and live in. Therefore it is the task of public manager, city- and communal planer and those who took on responsibility to make sure that short-, middle- and long-term requirements of the citizens are met as best as possible, so that a high, sustainable, innovative, urban development quality can be achieved (Kellner, 2006, p. 223).

The themes and content of adaption management and sustainable urban and regional development cannot easily be separated from each other, as they are often both overlapping and interrelated. Thus, it appears to be important to address the question from a management perspective of the role of adaption management in profile oriented marketing for sustainable, innovative economic and social development on the one hand and from a marketing perspective on the other hand. Therefore, this paper contains two sections, dealing with the questions how the environment needs and changes to be organized and how the managers/planers needs to act, respectively, to promote innovation and diversity for a high sustainable development quality. A third section adresses, how these two perspectives can be integrated.

2 Adaption management issues

It is important to translate and describe the term and aspects of adaptive management in an easily, clearly and comprehensible way to put it in practice, to ensure that becomes reality and are systematically integrated into daily actions that are oriented towards the specific needs and the new usage and planning. Adaptive management was introduced in the 1970s, by a group of ecologists and can be viewed as „a structured and systematic process for continually improving decisions, management policies, and practices by learning from the outcomes of decisions previously taken.“ (Intaver Institute, 2014)

This definition basically translates into „learning by doing“. Adaptive management is now used for all kinds of projects outside the field of ecology. The key to adaptive project management is to manage projects based on learning from actual project performance and to learn via the use of quantitative methods. Therefore, adaptive management includes the following elements (National Research Council, 2004, Figure 1):

- The formulation of management objectives, which are regularly visited and revised.
- A model of the system being managed.
- A range of management choices.
- Responsive power structures.
- Monitoring and evaluation of outcomes.
- A mechanism(s) for incorporating learning into future decisions.

The goal of adaptive management is to determine the best management strategy through experimentation. Thereby, adaptive management aims to enhance knowledge and reduce uncertainties from natural variability, incomplete data (National Research Council, 2004) or social and economic changes. Furthermore, adaptive management aims at a timely response to such changes, i.e. flexibility in decisions.

Passive and active approaches to adaption management can be distinguished (National Research Council, 2004).

Passive adaptive management selects one management approach from the range of possibilities and implements based on existing information and understanding. The outcomes of management actions are monitored, and subsequent decisions are adjusted accordingly.

Active adaptive management reviews information before implementing management approaches. Management options are chosen based upon evaluations of a range of competing, alternative system models.

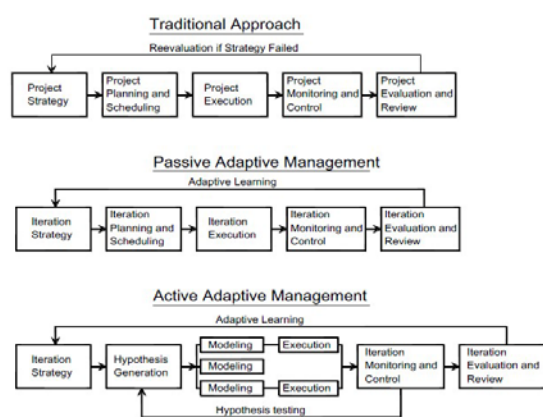


Figure 1: Adaptive Management Process (Intaver Institute, 2014)

3 The role of adaption management in profile oriented marketing for sustainable regional economic and social development

Cities or regions are constantly subject to social and economic change, reshaped by the daily actions of their inhabitants and resident organizations. Therefore uncertainties can be expected to be high and management processes have to be highly flexible. Thus, adaption management measures could be valuable to the aim of increasing the attractiveness of cities, regions and enhance the sustainable social and economic development quality via profile oriented marketing. The paradigm shift in the understanding of urban living space mirrors current paradigm shifts in marketing. Where the brand itself was in the center of marketing strategies until recently, new marketing models focus their efforts on people. Marketing strategies need to be monitored, evaluated and updated accordingly.

Profile Oriented Marketing can be understood as *“the expression of a comprehensive philosophy and concept of planning and action, by which – based on systematically gathered information – all activities of an organization are consequently directed towards the current and future market requirements, with the aim to meet the markets needs and achieve individual goals.”* (Weis, 2012, p. 23 translated)

A **profile** is a bundle of individual, as unique as possible characteristics of a communality. These characteristics include the quality statement (*mission*), the aspired state (*vision*), a clear and valid mind-set (*principles*) and the appearance (*corporate identity*) of the organization.

By defining its aspired state, the profile gives an organization a clear direction of development, a perspective to work future oriented. Therefore, the profile is the pivotal point of marketing actions, as outlined in the Profiling-Structure Modell by Kellner (2007, p. 60 shown in Figure 2).

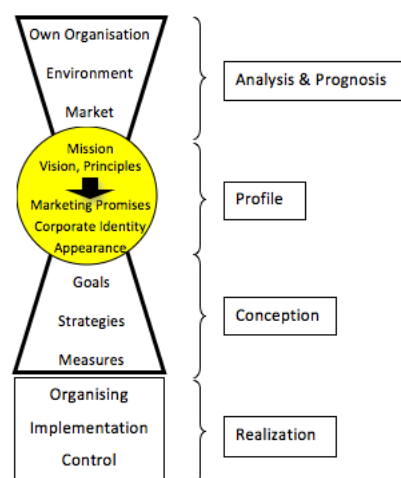


Figure 2: Profiling-Structure-Model (Kellner, 2007, p. 60, translated)

The profile is in itself a result of constant analysis and prognosis of the own organization (city), the environment, the competitors and a prognosis of future market development. Once the profile is established clear goals can be defined and strategies and measures to achieve these goals can be developed, which can then be realized by a strict organization and control mechanisms at each implementation step. In that respect, profile-oriented marketing implements measures of adaption management. It is however a challenge to bridge the gap between providing a clear perspective and keeping values constant and recognizable, as intended by the profile, on the one hand, and constantly updating and flexibly changing marketing strategies on the other hand.

4 Improvement of Adaptive Capacity

Adaptive capacity is the capacity of a system to adapt to environmental changes.

In ecological systems, diversity is the catch phrase for factors generally associated with increased adaptive capacity (Gunderson & Holling, 2001).

Adaptive capacity of regions is influenced by economic development and technology, but also by social factors (Klein and Smith, 2003; Brooks and Adger 2005; Tompkins, 2005; Berkhout, 2006). With respect to climate change or natural catastrophies, adaptive capacity has been related to community organizations and social networking (e.g. Tompkins, 2005; Robledo, 2004).

In social systems, adaptive capacity is determined by (Gunderson & Holling, 2001):

- The storage of knowledge in order to learn from experience.
- flexibility and creativity of decisions.
- Responsive power structures.

5 Conclusion

In summary adaption management is a valuable tool to be integrated in marketing approaches for sustainable regional and economic development. Profile oriented marketing appears to be the option of choice too increase attractiveness of cities or regions and can give important impulses. It may be helpful to assess the adaptive capacity of a city or a region in case of social

or economic change. This capacity may even be integrated into the profile as part of the marketing strategy: **We are attractive, because we are adaptive.**

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