Barcelona
URBACT Markets Local Action Plan

December 2014

Connecting cities
Building successes
INTRODUCTION

Background and objective of the Local Action Plan

Traditionally, Barcelona’s markets have formed a network of shops and commerce that distribute food produce and non-food products to inhabitants in the city. When distribution channels were less developed these small shops and markets provided foodstuffs for citizens in this very compact Mediterranean city. Barcelona has promoted a city model that promotes local commerce, but also the relationship side of this experience.

Shopping for foodstuffs is an integral part of Barcelona lifestyle. Markets have changed their service offer as citizens’ demand and consumption patterns changed. Markets have been part of a leverage process that not only provides quality, fresh and healthy produce, but they have become drivers of new urban spaces and the renewal of buildings, the social integration of neighbourhoods and the creation of new economic centres in city quarters that provide quality of life. This process is managed by Barcelona’s Institute of Markets (IMMB), a dedicated agency which helps stall holders professionalise their services to meet demands.

Markets are part and parcel of the city model and as such anything relevant to their future needs planning and strategy, in accordance to the needs of stakeholders. Local commerce and markets are facing challenges that range from economic competition, regulatory frames, social change, amongst others, especially given the current recession.

While markets have seen tremendous advances in terms of facility modernisation and new services over the last 10 years, now stakeholders involved in markets in Barcelona need to set out a vision for the next 10 years taking us up to 2025, establishing objectives, stakeholder involvement and creating indicators to measure success. The result has been a planning process that started out when Barcelona joined the URBACT Markets project. This participatory process has enabled the city to create a Local Action Plan which has also become a strategic plan for the city’s markets agency and a major city policy planning tool.

Development process of the Local Action plan

Developing the Local Action Plan (LAP) involved firstly a process of diagnosis using PESTEL, SWOT analysis, and secondly a strategic process highlighting visions, strategic objectives, actions and indicators to measure success. Objectives were set and each had accompanying policy measures and related actions. A
participatory process was key throughout because of the wide impact markets have on Barcelona’s social and economic networks.

The process for developing the LAP was conceived as a participatory process leveraging four types of working group, depending on their importance in the development and operation of the plan. Firstly, there was an inner circle formed by IMMB executive members (Barcelona’s Markets Agency), and secondly an executive circle with IMMB representatives and 6 other key stakeholders; thirdly, there was an advisory circle divided into three working groups: representing the soul of markets policy (Renewing neighbourhoods through public policy in and around markets); a group representing the driving force of markets (Employment, entrepreneurship and economic development), and finally a group representing the role of sustainability through markets (Environment and proximity) with IMMB present in all working groups and each formed by 6-8 people; fourthly, there was a plenary circle: consisting of more than 200 people. IMMB led the participation processes. 2013 saw the diagnosis phase completed, with 2014 set aside for strategic proposals, with the plenary meeting held 2 times, advisory groups meetings 12 times, the executive circle met four times and the internal circle 5 times. Adding the 12 preparatory meetings, there have been 35 sessions with 150 people involved.

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BARCELONA’S URBAN MARKETS

Brief description & characteristics of Barcelona’s markets

Barcelona is 101.4 km² in size and it has 1.61 million inhabitants with a very high density of population. The city grew out of the Old City into the mid-town Eixample designed by Ildefons Cerdà, and out to the periphery of the current city. 40 fresh produce markets have been created giving coverage to 73 neighbourhoods in 10 districts. Major changes to city markets occurred in the 90s, starting with the urban development for the 1992 Olympic Games. Barcelona also created a dedicated agency called Barcelona Institute of Markets (IMMB), to manage city markets. Since then half of the city’s 40 fresh produce markets have been redeveloped with improvements to facilities and also services, and the percentage of people using fresh produce markets in Barcelona rose 7.7% to stand at 69.2% (2006). Studies carried out in 2011 by IMMB showed that food purchases at markets represented 35% of citizens’ food shopping baskets.

City markets run educational programmes for schools to develop healthy eating habits.

Meanwhile, city markets’ total turnover was 1 million euros, providing direct employment for 8,000 people. These numbers give an idea about how important markets are to Barcelona. The city also has two non-food markets, Els Encants Fira de Bellcaire –Barcelona’s flea market- and Sant Antoni book fair.
Main challenges

Political changes include the electoral mandate which is due to run until 2015, so it is imperative to get support for policy actions in the strategic plan. It will also be important to incorporate markets-related policies in any general political policy on retail and commercial models in Barcelona.

Economics is challenging for city markets, especially given the falls in general consumption seen over the last few years due to the recession and future difficulties likely to be encountered in terms of slow economic growth. With markets representing between 8-10% of all commerce and consumption, changes would affect markets hard.

Social factors represent a challenge, especially decisions about where to purchase weekly shopping and competition faced from malls. Customer loyalty needs further consideration and changing lifestyles and time constraints mean less personalised shopping environments have become popular. Social factors offer challenges but also opportunities, as long as traders are prepared to innovate. Tourism is also a challenge to traditional markets given more and more tourists are coming to the city. Certain markets see more impact - especially those in the centre of town- but city markets have become a key sightseeing opportunity and their needs don’t always match those of the local population or services offered by traders. Markets need to embrace new trends in consumption with market fresh restaurants becoming increasing popular.

Technologically, the growing trend towards electronic commerce means traditional approaches to commerce need renewing. Markets face a challenge to incorporate social media, smart commerce and a range of other modern services that add value to shopping processes.

Regulations are also a challenge, especially shop opening times which have become more relaxed. Stall holders have traditionally adopted rigid hours that are not necessarily convenient to today’s shopping styles. Traders also face challenges in terms of 0 km distribution of local produce and how this might impact on their businesses.

Environmental factors are providing challenges especially waste management but also the use of energy-saving technology. Distribution channels impact on local communities and these include issues related to parking and electric vehicle use and in general the sustainability of innovative supply chains. Organic, ecological and 0 km trends should be considered.

Other challenges that markets face include how to strengthen collaboration between markets and surrounding high streets and retail, and the limited management skills often found amongst market traders and non-professionalized associations of traders.
## BARCELONA’S MARKETS SWOT

### Strengths

- **Market oriented**
  - Variety and quality of product. Wide range of prices in markets.
  - Value proposition adapted to consumer trends
  - Markets are a benchmark for fresh produce in the city
  - High customer loyalty
  - Customer satisfaction with markets

- **Positive impact on city**
  - Markets are recognized as the heart and soul of neighbourhoods
  - Markets are the drivers of commercial development in neighbourhoods
  - Big positive impact on economy and work
  - Large percentage of markets now renewed

- **Cutting-edge management**
  - Management models are integrated into a single body able to coordinate actions and lead the development of markets
  - World leader in know-how in the markets field
  - Participation models in the definition of stalls and public-private financing
  - Department of Corporate Communication supporting the promotion and revitalization of markets
  - Strong presence in new digital channels
  - Experienced and valued stall holders
  - Established business associations

### Weaknesses

- **Connection to the city**
  - Lack of a sense network means markets do not assume the role of a driver in the commerce sector in Barcelona and it gives up any leadership it has to other entities.
  - Excessive isolation between market and neighbourhoods and environment
  - Public function of markets has changed.
  - Lack of on-going networking activities between the different markets

- **Marketing**
  - Possibly slow to adapt to the real needs of consumers and stall holders. Resistance to change
  - Markets are very different and there is no categorization of markets linked to the needs and types of customers
  - Limited ability to carry out joint promotion due to lack of funds and the limited coordination between different markets
  - Price competitive factors of markets isn’t recognised
  - Lack of loyalty and joint customer acquisition programmes
  - Heterogeneous opening hours that are unresponsive to the real needs of consumers
  - Heterogeneous services in each market

- **Management and efficiencies**
  - Regulatory framework not well adapted to the new reality of consumers and the competition.
  - Lack of compliance implementation with regulations (e.g. timetables)
  - IMMB needs renovation during the period 2015-25
  - Tension in resources due to shared technical tasks between internal and external consultancy
  - High investments required to renew markets. Equipment, functionality and regulations must go hand-in-hand in the future
  - Cost of maintenance of markets not sufficiently shared with dealers
  - Business associations that are not yet very professionalized and a need to improve the professionalism and expertise of vendors, especially handovers between generations.
### Opportunities

**Working with others**
- Leadership of the commerce sector in Barcelona is not yet defined and markets could take on a significant role
- Coordinate promotional shopping at markets with Mercabarna wholesale market
- Participate in innovation to lengthen shelf life
- Cooperation with the district and shopping areas to create a competitive shopping experience beyond what the market itself can offer
- Reach hospitality and restaurant trade through new channels
- Regulations related to local value added tax

**Market Trends**
- Proximity and customer loyalty
- Consumer lifestyles aligned with some of the markets’ values
- Match products and services to new lifestyles and consumer needs
- Weekend family shopping linked to entertainment
- Purchasing online, digital strategy and customer loyalty programs.
- Tourism’s attraction for markets
- Incorporation of new experiences such as consumer show cooking
- Promote the gastronomy side of foodstuffs
- New sales channels and digital promotion accessible to SMEs in conditions similar to large companies

### Threats

**Influence in the network**
- Need to plan certain activities due to the political cycle of the city
- Losing the ability to influence trading strategies in Barcelona and lack of participation in its leadership
- Loss of role as major customer of Mercabarna wholesale markets

**Market Trends**
- Falling consumption can affect the viability of some businesses
- Competition in the shopping experience offered by shopping centres
- Perception of markets as high priced
- Demographic trends: aging customers and need for replacement
- High percentage of tourists can create a variety of different needs for the same stall holder
- Emergence of alternative sales channels close to the markets concept, but more adapted to the customer
- Liberalisation in the creation of new commercial establishments that cause consumption leakage
- Step behind in the digital environment
- Reduction in number of operators can generate oligopolistic behaviours

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Barcelona’s Boqueria market attracts many tourists.
BARCELONA’S MARKETS
MISSION & VISION

MISSION
Barcelona’s markets supply quality produce to citizens, promote a healthy style of life, ensuring social cohesion and the joining together of neighbourhoods, whilst developing the economy and providing employment as part of a locally-orientated commerce model that contributes to making Barcelona a city that brings wellbeing to its citizens.

VISION
Barcelona’s city markets will be the soul of the city, the driver and leader of the city’s locally-oriented retail and commerce, and benchmarks in terms of health and sustainability.

STRATEGIC LINES
There are 3 main concepts that make up the strategic action for Barcelona’s markets 2015-2025. These have generated 12 concrete objectives, 39 policy measures and 153 actions. In the next pages we explain the main objectives and measures and actions. These do not have a time line or cost associated until the next political mandate of the city council. However, many of these are already planned and implemented, i.e. special courses for traders, sustainable design for new market renovations, joint loyalty cards with local commerce.

Markets as the SOUL of the City
Markets are a reference point in the life of neighbourhoods providing not just a shopping experience, but also a way of life for citizens to live together.

Markets as a MOTOR of the city
Markets lead the city’s commerce and retail sector in each neighbourhood and they are also benchmarks in terms of urban markets models internationally. Markets are also key drivers of the economical development and job creation in each neighbourhood.

Markets as SUSTAINABILITY drivers
Markets are synonymous with the values associated to social, environmental and cultural sustainability.
# BARCELONA’S MARKETS ACTION PLAN

## 1. Markets as the SOUL

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<tr>
<th>Objective</th>
<th>Policy Measure</th>
<th>Action</th>
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</table>
| **Consolidate markets as central places in neighbourhoods** | 1. Define specific strategies for each type of market  
2. Position markets as places to generate unique experiences, both commercial and social  
3. Provide consumers with added value that differentiates them from other food shops | - Analyse and classify the types of market based on indicators and define each type of market: management services, links with the neighbourhood, and promotion activities, etc.  
- Define the role and positioning of non-food retailers and markets, strengthening synergies with the food sector.  
- Host, participate and promote cultural, social and neighbourhood activities.  
- Promote regular schedule of activities for each market and network.  
- Incorporate new initiatives that create value in the market shopping experience.  
- Explicitly identify key market values.  
- Develop educational tools to transfer values.  
- Incorporate market values into all communication campaigns. |
| **Continue to transform neighbourhoods by renovating markets** | 1. Update and redesign the renovation process  
2. Maintain and enhance the model of private-public co-financing in market renovation processes  
3. Designing spaces inside and outside markets for civic and social use | - Promote participation of markets and IMMB in the design and planning of the city’s super quarters.  
- Participate with Agencies involved in the renovation of the city in those areas involved in the redevelopment and future operations of the markets.  
- Maintain and update the combination of traditional market operators and other value added services to the customer tailored to different types of customers.  
- Analyze the possibility of incorporating non-food market operators.  
- Define the functional characteristics relevant to include in the renovation of a market.  
- Gradually introduce the concept of self-sufficient energy in markets.  
- Get costing analysis in new market project renovations.  
- Oversee commitments of different agencies participating in market renovation projects.  
- Actively promote the participation of new stakeholders in the financing of market remodelling.  
- Explore new sources of funding for the remodelling of markets, including EU funds.  
- For new projects, design a new investment model based on the type of market participant stakeholders and their economic reality.  
- Establish maintenance contracts for market facilities amongst participants.  
- Determine the indicators needed to measure the return on remodelling activities carried out both directly. |
| Strengthen commitment to traders and their networks | 1. Construct and promote discourse on shared values and vision of markets in Barcelona  
2. Encourage closer citizen contact in their role as consumers  
3. Adapt and harmonize opening hours to the public  
4. Update the regulatory framework to fit with the strategic vision for markets  
5. Encourage joint initiatives and networking between markets | • Explain LAP strategic plan to traders.  
• Get traders involved in operationalising the plan.  
• Create an IMMB analysis system to examine consumer expectations and trends.  
• Report regularly on the evolution of consumer buying habits to associations of traders and merchants.  
• Establish mechanisms to get traders to adapt to the needs of citizens.  
• Encourage commitment to quality service and products related to key market values.  
• Establish strategies for approaching the consumer through joint communication campaigns.  
• Establish compulsory basic opening hours for all markets.  
• Develop compliance plans for each market.  
• Communicate opening hours and market services.  
• Review bylaws and compliance tools to match citizen demands and objectives of the strategic plan.  
• Reflect on the adequacy of IMMB statutes and the new strategic framework defined by the plan.  
• IMMB leads initiatives and coordination between associations of markets in terms of promotion, marketing, branding, consumer awareness, customer loyalty, etc.  
• Propose that traders` associations specifically devote time to the corporate promotion of markets. |
| Strengthen the relationship market - local shopkeeper | 1. Encourage collaboration between markets and other local trade  
2. Follow up with PECAB implementation | • Actively participate via the City Council in strengthening relationships between the commercial and shopping areas and markets.  
• Promote joint commercial plans between markets and local shops.  
• Analyse the relationship between the development of markets and the PECAB.  
• Value the impact of its implementation in a continuous fashion. |
## BARCELONA’S MARKETS ACTION PLAN

### 2. Markets as SUSTAINABILITY

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<tr>
<th>Objective</th>
<th>Policy Measures</th>
<th>Action</th>
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| Establish markets as a source of promotion of Catalan food heritage       | 1. Increase the presence and range of local products in local markets            | • Encourage use of a practical guide that highlights local products in stalls in partnership with organizations and institutions.  
                                                                                                      | 2. Participate in the improvement of distribution channels for local produce to market stalls | • Promote the use of local products to traders so they incorporate them, working with producers, unions and other organizations and institutions to promote a greater presence and visibility of Catalan products, especially the DOPs and iGPS in markets.  
                                                                                                      |                                                                                      | • Propose changes in regulations so that local products purchased at wholesale can also be sold under regulations applied to goods acquired from local producers.  
                                                                                                      |                                                                                      | • Consider having a distinctive label in Catalan for local produce that is for commercial promotion rather than regulatory.  
                                                                                                      |                                                                                      | • Create a commission with Mercabarna to analyze the efficiency of supplying local Catalan produce to markets, incorporating others like the Government or agricultural unions.  
                                                                                                      |                                                                                      | • Encourage collaboration between stall holders and craftsmen.  
                                                                                                      |                                                                                      | • Encourage the presence of a wide range of value added local products: products of urban gardens, organic, artisan, land, DOPs iGPS prepared -4es, 5th Games-, seeds, wine, etc. |
| Position markets as a place for training in healthy eating habits, food and | 1. Encourage scientific and gastronomy debates around markets                    | • Give market communication an angle based on healthy Mediterranean diet and food safety concepts.  
                                                                                                      | food security                                                                      | 2. Promote training aimed at traders and consumers on food products.                | • Maintain and promote the ‘Mercat de Mercats’ fair with messages about healthy food, gastronomy, and local produce.  
                                                                                                      |                                                                                      | 3. Increase information directed to consumers                                         | • Make tasting events oriented to concepts of local products and healthy eating.  
                                                                                                      |                                                                                      |                                                                                      | • Maintain and enhance educational programmes at markets and continue to work on other program (“Five a Day”, “Grow up with fish” and Mediterranean Diet promotion workshops, training for guilds etc.).  
                                                                                                      |                                                                                      |                                                                                      | • Promote training to traders in terms of guides published by various organizations (Catalan Food Safety Agency, unions, etc.).  
                                                                                                      |                                                                                      |                                                                                      | • Promote value added products through training, promotion and tasting events.  
                                                                                                      |                                                                                      |                                                                                      | • Promote training aimed at minimizing food wastage  
                                                                                                      |                                                                                      |                                                                                      | • Campaigns to promote consumer information on market corporate values and products.  
                                                                                                      |                                                                                      |                                                                                      | • Highlight seasonal produce. |
| Ensure the economic and environmental sustainability of market facilities | Use of youth culture language, designing a specific campaign with a didactic approach. | 1. **Encourage waste management and environmental awareness**  
2. **Develop new remodelling market projects with both an economic and environmental sustainability perspective**  
3. **Encourage cost-reponsibility in the maintenance market by traders** | - Create a roadmap to minimize waste in markets.  
- Consolidating the model used for the treatment of different types of waste.  
- Evaluate use of service initiatives like home delivery and other online media to improve the efficiency of logistics.  
- Create a logistics plant model for markets that are remodelled to improve goods distribution, garbage collection, etc  
- Establish general parameters in terms of the environmental aspects when remodelling markets.  
- Develop a maintenance plan specific to each type of market.  
- Define a protocol for energy self-sufficiency projects in new markets.  
- Introduce and replicate ways for markets to monitor certain indicators related to energy efficiency.  
- Define a protocol framework for markets' maintenance across the whole network.  
- Incorporate specific maintenance plans into future market remodelling projects.  
- Generate a list of requirements to improve stalls across all areas: energy efficiency, food safety, waste management, etc.  
- Provide training for the maintenance and use of market facilities |
| Enhance markets as defenders of the neighbourhood social sustainability |  | 1. **Position markets as benchmark public facilities in terms of commitments to the public and healthy eating**  
2. **Develop a plan for markets' corporate social responsibility** | - Incorporate concepts of social and environmental sustainability and food safety in corporate campaigns.  
- Actively participate in forums on public and private strategies and activities in the field of urban sustainability.  
- Monitor and evaluate examples of good practice relating to sustainability and markets.  
- Launch a joint work plan with regular meetings with the Public Health Agency and the Catalan Food Safety Agency in relation to any issues of interest or related to markets.  
- Actively participate in social action and solidarity and awareness campaigns about the use of food.  
- Promote partnerships between major retailers adopting CSR criteria.  
- Incorporate the concept of CSR in IMMB management processes. |
## BARCELONA’S MARKETS ACTION PLAN

### 3. Markets as MOTORS

<table>
<thead>
<tr>
<th>Objective</th>
<th>Measures</th>
<th>Action</th>
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<tbody>
<tr>
<td><strong>Lead the fresh food distribution sector in Barcelona.</strong></td>
<td>1. Position markets as the main place to purchase fresh produce from the point of view of quality, variety and price</td>
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<td>2. Enhance the quality of service of traders through personalization customer service</td>
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<td>3. Develop an information system on competition and consumer trends to facilitate decision making</td>
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<td></td>
<td>• Adopt local communication strategies.</td>
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<td>• Corporate communications campaigns featuring the core product, quality of service and proximity, campaigns aimed at raising the prestige of market professionals as experts in nutrition.</td>
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<td>• Joint communication with Mercabarna and / or other organizations and companies in the value chain.</td>
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<td>• Create information flows with traders on values of fresh produce and market positioning.</td>
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<td>• Communication programme to show traders as experts in foodstuffs.</td>
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<td>• Training programs for traders on customer trends and service.</td>
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<td>• Encourage the use of information systems and customer loyalty programme to improve the experience and quality of service.</td>
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<td>• Determine main markets indicators for all stakeholders.</td>
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<td>• Develop a system of monitoring markets indicators with analysis accessible for different levels of the markets network and also analysis of customer trends.</td>
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<td>• Periodically analyze the commercial mix of markets, the adequacy of current and future supply and demand and propose corrective action.</td>
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<td>• Create information system to see the latest trends in markets.</td>
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<td>• Techniques to find out customer behaviour at each market and coordination methodology.</td>
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<td>• Develop a system of information on trends in consumer habits and monitoring of competition (prices, promotions, positioning ...) and establish a system for tracking the consumer habits of tourists in Barcelona.</td>
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<td><strong>Continue to lead the urban municipal markets management model.</strong></td>
<td>1. Maintain and innovate with the public-private partnership management model for the development of markets</td>
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<td>2. Strengthen the institutional positioning of markets as a leader in Catalonia in the</td>
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<td>• Formalize public-private contracts in the market sector in strategic areas and ordinary management processes.</td>
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<td>• Train IMMB staff in individual market needs to help develop specific plans for each market.</td>
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<td>• Professionalize the management of traders’ associations</td>
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<td>• Follow up with legislation on public private collaboration</td>
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<td></td>
<td>• Define a communication plan aimed at strengthening position of markets as leaders in the area of urban commerce.</td>
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<td>• Participate in the definition of city’s commerce strategies at institutional and guild levels.</td>
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<td>• Strengthen the role and resources aimed at institutional relations</td>
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<td></td>
<td>• Identify network contacts at regional, national and European levels including private institutional level and in</td>
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field of urban markets
3. Position Barcelona as an international reference in the field of urban markets
4. Develop the external consultancy area within IMMB

terms of business schools and universities.
- Identify and develop a data base with contacts (as above)
- Create protocols that make sure knowledge of IMMB remains strong
- Maintain participation in European projects related to urban markets and trade.
- Lead the creation of partnerships to reach European funds via a lobby for European market.
- Lead the creation of opinions so Barcelona becomes a lobby for urban markets.
- Maintain contacts with international institutions related to local markets (eg WWUM, PPS ...) and promote examples of best practices and unique projects on markets in Barcelona.
- Be central part of the European Week of Markets.
- Create a link between brand Barcelona and markets.
- Maintain cooperation with council cooperation projects.
- Follow international innovations in the markets field that can enrich the city’s model.
- Develop a consulting model that IMMB can use to advise other markets in Catalonia, Spain and internationally.
- Get the right dimension in terms of necessary resources.
- Create a protocol and indicators on the capitalisation of knowledge and positioning with each project.

Promote a sustainable management model for markets
1. Promoting a competitive markets management model
2. Develop a training plan for traders
3. Help traders hand over businesses between new professionals and down generations
4. Further develop and exploit synergies with private operators
5. Develop digital channels as a tool to boost market activity

- Develop self-financing model for market network
- Create strategies to make IMMB self financing.
- Help individual markets’ associations to create their own action plans
- Give IMMB tools to encourage competitiveness of markets.
- Design strategies to implement regulatory frameworks and by-laws for markets.
- Develop lifelong training programmes between IMMB and traders’ associations
- Develop a training program aimed at innovation management and business operations (business plan...)
- Develop training in functional areas (how to show products, promotion...)
- Offer best practice examples of successful trader experiences in markets.
- Create agreements with Barcelona Activa, business schools and guilds to determine training packages especially for traders
- Create a training package to help hand over to next generations and new owners
- Encourage language skills or abilities specific to tourism customers.
- Help new operators with key information and best practices in the market, particularly aimed at new owners.
- Edit a guide with good practice in market policies particularly aimed at new owners.
- Evaluate the development trends of private food and non-food product operators and their possible incorporation into market developments.
- Encourage the development of joint marketing strategies.
### Stay focused on the consumer

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<tbody>
<tr>
<td>1. <strong>Develop a flexible consumer loyalty programme</strong></td>
<td>Analyse the lifestyles of residents and develop products and services aimed at the acquisition and retention of consumers.</td>
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<tr>
<td>2. <strong>Promote R&amp;D into products and services to the consumer and encourage participation in innovation projects that are strategic for markets</strong></td>
<td>Analyze the solutions available regarding consumer loyalty systems and lead their implementation.</td>
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<td>3. <strong>Develop and attract new groups of consumers</strong></td>
<td>Generate a protocol for using the purchase and consumption data for use in advertising campaigns and loyalty.</td>
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<td>4. <strong>Exploit synergies between commerce and tourism</strong></td>
<td>Collaborate with institutions to create workshops on innovate new food forms, new cooking habits, etc.</td>
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</table>

- Collaborating with organizations like Mercabarna to participate or lead projects aimed at improving the supply chain of fresh produce.
- Working with the council’s commerce and trade department, academic institutions and unions on innovation from the commercial point of view in customer relationship, business management, etc.
- Evaluate ways to innovate with product presentation.
- Identify the groups that make up the potential market segments that currently do not buy at markets.
- Establish a communication plan for attracting current non-buyers at markets in the area close to markets.
- Promote market concept among families with young kids, DINKIs and other groups.
- Work with other council departments and entities to bring new types of buyers into markets
- Analyse the need to develop specific products and services in environments where there are foreign tourists.
- Develop campaign with tourist board to get tourists staying in holiday apartments to buy at nearest markets.
- Develop tools to highlight market produce used in restaurants.
- Work with tourism board to decentralize tourism in the city.
- Promote joint programs between tourism facilities and markets.
- Promoting local food and wine tasting at municipal markets.
- Design a market action plan especially for tourism in those facilities that require one (Boqueria)
URBACT is a European exchange and learning programme promoting sustainable urban development. It enables cities to work together to develop solutions to major urban challenges, reaffirming the key role they play in facing increasingly complex societal challenges. It helps them to develop pragmatic solutions that are new and sustainable, and that integrate economic, social and environmental dimensions. It enables cities to share good practices and lessons learned with all professionals involved in urban policy throughout Europe. URBACT is 181 cities, 29 countries, and 5,000 active participants.

www.urbact.eu/project