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Information about a business location on the web: Investors' needs and a local authority's offer

Walter Scherrer

Professor in Institut für Wirtschaftswissenschaften – Universität Salzburg
Kapitelgasse 5-7 – 5020 Salzburg – Austria – Phone: +43 662 8044-3705 – Fax: +43 662 8044-623
www.sbg.ac.at/wiw/scherrer.htm - Email: walter.scherrer@sbg.ac.at

Sommario – 1. Some aspects of territorial competition in the information age – 2. Determinants of the quality of a business location – 3. Information about a business location on the web: Some experience from the city of Salzburg

Abstract

With the dissemination of information- and communication technologies some peculiarities of territorial competition have emerged. After a brief discussion of these issues a framework for categorizing the factors which determine the quality of a business location is developed which consists of five groups of “hard” location factors and four groups of “soft” factors. The framework is tested to find out the most important determinants of Salzburg's quality as a business location as seen by investors from service industries. In the final section the framework is applied to identify information deficiencies on the internet about Salzburg as a business location. Only part of the suggested improvements could be realised with quick fixes while in some cases changes of the organisational structures in which territorial marketing services are offered would be required.

1. Some aspects of territorial competition in the information age

Economic growth ranks on top of every country's, region's and local community's policy agenda. Fostering regional growth through attracting investors from outside the area is one of the instruments to accomplish this goal and to offer income and job opportunities for residents. But competition among regions for inter-regionally mobile investors has intensified and poses a major challenge for governments at the national and at the sub-national levels and their administrative units which are in charge of economic policy and in contact with investors in particular. Finding out the information needs of inter-regionally mobile investors and reshaping the information channels between administrative units and investors is a necessary precondition for administrations to adjust to the changed situation.

In the rest of this section some peculiarities of territorial competition which emerged with the dissemination of information- and communication technologies are discussed. In the next section a framework for categorizing the factors which determine the quality of a business location is developed and then it is tested to find out the most important determinants of Salzburg's quality of location as seen by investors (service companies) from outside the area. In the final section the framework is applied to find out information deficiencies about Salzburg as a business location on the city of Salzburg's webpage.

Attracting business investment on the one hand has become an ever more important issue of economic policy both at the national and at the sub-national levels as investment from outside not only adds to capital accumulation but can also enhance the level of knowledge and technology in an area. On the other hand an interrelated set of technological changes and organisational innovations which has emerged during the last few years – mostly based on new information- and communication technologies – has greatly facilitated the private sector firms' flexibility to choose the location of production and of providing services. This is one of the key features of globalisation and puts pressure on firms as they rely on favourable business conditions thus being forced to seek an optimal location in order to be competitive.

As *space* has gained increasing importance in economic decisions of firms and economic policy making competition for investors has intensified among nations and regions. The type of this competition has changed, too, because the significance of qualitative factors in firms' decision making has increased in an economic environment which is increasingly determined by quality competition. At the same time the scope for providing subsidies and other financial support to investors at the national level has been shrinking as financial support has become subject to the rulings of multinational bodies like the World Trade Organisation and – as far as the European Union is concerned – it is also subject to rather restrictive supranational regulations.

Economic theory increasingly acknowledges the importance of a region's regulatory and administrative structure for shaping its business climate in a way which is conducive to economic growth. Key to long run economic development and regional economic growth is innovation: The traditional linear model of the innovation process which hierarchically structures basic research, applied research, and the economic utilization of research (innovation) is challenged by a systems approach to innovation. In such "systems of innovation" learning, exchange of information and interaction between agents is crucial both at the national level (Lundvall 1992) and at the sub-national level (OECD 2001). To accomplish a region in which innovative activities flourish and economic agents interact intensively – which is labelled a "*learning region*" (Maillat/Kebir 2001, 267ff) – is considered a desideratum of regional economic policy. Thus economic policy ought to foster interaction among agents, it ought to attract innovative firms into its territory, and it ought to contribute to the development of new knowledge in the region (Maillat/Kebir 2001, 275).

This entails that non-financial support for investors has become more significant in the competition among regions, and that the business environment or business climate in the area has become a prominent target of economic policy at all levels of government. The municipal government of the city of Salzburg – which provides the empirical basis for this paper – like numerous other regions has established a Business Service Centre (BSC) which provides business-related services and information about the city of Salzburg which might be of interest for potential investors. The tendency to emphasize non-financial investor support is also reflected by many countries' efforts to undergo regulatory reform and to streamline administrative procedures and public administrations. To provide information which is relevant for location decisions of private firms on the internet is an interesting and widely used tool to attract innovative investors and to facilitate the setup of networks in the regional economy.

2. Determinants of the quality of a business location

2.1. Conceptual considerations

What makes firms settle in a certain business location? Economics literature provides a variety of classifications of relevant characteristics which determine locational advantage. Four categories of functional locational characteristics which have been suggested by Gordon and Cheshire (2001, 139) are the a starting point for our analysis:

- *Production factors* – including costs and availability of premises and labour of various types, together with locally produced intermediate inputs, and local markets;
- *Residential environment* – affecting the ability of businesses to attract and retain some particularly mobile types of labour (thus acting through some of the production factors);
- *Business milieu* – external, unmarketed influences on the productivity, innovativeness and dynamism of local firms; and
- *Accessibilities* – involving the relative ability to access valued production factors, environments and milieu in other areas.

These categories provide a useful general framework although they do not include operational indicators, yet. Therefore in a next step specific indicators have to be defined, and in a further step the relative importance of the categories and the individual indicators in firms' location decision making ought to be analyzed.

An interesting example for a categorization of determinants of the quality of a business location from (large) U.S. manufacturing firms' point of view is given by Udell (2000; 2002). Based on extensive field research among U.S. business executives from the manufacturing sector Udell identifies five major categories of determinants of the quality of business life which do not exactly match with Gordon and Cheshire's categories. Each category in turn is sub-divided in four components (Udell 2002, 493):

- *Government*: Business tax structure and burden, personal tax structure and burden, government laws and regulations, quality of government services.
- *Labour*: Supply of appropriate labour skills, worker attitudes and stability, productivity and per-unit cost of labour, and congenial labour-management relations.
- *Market and service*: Proximity to major markets, availability and cost of distribution services, availability and cost of financing, and the availability and cost of other business services.
- *Community and geographic*: "A good place to live", loyalty to the area, proximity to corporate headquarters, and the quality of the people and their attitude toward industry.

– *Other cost factors*: Availability and cost of raw materials and fabricated parts, availability and cost of water, energy and other utilities, availability and cost of land, and availability and cost of production facilities.

Under the assumption that weights attached to the five categories add up to 100 per cent executives in manufacturing firms identified *labour* as the relatively most important category (31,3 %) followed by geographic factors (21,2 %), government (18,7 %), and market and services (17,2 %). Other cost factors have been given only a weight of 11,7 % (Udell 2002, 496).

Executives of business service providers perceived labour as being even more important (35,4 %) than their manufacturing colleagues. Community and geographic components ranked second, receiving 21,7 % of the weight and thus being more important than perceived by manufacturing firms. Government was considered to be third in importance and received an average of 18,9 % of the weight, while other cost factors accounted only for 9,5 % of the weight (Udell 2002).

The categorization of Gordon and Cheshire and the concretization of a system of indicators by Udell suggest for empirical research to develop custom-tailored sets of determinants (categories/dimensions) and to specify indicators which cover these dimensions according to the specific research question and in accordance with the specific environment of the region which is analysed. Udell (2000) showed that business service providers and large manufacturing firms attach different weights to individual items within a specified set of factors which resulted from surveys of executives from manufacturing firms. But the problem is rooted deeper: Factors which are relevant for location decisions of small and medium sized enterprises need not necessarily be relevant for large firms, and some factors which are relevant for service firms need not be relevant for manufacturing firms at all.

Therefore a larger set of determinants of the quality of a business location is proposed here. We distinguish between five “hard” location factors (table 1) and four “soft” location factors (table 2). Each of these factors can basically be sub-categorized into various items (the first columns in tables 1 and 2 give examples for such items).

– The hard factors include local markets, infrastructure, land as an input factor, geographic position, and public finances. Each of these factors comprises four dimensions (quantity, quality, cost/price, and risk involved) which can be captured by and large by quantifiable indicators (therefore these factors are labelled “hard” factors).

Walter Scherrer
Information about a business location on the web:
Investors' needs and a local authority's offer

Table 1: "Hard" location factors

Location factors Items	Dimensions and indicators (examples)			
	Quantity	Quality	Cost/price	Risks
Local markets <ul style="list-style-type: none"> • Labour market • Customer markets • Procurement • Business services • Subcontractors and partners • Education, R&D • Capital market and finance 	Labour supply; Purchasing power; Market size; Universities and research institutes; graduates; Savings rate	Skills, flexibility; Market competition Firm size structure Experience of local suppliers; technical and business graduates; Market liquidity	Labour cost; Cost of market entrance and leaving the market	Risk of labour unrest Rule of law, Market risks
Infrastructure <ul style="list-style-type: none"> • Waterways, roads, train, airplane • Public and private transport • Mail • Telecom • Energy, water • Waste, waste water 	Km of transport routes; number of connections; Person – freight; Availability Availability, capacity	Attainability by clients and subcontractors; Speed, of service, transfer times, technical standard; Energy sources; water quality, disposal of specific sorts of waste; distance to waste disposal sites	User fees, gas price, train and air fares, telecom fares, other prices	Reliability of service: strike rates, breakdowns, environmental risk
Land as input factor <ul style="list-style-type: none"> • For production sites • Living • Raw materials 	Availability, access, system of property rights	Availability of infrastructure, traffic connections	Price of land/ real estate, cost of construction; cost of access to raw materials	Property rights and law enforcement
Geographic position <ul style="list-style-type: none"> • Economic integration • Interregional and international market relations 	Foreign trade Regional specialisation	Market access, proximity		Political and legal risks
Public finances <ul style="list-style-type: none"> • Taxation • Subsidies 		Complexity of the system, bureaucracy	Tax rates and structure Amount of subsidies	Predictability of (tax) policy

Table 2: "Soft" location factors

Location factors Items	Indicators (examples)
Politics and stability of the society <ul style="list-style-type: none"> • Political stability • Economic policy • Social stability 	Predictability of political decisions Regulatory activity Strikes, labour relations
Administrative and legal system <ul style="list-style-type: none"> • Reliability • Speed • Customer orientedness 	Rule of law; protection of property rights Time required for receiving permits Structure of the public administration system
Work attitudes of the local population <ul style="list-style-type: none"> • Entrepreneurship • Openmindedness 	New firm creation Interregional differences in referendum results, share of foreigners in the local population
Quality of life <ul style="list-style-type: none"> • Natural environment • Cultural environment and facilities • Sports possibilities 	Imission data, climate Quality and variety Availability and proximity

– Soft factors include politics and stability of the society, administrative and legal system, work attitudes of the local population, and quality of life. These indicators generally are more complex, in most cases they are qualitative by nature, and therefore are more difficult to quantify. Nevertheless according to the considerations in section 1 it can be assumed that they play an increasingly important role in firms' business location strategies.

2.2. Empirical application of the concept

The framework has been empirically tested by reviewing a focus group of business executives whose firms had undertaken a major location decision during the 1999 to 2001 period in the city of Salzburg. The sample includes firms from a wide range of service industries like real estate development, wholesale and retail trade, car related services like repair, finance and insurance, industry automation, and software training. Only such firms were included in the survey which had taken the decision to locate its business in the city of Salzburg within three years before the interview in order to achieve a recent picture of the information strategies of firms with respect to the use of internet.

The total population of potential respondents is unknown but considering the extent of location-relevant investment activities of service sector firms in the area it can be assumed to be small. So the focus group of respondents was kept small, and the analysis is based on eight extensive in-depth interviews. The results can be considered a good representation of views on the quality of Salzburg as a business location by those investors from the service sector who actually took a major location decision in the city of Salzburg in the 1999 to 2001 period.

To identify the factors which investors consider important for their location decision respondents first were asked "open" questions about the major motives for locating their business in Salzburg. The answers then were verified with a checklist ("closed" questions) of location factors which has been derived from the framework developed in the preceding section. By this procedure it ought to be ensured that both there is no questionnaire-bias (which means that respondents just stick to some pre-given categories) and that the check list in fact includes all relevant factors.

Respondents were asked to attach priorities to the indicators according to the following categories, and they were also asked to explain the priorities which they attach to the individual items:

- "1st priority" – the item is very important for location decisions;
- "2nd priority" – the item is important for location decisions;
- "Of course important" – the item is a self-evident prerequisite for investment;
- "Not important" – the item is not important.

The results of the checklist survey are reported in tables 3 and 4. The factors named as important most frequently were:

- Access to markets in surrounding areas,
- Skilled labour,
- Quality of transport and telecommunication infrastructures,
- Availability and price of real estate,
- Reliability of economic policy,
- Administrative procedures, and
- Entrepreneurship of the population.

The interpretation of the results has to take into account that the requirements of firms with respect to the quality of a business location differ across industries. Therefore even if there is only a small number of 1st priority-answers in one category this does not necessarily suggest that this category is not important for location decisions. E.g. for retail trade firms customer frequency is a core criterion for location decisions while for firms producing industry related services customer frequency might have no meaning at all.

The results of the survey based on open questions suggested to add one more item to the check-list which is considered important for investment decisions in Salzburg: Some kind of

personal contact or relationship with the area. In many cases such contacts exist because of Salzburg's good image as an international centre of culture which more than half of the respondents consider the area's most important asset. In two cases Salzburg's image played a decisive role in the location decision process as the Austrian subsidiaries of German multinational firms had just to offer "something special" to their headquarters.

The other results of the check-list approach have largely confirmed the results of the open questions-survey. It can also be concluded that when asked open questions respondents tend to emphasize the importance of soft factors of location (like a location's image and its natural and cultural environment) more than in a check-list based survey.

Table 3: Hard location factors – Salzburg as a business location

Hard location factors	Indicators	1 st Priority	2 nd Priority	<i>Of course important</i>	not important
Local markets					
Customer market	Local purchasing power	3	2	0	2
	Customer frequency	3	1	0	3
	Competition in the region	0	5	0	2
Labour market	Skilled labour	6	0	1	0
	Work time flexibility	0	3	4	0
	Labour cost	1	2	2	2
	Productivity indicators	0	0	2	5
	Labour law	1	1	1	4
Education, R&D	Schools and universities	4	1	0	2
	Research institutions	1	2	0	4
Procurement	Subcontractors in the region	0	1	0	6
	Business services	0	2	2	3
	Market size	1	1	0	5
	Competition in the region	0	2	0	5
Finance	Regional credit market	0	1	1	5
	Regional partner	1	1	0	5
Infrastructure	Public transport	5	0	0	2
	Attainability by car	4	2	0	1
	Attainability by trucks	4	0	1	2
	Air transport	3	1	1	2
	Railroad	4	2	0	1
	Attainability by bicycle	1	2	0	4
	Quality of telecommunication	7	0	0	0
	Mail	2	4	1	0
	Energy	2	2	2	1

Walter Scherrer
Information about a business location on the web:
Investors' needs and a local authority's offer

	Water: price, quality	0	2	1	4
	Waste removal	2	1	2	2
Land as an input factor	Location	5	0	1	1
	Land use destination	4	0	1	2
	Size	5	0	0	2
	Price	4	1	2	0
	Natural resources	0	0	0	7
Geography	Access to markets in surrounding areas	7	0	0	0
Public finance	Taxation	2	0	1	4
	Subsidies	1	2	0	4

Table 4: Soft location factors – Salzburg as a business location

Soft location factors	Indicators	1 st Priority	2 nd Priority	Of course important	not important
Politics and stability of society	Reliability of economic policy	5	0	1	1
	Regulation (market access, environment, land use)	3	3	0	1
	Labour relations	2	3	1	1
Administration	Administrative procedures	5	0	1	1
	Support for investors	4	2	0	1
Work attitudes	Entrepreneurship	4	0	2	1
	Open-mindedness	3	1	2	1
Quality of life	Natural environment	4	2	0	1
	Cultural environment	4	1	1	1
	Sport facilities	0	4	0	3

3. Information about a business location on the web: Some experience from the city of Salzburg

3.1. Background

The framework which has been developed and tested above is now used to explore investors' information needs about the city of Salzburg. The Business Service Centre of the city of Salzburg has supported a study to explore its customers' information needs and how the provision of information for investors could be improved (Scherrer 2001).

Both the region's and the city's economic structures are characterized by large shares of the service sector in regional value added and the manufacturing sector's share being significantly below national average. The size structure of firms is dominated by very small and small units as there are only about one dozen of firms with 1000 or slightly more employees in the whole province of Salzburg. The city of Salzburg considers itself as a business location primarily for service sector firms and small-scale manufacturing. Due to the geographic location amidst mountains land-intensive production processes face the problem of limited availability of land. This problem is reinforced by a potentially negative impact of large scale production processes (industrial manufacturing in particular) on the ecological environment as this could interfere with the tourism industry for which the intact natural environment is a major asset.

The sample of the study comprises three sub-groups, one of them being investors from outside Austria which decided to locate their business in Salzburg. These firms face an extensive need for information about Salzburg as a business location, and their approach to the topic is characterised by a broad spectrum of relevant aspects concerning the quality of a business location. Another subgroup consists of firms located in Salzburg which took a decision on maintaining activities in Salzburg or relocating their activities to a different place. These firms have rather good knowledge of the local markets and have good and sometimes informal access to local information sources. Finally real estate developers have been interviewed who have been active as a developer of real estate projects with commercial or mixed commercial and housing use in recent years in the city of Salzburg. These firms have excellent knowledge of the local market and informal access to all kinds of local information sources and they have a good overview of their clients' motives for investing in the area.

3.2. Information deficiencies on the web

In many firms which frequently develop or expand business locations there exists significant firm-internal know-how in real estate management and business location development. These firms know the regional market very well and therefore they say that they do not rely on data provided by public authorities. This may at least partly explain why only less than half of the respondents use the *internet* for preparing their location decision; it also matches well with the provincial government's place marketing agency's experience that approximately one third of initial customer contacts have been established via internet.

Of course the use of firm-external sources of information is of great relevance in the location decision process. About half of the respondents of the survey have availed the BSC's services, and they report that administrative procedures had been facilitated and accelerated significantly due to the actions of the BSC. According to respondents the BSC has successfully contributed to help investors in the process of obtaining permissions, and in one case it proved to be very helpful in mediating a potential conflict with neighbours. During their location decision process firms also have been drawing on other firm-external sources like real estate firms, real estate brokers, banks, lawyers and tax counsellors, the Chamber of commerce, and specialized data bank services.

When searching on the internet it seems to be difficult to get a good overview of Salzburg as a business location because information is dispersed across a wide range of organisations like the city of Salzburg, the province of Salzburg, the Salzburg Agency (the BSC's counterpart at the provincial level), the Salzburg branch of the Austrian Chamber of Commerce, etc. Some respondents claim an information overflow and suggest that web pages providing less information – which ought to be focused on specific target groups – would be more effective.

Of those investors who do make use of the internet during the location search process only a minority seems to use it for collecting the first information about a business location. The most relevant facts and data which are checked first during this process are focused around three topics: First, attainability, size, price, land use dedication, and supply of infrastructure of potential business locations (i.e. pieces of land). Second, investors search for information about administrative procedures: Who is the investor's partner in the municipal administration? In which time span can an investment project be realised? And third, investors search for information on the regional market environment: Are there firms in the area which could be customers or potential co-operation partners? Which urban development projects are currently under way?

Frequently the internet is used by investors during the second step of information search. Topics include detailed information on legal issues in the field of trade law and labour law (e.g. collective agreements), the search for lawyers and tax counsellors, for contact persons and for potential customers. Respondents summarize the internet's significance for location decision making that it is important to provide basic information about the business location there while more detailed information is ought to be custom-tailored by organisations like the BSC.

When asked to specify information deficiencies of the BSC's web page most respondents say that at least some important information and data has been very difficult to obtain. After first-comers have inserted "Salzburg" into an internet search engine most hits will lead to Salzburg.com – the server of the province's leading daily newspaper but not to the home pages of the municipal or provincial administration. Much more important is that information on prices and non-price properties of real estate is perceived insufficient: There are too few concrete facts about available real estate which is offered to investors, information on the existing stock and on the amount of planned commercial and office space as well as on idle office and commercial space is missing, and information on real estate prices and office space cannot be obtained via the BSC's home page.

Information on administrative procedures is considered to be treated insufficiently on the home page of the BSC, too. Investors search for information about the appropriate authorities and the structure of the regional administration. A time schedule of the administrative procedures to be passed through for obtaining the required permits for realising real estate development and construction projects in the city of Salzburg would be very helpful. Specific difficulties arise when it is necessary to obtain licenses for *several* trades for starting a business; it would be extremely supportive for investors to have a single competent contact person for achieving all of these permits.

Another serious issue is that information on potential business partners in Salzburg is largely missing on the internet. It is difficult and costly to find out what kind of firms are resident in the

Salzburg area, what their core competences are, and if they would be interested in co-operating. The market for qualified and specialised business services like business lawyers, notaries, business consultants, tax counsellors etc. on which particularly external investors rely is not transparent, too. Occupational regulation and competition law set a narrow limit for providing information on the latter issue.

Finally real estate developers and investors in retail trade miss more detailed information on local purchasing power indicators. Investors regularly conduct detailed location analyses either by themselves if they have sufficient in-house information or employ specialized firms. Results from urban transport and other studies which are done by the local and provincial administrations would be useful for conducting such analysis but have been very difficult to obtain by investors, particularly by „outsiders“. For the local administration this problem might be a minor one because the area has already become a centre of retail trade and a further expansion of retail trade might be considered not a major goal as this industry largely offers low-skilled and low-wage jobs.

3.3. Hints for quick fixes and structural changes

The survey yielded a variety of suggestions to fill information gaps and to improve the internet presentation of the BSC. One dozen of home pages of business locations were considered by respondents to offer “better” solutions than the BSC with regard to specific aspects of information which is relevant for investors. An analysis of these cities' and regions' homepages which was performed in July and August 2001 showed some interesting results (Scherrer 2002):

- Websites differ significantly with respect to its communicational approach and to its structure. An overall benchmarking of websites is simply not feasible because they are too different to compare. Only some aspects can be compared and it seems to be impossible to identify a “best solution” for the design of a homepage.

- Easy access is one indicator which can be tested across web pages: Inserting merely the Domain name “Salzburg” in a very widely used internet search engine (www.google.com; July 2001) the city of Salzburg ranks sixth on the results list. For comparison, inserting the names of the cities of Vienna and Düsseldorf the websites of these cities are displayed on top of the result list; the same procedure for Linz yields the second rank for city, for Zürich the fourth rank. But after having already arrived at the homepages of Salzburg and Zürich it needs only one more link to find one's way to the business service pages while in Düsseldorf and Vienna the business-related pages are two clicks away and in Graz you need to mouse-click three buttons.

- A means to cope with information overflow is to focus information on specific target groups. E.g. fact sheets which are of interest for specific industries or which are relevant for specific functions can be provided as downloads in pdf-format as well as maps from which travel distances and transport times to major economic centres in Europe can be easily depicted. Such changes could easily be accomplished within the existing organisational und technical structures.

– Respondents in the survey claim that the city of Salzburg's BSC and its services are not yet known well enough; this is even true for firms in the region's real estate and related industries. More business orientation of its services and more pro-active marketing effort would be required to improve the effectiveness of the BSC. Marketing activities among real estate firms ought to be intensified in particular because these firms could act as multipliers of information. As the survey showed that the BSC's services are highly esteemed by its clients a more "offensive" and business-oriented marketing and public relations strategy would be justified.

– Some details of the marketing strategy could be changed easily: E.g. some cities deliberately offer "investor coaching" as a service for potential investors. This means that an investor is guided by a qualified employee of the city through all necessary administrative procedures which accelerates administrative procedures significantly and therefore is of great importance for the location decision process. Salzburg's BSC also offers such a service but until recently it did not use the term "investor coaching". A further suggestion made by respondents was to include a picture of each contact person at the BSC in order to lower possible psychological barriers to contact. Basically this change ought to be fixed easily, but the corporate design of the city of Salzburg's web page – into which the BSC is included – has to be taken into account. This leads to the issue of the BSC's degree of autonomy:

– In order to make the Business Service Centre's internet-based services more effective a higher degree of autonomy from the city's central administration would be required. As long as most of the maintenance of the webpage is done centrally by the municipal data processing department the necessary flexibility of the BSC to respond quickly and to frequently update its webpage is not given.

– Information about prices of real estate, rental prices, and firms operating in the area are missing on the BSC's webpage. Basically much information is available within the local administrations because all firms have to pay local taxes, and private firms and/or semi-private organisations commercialize a large stock of information on firms. Because of high development and maintenance costs the setup of an own database by the local authority in many cases would not be the best solution to the problem. Purchasing some information would be one way to close that information gap, some form of cooperation with information providers seems to be another promising one.

– There is also no "quick fix" at hand for improving information on the availability of real estate in the city of Salzburg. In larger cities like Vienna the local Chamber of Commerce and the local government in a joint effort regularly offer analyses of available office and commercial space and information on development projects etc. For a relatively small town like Salzburg establishing a Public-Private Partnership with the local Chamber of Commerce and major firms in the region's real estate industry (see Scherrer 2002) could be helpful to improve market transparency.

Therefore it can be concluded that some of the suggestions to improve the quality of information which were made by respondents of the survey could be realised within the existing

technical framework and organisational structures rather easily ("quick fixes"). But other means to close information gaps require more funding and significant changes of the organisational structures in which Salzburg offers its territorial marketing services.

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