

MARKET TRADING IN EUROPE

*Methodological guide for the analysis
and enhancement of markets in public areas*

Exchange for Community Development in Europe (ECDE)



Union Européenne du Commerce Ambulant (UECA)



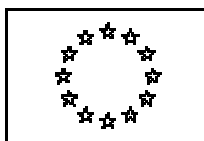
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The opinions expressed in this report do not necessarily reflect the views of the European Commission



LA MURADA

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Foreword - MARKETS ARE ALIVE

I am proud to present this guide to you.

This report presents the conclusions of surveys on markets done in several countries of the European Union. It also reflects discussions involving experts, trader representatives and market authorities at a working seminar organised by the European Commission, Directorate-General for Regional Policy, on 16 May 2000.

We are convinced that there is a need for a European tool like this, because many communities struggle with their markets and nobody wants to lose this traditional form of shopping. Markets are still an important distribution channel and market day is a meeting day for all kinds of people. Markets stimulate other businesses in their towns and cities and attract people into the area.

We are sure that the content of this European guide can help you maintain such markets and improve their quality as a meeting and shopping place for consumers all over Europe.

I would like to thank José Manuel Fresno of the ECDE and Rolf Koops of UECA for their hard work and I also like to thank Frederique Lorenzi for her support; we really appreciate your help.

Andre W. Esselink

Union Européenne du Commerce Ambulant
General Secretary



LA MURADA

PART A: ANALYSING MARKETS IN EUROPE

1. INTRODUCTION

THE ECONOMIC IMPORTANCE OF MARKET AND STREET TRADING IN EUROPE

Mobile trading is the oldest type of commercial distribution existing throughout the countries of the European Union. First there were markets - from them villages and towns developed. At European level few statistics about mobile trade are available. Nevertheless, based on those that are and information from the national member organisations of UECA (Union Européenne du Commerce Ambulant), it is conservatively estimated that **more than one million entrepreneurs are active in mobile trade in Europe.** The total number of people active in mobile trade (including entrepreneurs and their assisting family members and staff) is estimated to be around three million. Mobile trade in Europe is therefore a small-scale and very labour-intensive sector. If one also takes into account the number of people working in the businesses that supply the market (goods, stalls, trailers, etc.) and the people involved in market management (cleaning, etc.) it is clear that markets are an important industry within retailing.

EUROPEAN MARKETS AND THEIR CUSTOMERS

There are about 30,000 to 40,000 regular markets in Europe - that is, markets with fixed locations which take place at regular intervals. Annual fairs, etc., are additional to this number. It is clear that they account for a substantial slice of European consumer expenditure.

For example, in Holland consumer expenditure in mobile trade amounts to 3.2 billion euros; in Italy mobile trade accounts for 20% of the trade volume in retailing; in France market trading represents more than 20% of retail expenditure on fruit, vegetables and fish. There is a variety in types of markets, especially in the urban environment (food/non-food, outdoor/indoor, daily/weekly etc.).

Besides the distributive role of markets, **consumers and inhabitants of market towns appreciate markets for their variety and quality in (fresh) goods, their prices and as social meeting places** - "fun shopping". For the same reasons towns benefit from markets as a tourist attraction.

In less-favoured areas markets **generate specific benefits for the community:**

- ⇒ Markets bring - often regionally produced - goods near to the shopping public, which is especially important for older people.

- ⇒ Because of its flexibility and concentration in terms of time and space, a market can bring to the people a variety of products that cannot be provided on a permanent basis in neighbouring shops. In addition to encouraging competition and helping to regulate prices, markets can easily meet local demand.
- ⇒ Through their social function, markets help to create a sense of security among the public.
- ⇒ Ethnic groups integrate through working on markets.
- ⇒ Markets attract other businesses.

Within retailing, markets form a particular type of activity, with their own cost structure, logistics and dynamics quite different from shop-based retailing.

2. **OBJECTIVES OF THIS GUIDE**

BACKGROUND

Several research projects, as well as the seminars organised by the European Commission and held in Brussels in 1998 and in Malaga in 1999, reveal the significance of mobile trade. In particular they highlight its contribution to job creation, both direct and indirect, to the expansion and dynamism of local economies, and also to its function in social development.

The European Union is entering a new phase in which it promotes through the Structural Funds and other measures local development policies in partnership with Member States and other social groups. These policies contribute to the priority of economic and social cohesion and improving citizens' living standards.

In this context, the potential of mobile trade and the role it can play in the future have not always been given adequate consideration, either by Member States (at both regional and local level) or by the European Union.

The UECA (European Union of Mobile Traders), the most representative European entity in this sector, and the ECDE (Organisation for Community Development in Europe) have worked together on two research projects on mobile trading. UECA is a non-profit organisation for the protection of the interests of mobile trade. It aims to improve the position and quality of mobile trade within Europe.

The first study took place in rural areas (La Murada-Spain, Oostburg-Holland), and the second one in an urban area (Leicester-United Kingdom). **These two studies have not only demonstrated the outstanding role played by mobile trade in local communities but also identified methods of analysis which can be used on a European scale by those interested in the development of mobile trade in their own areas.**

OBJECTIVES

This guide is designed to devise and publish, on a European scale, a methodology of analysis of mobile trade, to serve as a practical guide for all those towns and regions interested in strengthening the potential of mobile trade in their areas and to promote it, with the aim of generating a higher level of economic and social development.

The guide contains:

- ⇒ A description of factors that should be taken into account when analysing market trade.
- ⇒ Guidance on the methodology and techniques to use in order to gather sufficient information to determine subsequent action.
- ⇒ Guidelines on ways means to improve markets, and their potential for development contributing to local economic growth, job creation and strengthened social links.

This guide aims to be useful to:

- ⇒ Organisations within the UECA: national, regional and local associations of market and street traders.
- ⇒ Municipalities interested in the improvement of this sector and in the redevelopment of their markets.
- ⇒ Enterprises and professionals working in the sector.
- ⇒ Regional authorities and intermediary organisations responsible for regional development, local plans for employment, etc.
- ⇒ Other institutions dependent on the European Union.

DEFINITION, DIFFERENCES AND TRANSFERABILITY

There are clearly many differences within the market sector in Europe - differences in the types of markets (indoor-outdoor, weekly-daily), regulations, the way they are managed and the extent to which local authorities are involved. Geographical, climatic and cultural factors contribute to these differences. Variations in national legislation, which should be respected as long as they comply with the principles and freedoms of the European single market, also play a role.

That said, **the studies carried out, and the experiences of UECA in organising eight international markets with traders from all over Europe (in Strasbourg 1990, Manchester 1992, Zaragoza 1993, 's-Hertogenbosch 1994, Firenze 1996 and 1997 and Huddersfield 1999) lead to the conclusion that the nature of market trading and the problems and challenges facing markets are to a large extent similar all over Europe.**

Furthermore, there is consensus on the main elements in the definition of a “market” as envisaged in this guide:

- ⇒ It is an operation officially registered by a public authority.
- ⇒ The local authority is involved in the licensing and establishment of the market.
- ⇒ There is free admission.
- ⇒ It is held in public space (a hall, square or street).
- ⇒ It is held regularly.
- ⇒ It consists of small-scale, owner-managed market businesses which in general sell their goods at different locations at different times.

This guide must of course not be seen as a blueprint for an ideal market. It aims to provide policymakers who have a responsibility for markets with some practical information and food for thought, based on shared European experiences and best practices in the market sector.

3. **WHY ANALYSE AND SUPPORT YOUR MARKET?**

Markets can be a modern and professional means of distribution with benefits for the local community. Studies show that **markets fulfil an important economic and cultural function**. They are important in terms of:

- ⇒ direct and indirect employment for the area
- ⇒ their place in the dynamics of the local economy
- ⇒ their social function for the local population (liveliness and vibrancy)

However, **markets are faced with negative developments, which effect the whole of Europe to a certain degree:**

- ⇒ degenerating, inaccessible and dangerous town centres
- ⇒ imminent exodus and social impoverishment in rural areas
- ⇒ strong competition from out-of-town shopping developments, with free parking and little or no restriction on opening hours
- ⇒ a *laissez faire* approach by local authorities towards market and street trading, causing a lack of structure and organisation - vital factors when a gathering of individuals such as traders come together on public ground.
- ⇒ too many market days in relation to local demand, caused by an objective of collecting as much as possible in market rents, instead of balancing supply and demand and preserving the quality of the market.
- ⇒ unfair competition from private market-like events and merchants who lack qualification standards, registration and supervision by the authorities and often operate semi-illegally. (For example, the "fly pitchers" at car parks etc.).
- ⇒ general increase in administrative, fiscal and environmental levies and regulations
- ⇒ no access to new technology (eg., electronic means of payment)
- ⇒ inadequate infrastructure lacking basic facilities for necessary services such as electricity and cooling facilities (there is an imbalance between public investment in the market infrastructure and other retail developments).
- ⇒ the loss of market squares and other open market places in the process of urban planning and development projects.

The difficulties which are general for all small businesses in the European economy and should be addressed at both European and national level. However the basic conditions and structures for a good market have to be created locally. It is necessary to think globally and act locally.

Local authorities and traders should work together to maintain and regenerate markets, helping to ensure that customers in markets all over Europe continue to enjoy this traditional style of shopping which benefits consumers, their urban communities and traders alike. Ignoring markets will lead to their demise and that of the jobs they provide, and thus the death of a worthwhile cultural and socio-economic part of modern urban life.



LEICESTER

4. NINE STEPS IN ANALYSING AND IMPROVING YOUR MARKET

4.1. Involve market traders and their representatives

One cannot expect traders to be actively involved in and support changes that concern them if local politicians do not think it is necessary to consult and involve them in policy concerning market and street trading. Identifying and recognising market traders and their representatives is a crucial factor in any policy of revival or creation of a market.

They can help:

- ⇒ by being a partner for local market managers and improving co-operation among traders and between traders and the local authorities and also by establishing relations between the sedentary retail trade and the mobile trade
- ⇒ by representing small-scale traders collectively, beyond the individual interest.
- ⇒ by informing and training traders concerning issues such as the single currency, quality assurance, marketing, waste management, new technologies.
- ⇒ by making collective arrangements for traders for insurance, etc.
- ⇒ by producing quantitative and qualitative data on market trading to build policy on.

In any regeneration project traders should be involved from the start, for example in a steering committee. The aim should be not only to get technical feed-back on how the market works, but also to generate a commitment to the process.

4.2. Undertake a general quantitative analysis of the social-economic functioning of the market

Carry out a quantitative survey / enquiries among:

- ⇒ market traders
- ⇒ visitors and non-visitors
- ⇒ other local interest groups

See enclosures for examples. To limit the cost of this work, traders can be involved in the field-work (distributing and retrieving forms, etc.)

4.3. Undertake a qualitative analysis of the strengths and weaknesses of the market

Carry out in-depth interviews with:

- ⇒ the councillor / authority responsible for economic affairs
- ⇒ market management
- ⇒ traders and their (local and national) representatives
- ⇒ close-by shopkeepers and other businesses.

4.4. Identify a long-term strategy for the market

For example:

- ⇒ what should be the socio-economic role of the market in the local / regional context?
- ⇒ is the market for basic everyday shopping or is it more recreational or a tourist attraction?
- ⇒ what is a mutual beneficial balance and healthy competition between the market, shops, and other businesses?
- ⇒ should the market play a role in promoting local production, suppliers and trades / crafts?
- ⇒ which area does the market serve (urban / rural / local / regional)?
- ⇒ should the market be general or specialised?
- ⇒ how should the market develop in terms of size (number of traders) and space?

4.5. Identify possible internal and external partners in accomplishing this strategy

Besides the obvious parties such as the local authority, the market manager, traders and their associations mentioned above, check also possible co-operation with other business associations, for example, chambers of commerce, consumer or residential associations.

4.6. Identify the main obstacles / problems which stand in the way of accomplishing this strategy

For example:

- ⇒ lack of knowledge / recognition of the market
- ⇒ services / interests which are too limited for consumers
- ⇒ lack of structure / organisation among the traders
- ⇒ lack of communication between the market and other parties involved
- ⇒ infrastructural problems
- ⇒ lack of capacity in market management

4.7. Prioritise these problems and determine which problems can be dealt with by whom in an action plan with budgets and funding

- ⇒ Identify short-, medium- and long-term actions
- ⇒ Clarify the overall responsibility for the actions to be carried out (one body or person), but also clarify the responsibilities and competence of the different parties involved
- ⇒ Start with the actions which can be carried out by the parties directly involved and which have a positive short-term effect on the outlook for the market.

4.8. Get commitment from all involved with the action plan

- ⇒ Include the action plan in the political agenda
- ⇒ Disseminate the action plan among traders and invite them to a hearing or kick-off meeting
- ⇒ Issue a press release
- ⇒ Demonstrate the steps forward, for example by publishing positive consumer experiences.

4.9. Define moments and criteria for evaluation and follow-up and carry out the action plan

- ⇒ Clarify the monitoring and timing of the process
- ⇒ Make sure that quality improvement and modernisation of the market becomes an integral part its operation and that the critical factors for success are checked and discussed on a regular basis
- ⇒ Repeat the survey concerning the functioning of the market every two or three years (Possibly with fewer questions / aspects to be analysed but make sure that the main findings are comparable with earlier surveys).

5. THREE LEVELS IN ORGANIZING AND MAINTAINING A MARKET: A CHECKLIST

Nowadays, a key challenge for mobile trade markets in Europe is their modernisation and improvement of their quality. This would influence substantially the potential for the survival of this sector as well as the quality of the services for consumers and it would also improve the image of this commercial activity.

This guide aims to be a practical instrument for those involved in running markets. Therefore, in addition to the methodological approach in previous chapters, this part offers a framework to examine the material conditions for a market. These conditions have been classified on three different levels: essential, desirable and excellent. These conditions have been categorised into four dimensions:

- ⇒ infrastructure and facilities
- ⇒ layout of the market and setting in the environment
- ⇒ organisation and communication
- ⇒ marketing

Firstly, conditions have been identified that are essential for any market: Every market in Europe should combine the means, equipment and infrastructure included in this category in order to give the minimum services that guarantee a basic level of quality and safety for consumers and enables the traders to meet these standards. These conditions also refer to EU law (eg., Directive 93/94 on food hygiene). Markets lacking these conditions should make an effort to modernise in the short term.

Secondly, conditions that are considered desirable for any market: Creating these conditions would not only be to the advantage of this commercial sector but would also ensure better integration of the market in its socio-economic environment and greater benefits to the local community. To move in this direction and to look for the funding required should be a challenge for public administrations and traders themselves. European funds for the 2000-06 phase may also contribute to this task. Depending on the different regions, experimental and innovative actions could be supported.

Thirdly, conditions of excellence have been defined: Markets combining these conditions, in addition to the requirements established at the two previous levels, may be described as suitable reference models for the future.

ESSENTIAL CONDITIONS

Infrastructure and facilities

- Is the paving of the market location smooth and level?
- Are the stalls secured in case of storm?
- Is it possible to use secure electricity facilities (for cooling etc.)?(EU Directive on food hygiene 93/94)
- Are cables covered up?
- Are there sanitary facilities with running water?
- Is there proper drainage?
- Is there an adequate rubbish collection?
- Are there enough bins to prevent street litter?
- Is there a fire-fighting network?

Layout of the market and setting in the environment

- Are there sufficient entrances for the visitors to enter and leave the market?
- Is the standard unit big enough for the trader to diversify and present his goods in professional manner?
- Is there free passage for emergency services?
- If the market has open connections, is it located in the immediate vicinity of shops?

Organisation and communication

- Is there a set of public regulations describing the rights and obligations of the traders?
- Is the market administration (register of licences) public and updated?
- Is the observance of the market regulations adequately checked?
- Is there a qualified market superintendent?

Marketing

Is sufficient information about market days and opening hours available to (potential) users of the market?

Is the market a safe place for the consumer and does the consumer feel safe?

DESIRABLE CONDITIONS

Infrastructure and facilities

Is there shelter from bad weather?

Are there possibilities for electricity supply in the paving?

Are there enough wide-access roads to and exits from the market?

Is the marketplace without obstacles?

Are there adequate parking facilities for market traders' cars and lorries?

Does the market have adequate lighting?

Are there cash dispensers nearby?

Are good quality rental stalls available?

Layout of the market and setting in the environment

Is the market in one place? (compact and recognisable as a whole)

Is there a practical and attractive arrangement of the stalls?

Are positions allocated for specific groups of articles?

Are the positions of the various branches mixed?

Is private selling equipment (including sales cars) allowed?

Is the market easily accessible by the various means of transport?

If the market has open connections, is it located in the immediate vicinity of shops?

Is representation of the main article groups adequate?

Is the market situated near the centre?

Do other nearby activities make the market more attractive?

Organisation and communication

Are the market regulations standardised regionally or nationally?

Is the market budget public?

Are profits from the market used for its improvement?

Is there training for market superintendents?

Is there a market committee?

Marketing

Are the market day, opening hours and supply to the market geared to the consumer?

Are the day and opening hours complementary to those of nearby markets?

Do the market and shops nearby have corresponding opening hours?

EXCELLENT CONDITIONS

Infrastructure and facilities

- Are there facilities for electronic payment (credit cards etc.)?
- Are sources of water supply, power points, drainage and multimedia intakes available at every stall?
- Are there free sanitary facilities with running water for the visitors?

Layout of the market and setting in the environment

- Are terraces, food corners and other leisure elements (eg., street theatre) integrated into the market?
- Is public transport geared to the opening hours of the market?

Organisation and communication

- Do consultations with interest groups (like shopkeepers and residents) occur on a regular basis?
- Is there a training scheme for traders?
- Are places reserved for traders from other markets with innovative goods?
- Is there a development plan for the market?
- Is there a delivery service?
- Are the market traders themselves made responsible for their own waste management?

Marketing

- Is there a central service point for consumers, for example to store their shopping when visiting the market?
- Are there joint publicity campaigns for the market?
- Does the market have a Web-site?



Oostburg

PART B: STREET MARKETS IN EUROPE: THREE EXAMPLES OF GOOD PRACTICE

INTRODUCTION

There are street markets across the whole of Europe; they form part of our traditions, our customs and the landscape of towns and cities. UECA, a European body which unites and represents a large number of street traders' organisations throughout Europe, has made an effort over the last few years to make this issue more prominent. To this end, it has organised international markets in different cities, in which vendors from different countries can come together and make this a more visible reality.

Gradually, the European Commission has also given more attention to this subject, aware that it is a reality that cannot be ignored not only because it has a past and a present but also because of its future possibilities. Consequently the matter has been examined several times by the Trade and Distribution Committee, and also in the actions organised around *Commerce 2000*.

The reality of street trade, for all that it is historical and is rooted in our culture, has not always received sufficient recognition and support in our countries. Particularly in recent years, markets have been neglected and pushed out of our town centres without the attention they deserve and with no recognition of their commercial and social functions.

Despite this and the fact that many markets in Europe are in recession, many others are emerging, becoming specialised or diversifying and seasonal markets are appearing. This demonstrates that street trade is still a vivid and dynamic reality, an asset within the multiplicity of European commercial forms, with a set of added values which should not be overlooked.

This section of the guide gives some information and the main lessons learnt after studying three cases of markets in Europe using a similar methodology. In the three cases not only were surveys conducted to find out the economic magnitudes and commercial importance of these markets, but time was spent talking to people, traders, consumers, councillors, the surrounding shops, etc., to find out what they thought, what worried them and their expectations of these markets.

1. DESCRIPTION OF THE CASE STUDIES

Each of these cases also has its own particular features:

- ⇒ **LEICESTER MARKET** in the United Kingdom has a long history, as its origins may be traced back to Roman times and it has traded continuously ever since. The market at the present site traded only on Saturdays until 1884, when it was amalgamated with another Wednesday market. Friday trading was added in 1920, and there has been gradual expansion to the present six days per week in response to popular demand. Improvement schemes were undertaken in the 1970s, including the addition of a new indoor Market Centre and a café. Further renovation work took place in 1991, including the installation of energy-saving lighting in the roof over outdoor stalls.

At present, Leicester Retail Market covers 12,000 square yards, making it Europe's largest covered market. There are 321 outdoor stalls, arranged in four sections (A-D) and covered by protective roofing. The range of different types of goods is restricted only by what is legal (or illegal), and what is too heavy or bulky to be offered for sale. Trading is from dawn until dusk, Monday to Saturday. In addition, the immediately adjacent indoor Market Centre has stalls specialising in meat, fish, cheese and provisions in the Food Hall, and further stalls selling mainly textiles and clothing. In total, there are over 400 stalls utilised by approximately 500 market traders, some on a casual basis.

The Market is situated in Leicester's city centre, outside the old Corn Exchange, and close to a number of major banks. Indeed, it is surrounded by the usual retail facilities of a modern city. These have considerably improved in recent years, particularly with the opening of Shires Centre, and many shoppers are drawn in from outside areas. There is an equally important out-of-town shopping facility on the outskirts of Leicester at Fosse Park. Leicester is also home to two major universities, one of which is in easy walking distance of the Market. There is also a thriving and important Asian community. There are therefore both traditional and specialised shopping needs amongst consumers. Other important centres of population in the East Midlands are to be found in nearby Nottingham and Derby.



LEICESTER

⇒ **OOSTBURG MARKET** in Holland is situated in the south-west of the country. It is a rural area with a high population density. Oostburg itself has approximately 4,500 inhabitants, but the total number of inhabitants in the municipality of Oostburg amounts to nearly 18,000, while total surface area accounts for approximately 22,500 hectares. Besides the town of Oostburg, there are 10 villages in the municipality, with Breskens being the major village. Two villages hold a small weekly market (10 market traders); Cadzand-Bad holds a seasonal market in July/August (about 25 market traders). Major industries comprise agriculture, animal husbandry, fishery, tourism and, to a lesser extent, trade and industry.

Since time immemorial, the Oostburg market is held on Wednesdays throughout the year. It covers two neighbouring central squares, the “Ledelplein” and the “Markt”. The market is accessible to the general public from 8.00a.m. to 4.00p.m.. Of the approximately 50 stands available for market vendors, 42 are held by mobile traders with permanent licenses. The other stalls are allocated to day-license holders and so-called pitchers.

Products retailed at the Oostburg market are those normally sold at markets in the Netherlands. About 20 traders sell food and beverages. Most mobile traders (25) retail textiles and fashion goods. Product ranges in this category are broad and varied: curtains, ladies’ and men’s outer garments, lingerie and underwear, shoes and children’s wear, hosiery, etc.; the remainder relates to the “other-goods” category, for instance chemist’s goods, perfume, greeting cards and tools.



OOSTBURG

- ⇒ **LA MURADA (SPAIN)** is a small village under the jurisdiction of the municipality of Orihuela. It lies on the southern edge of the Autonomous Community of Valencia, on the border with Murcia. Its location is ideal for several reasons that help to explain its growth over the recent years: it is near larger towns; it is a tourist area; it is easily accessible; it has a sunny climate which favours open-air markets; it is an area with a long tradition of mobile trading.

The village of La Murada has a population of 1,520 inhabitants. This number increases on the weekends because many people have weekend homes there. The market is located in an area in the centre of the village and the rest of the town revolves around that central area.

The market is held weekly on Sundays throughout the year. This gives the market a special character of both entertainment and business. In the surrounding municipalities, other open-air markets are held on different days of the week. Stand assembly usually begins at 8.00 a.m. and they are taken down at 2.00 p.m..



LA MURADA

2. THE ADDED-VALUE OF STREET TRADING

Although not sufficiently appreciated in Europe, street trading represents an important commercial form which fulfils a fundamental role in commercial competition, price regulation and supplying the population. The most significant aspects of markets are analysed below, notably their commercial importance and their specific social functions.

2.1. Creating employment

From an analysis of the three market cases studied, it may be inferred that street markets play a very important role in generating both direct and indirect employment. At a time when the European Union has set itself the challenge of full employment, this reality should not be underestimated as the employment created in the framework of markets reveals some specific features:

- Markets are intensive in the creation of employment, especially if the space ratios are compared with other commercial forms such as superstores. In the case of La Murada, it may be observed that around 300 people work directly in a space of less than 10 000 square metres occupied by the market. Leicester market employs 500 people in 12 000 square metres.
- Moreover, markets contribute to generating indirect or subsidiary employment; in the cases analysed, especially in rural areas, market days are the most important in the week and the most commercially active. Around markets bars, retailers, etc., flourish. *We employ people to clean the streets after the market ... we also have a permanent security service which supervises the market (Mayor). Those who make most money on market day are the bars and food shops (Mayor). If there were no longer a market in this area, many shops would have to shut down (shopkeeper)...*
- It is important to bear in mind that throughout Europe most market workers are self-employed, and in cases where this is not so, they usually work in family businesses. It is therefore independent entrepreneurial employment, and so in line with one of the pillars the European Union has defined as fundamental in employment policy: entrepreneurial capability. *We work as a family: parents, children, brothers and sisters, brothers- and sisters-in-law (vendor).*
- Special attention should be given to the type and characteristics of the people employed in markets, as in many cases they are people who have low qualifications for accessing other activities on the labour market but they are nevertheless working independently. In this respect, markets, besides being intensive in the creation of jobs, help prevent the social exclusion of some people. *Markets are a way of life for people with little education, who have no school qualifications or professional training (vendor).*
- For some people, commercial activity in markets becomes a springboard

which enables them to regularise their situation, acquire experience and obtain other jobs in the future.

2.2. Supplying the population

The major role played by street markets in commercially supplying the population should not be overlooked; this is proved by the commercial volume handled by markets and also the frequency of visits by consumers: 40% every week for La Murada, and 50% in the case of Oostburg.

People go to markets for many reasons, but the main one is to meet their consumption requirements and buy the products they need; this is demonstrated by the fact that, according to the vendors themselves, over 60% of consumers are regular. *People come from everywhere because they can find something here. People like the wide variety of products they find here: traditional products, clothes, vegetables and anything you can imagine (vendor).*

In so far as markets are situated in town centres, they may be considered to be easy-reach services, as they constitute a commercial supply of basic products in the heart of towns and they provide people with essentials such as food and clothes.

Furthermore, it should be borne in mind that when markets are located in town centres, some of the population visiting them may be elderly or retired people with mobility problems who cannot travel in their own vehicles or go by public transport, and who can reach a market more easily.

2.3. Developing the local economy

In most cases the market is a hub of development, helping to expand and develop the local economy and market its products, not only because it creates employment, but also because it provides business opportunities. 87% of market vendors at La Murada market buy the products they sell in the region. Most traders buy products from wholesalers in the region, others buy them from farmers in the area and some manufacture them themselves. In other cases, the farmers sell their products directly at the markets. *Farmers with a small production can set up a stand and sell their products directly (market manager).*

In the cases analysed, resident traders in the area have a very high opinion of the market and consider it to be beneficial to them, confirming that they do more business on market days. Relations are not conflicting, quite the opposite: an owner of a small shop said: *If there were no longer a market here, many shops would have to close.* In reality what happens is that when there is more supply and a larger influx of the public, there are more possibilities for everyone to do business. *People who come to the market also go to the shops and go window shopping, and if they see something they like, they'll buy it (shopkeeper).*

In the case of Oostburg entrepreneurs, the owners of small shops, hotels and catering services, this is particularly significant: all those whose business is located near the market report a 100% increase in volume of activity on market day, while those who are some distance from the area estimate that their business increases 30% on market day.

The case of La Murada could also be considered as extraordinarily positive; the market not only helps bars and businesses in the town, but it also attracts new businesses: *antique shops ... new businesses ... they are even saying that a hotel will be built*. According to the persons interviewed, land and house prices have been increasing, and partly because of the market: *Land and house prices are going up because people are coming to live here (market manager). If something is for sale, someone will certainly buy it ... 20 houses are going to be built and before building has even started they are already sold (trader)*.

To paraphrase the statement made in the Green Paper on Trade, ***when the last shop closes, the town already has no future***; in this case we could say ***that when there is a market, there is a bridge towards the future***.

2.4. Encouraging social cohesion

Markets not only have the function of providing a commercial supply, but also of socialisation, as they facilitate contacts between people, encourage interpersonal relations, etc.. Nearly 60% of visitors to Oostburg market, when asked why they came to the market, answered that it was for social reasons; in other words the main reason was for the *social atmosphere created in the market* and also for the *direct relationship which is established with vendors (consumer)*.

40% of people visiting La Murada market do so, among other reasons, to socialise, *to meet up with people ... chat ...* The market is a meeting place where people come together and socialise in a commercial atmosphere; it operates as a focal point for other commercial and social activities. *As the weather is good here, the market is a pleasant way to spend Sunday mornings; it is enjoyable to see so many people, some strolling, others looking, others buying ...* Even for children: *it is more fun than to take children to the supermarket; they have a much better time here ... many people stay for lunch after the market has finished...*

Markets are a space for meetings, for interpersonal communication. Forms of consumption reflect social models, and the market facilitates a relationship of proximity, nearness, direct dealings, where people enter into communication, establish relations, exchange news, talk about problems in the town or district, make known their concerns, report their problems, learn to know each other, etc..

2.5. Spaces for inter-generational and inter-cultural relations

The markets analysed are visited more by women than men; this is due to the fact that women continue to have the traditional responsibility for providing the basic necessities for the house, and that market hours are more favourable for attendance by women than men.

People of all ages go to markets, although the majority of visitors are adults between the ages of thirty and fifty. ***This diversity of ages, together with the system of relations and atmosphere of communication which is created, leads to the establishment of inter-generation contacts and relations which are so fundamental for society.*** Markets contribute to the prevention of isolation of elderly people who live alone and find markets an opportunity to go out and establish contacts.

La Murada market, as with most markets, is attended by visitors and vendors from different countries outside the European Union. ***The market plays an important role in the social integration of immigrants and people from other cultures.*** Now there are more North African vendors; other minority groups such as gypsies have always been in markets; they do business, buy houses and improve their standard of living (municipal officer).

The market gives people of different cultures the opportunity to work together and it is a way of encouraging knowledge and mutual understanding by means of a professional activity. *We have become friends (with immigrants), sometimes we eat together ... I have realised that they are very pleased if you talk to them ... relations with North Africans have improved because of markets (a local resident).*

2.6. Social spaces for leisure and consumption

The manner and style of how you buy at markets, the social relations established and the way in which products are set out for sale, distinguish the market and make it different from other forms of commerce.

While offering quality products and competitive prices, markets at the same time retain some of the characteristics of traditional trade. Certainly buying is not the only reason to go to the market. Human contacts, meeting with friends, strolling around, chatting, these are other implicit reasons. *People chat and pass the time ... People come, have breakfast, go to church, go shopping, chat, meet with people they have not seen for a whole week ... the man goes to the bar while the wife goes shopping.* The market has another special feature which is to offer families the opportunity to do something together. *In many cases entire families come, in other cases young couples (vendor).*

The market also serves as a meeting place for signing contracts and doing business. This is another example of the multi-functional role played by markets. *Sunday morning is when deals are done; people sit at the bar and do business (Mayor).*

3. KEYS FOR DEVELOPING MARKETS: LESSONS LEARNT

The current situation of markets in Europe, in both urban and rural areas, is very heterogeneous: the three cases analysed cannot be considered as ideal markets, but in general terms they could be defined as models of good practice. This is for a variety of reasons, and particularly socio-geographical circumstances which are difficult to transpose. Other characteristics are also important and are linked to the organisation of markets, the role of the vendors, the role fulfilled by the public administration, etc. *Some elements are highlighted below which have contributed to assisting the operation and improvement of the markets analysed and which constitute recommendations which may be applied to markets generally.*

3.1. Markets must be suitably located

Street trading forms part of our social traditions, our forms of life and our consumption habits, and for this reason markets should be located in the centre of the city or town, in the centre of the commercial dynamic and in close interaction with the life of the town, precisely because they fulfil a social function as well as an economic role.

There is currently a tendency in many towns to locate the market on the outskirts, which means that it loses some of its traditional functions and its potential effects are reduced. Decisions on the location of the market should take account of all the consequences, and not simply from a town planning point of view, which overlooks the fact that town planning should also promote social cohesion.

3.2. Markets must be suitably equipped

If markets are to provide a quality service to consumers and offer quality products and services, they must have suitable equipment and infrastructure. Investment in market equipment should be encouraged so that it may directly impact on the quality of the market and the services offered.

Regulations applying to vendors should be demanding but vendors should also have the means and facilities to comply with them. Investments in market equipment are the guarantee of a better service to consumers and therefore greater economic wealth.

3.3. Free competition must be ensured

Free commercial competition must be ensured for street vendors in the same way as for other commercial activities. To this end, there should not be protectionist or discriminating regulations unfavourable to street trading, as is the case in some countries. Regulations should be consistent across national territories and demonstrate some homogeneity on a European scale, since street vendors do not carry out their professional activity in a single municipal district.

The allocation of places must take into account criteria which encourage a variety of products for sale, which will generate greater commercial abundance and better services to consumers. With a view to promoting free circulation, markets must permit or allow for the participation of vendors from other regions and even other countries.

3.4. Public administration must take an active and fair role

The cases analysed show that the success of a market (and consequently the advantages in terms of creating employment, commercial quality and social cohesion) is closely related to the role taken by the authorities and the facilities they provide. Public administration, especially the town council, must be sensitive and aware of the value of markets, their importance and the functions they fulfil.

The management of markets must be professional and entrusted to specialist managers. Market managers play a significant role in relation to both the traders and the municipal authorities. These people must be specifically trained and have sufficient support to carry out this job properly.

3.5. There must be a plan for modernising markets

The cases studied show that to make an effort to innovate markets is a difficult task because sometimes the traders themselves do not have the right mental attitude or are not prepared to do so. But commercial forms and consumption trends of the population have changed a great deal in recent years, which creates for street trading the challenge of preserving its traditional values while at the same time adapting to new life-styles and hours of consumers.

Administrations must stimulate and provide incentives for this modernisation, and at the same time encourage better infrastructures. The improvement of vehicles and sales places, the incorporation of new technologies (card payments, etc.), the use of electronic devices (balances, refrigeration systems for preserving products, etc.) and the introduction of marketing systems, among others, are essential elements for putting this sector on the same level as other forms of commercial activity. This modernisation plan necessarily requires the training and upgrading of skills of professionals in the sector.

3.6. Vendors must be organised

For street trade to operate smoothly, it is essential for a well-structured association of professionals in the sector to be established, which can act as interlocutor with the various public administrations as well as other commercial forms. The emergence and development of a corporate movement to protect the interests of the sector will without doubt aid its progress.

On the other hand, town councils must consult traders when making decisions, which affect them. Their opinions must be taken into account as they know their activity best. If vendors are not organised, administrations must encourage this process, so as to have a single interlocutor and discourage the division of the sector, which would be detrimental to the good functioning of the market.

PART C: PRACTICAL ACTIONS TO BE TAKEN

1. OPPORTUNITIES FOR MOBILE TRADE IN EUROPEAN PROGRAMMES (2000-06)

A POSITIVE CONTEXT

- ✓ *economic growth in the whole of the European Union*
- ✓ *increase of domestic consumption and demand in most countries*
- ✓ *new stage in the management of the Structural Funds 2000-06*
- ✓ *plans for Commerce 2000: urban and rural trade, from the European Commission*
- ✓ *forms of consumption linked to leisure, crafts, social interaction, etc.*

TRENDS IN EUROPEAN UNION POLICIES

- ✓ increased importance of micro-economies and local economic development
- ✓ emergence and growing relevance of proximity services
- ✓ need for more integrated models of development: commercial policy, urban policy, social cohesion, etc.
- ✓ priority for entrepreneurship, self-management and similar forms of work

NEEDS AND DEMANDS OF THE MOBILE TRADE

- ✓ recognition for mobile trade as for other commercial activities
- ✓ non-discriminatory and non-restrictive regulations, adapted for the sector and applied uniformly across the different member States
- ✓ modernisation of the sector (improvement of its image, training, appropriate equipment, new technologies, etc.)
- ✓ recognition of the significant role played by mobile trade:
 - ✓ historical importance
 - ✓ contribution to the local economy
 - ✓ potential in the creation of jobs
 - ✓ social aims

OPPORTUNITIES FROM THE REFORM OF THE STRUCTURAL FUNDS

ERDF

- ✓ investments and infrastructure for the improvement of equipment in markets
- ✓ inclusion of markets in renovation policies for degraded urban zones as a factor of economic revitalisation and social cohesion
- ✓ participation of this sector in the Territorial Employment Pacts

EAGGF

- ✓ contribution to the diversification of economic activities
- ✓ commercialisation of regional and crafts products
- ✓ localised supply of products
- ✓ contribution to tourist development

ESF

- ✓ active employment policies favouring employability
- ✓ flexible approach to vocational training, adapted to each job
- ✓ push towards entrepreneurship and creation of self-employed activities
- ✓ life-long training adapted to labour market changes
- ✓ promotion of equal opportunities in access to the labour market
- ✓ encouragement of the social economy and support of social cohesion activities

COMMUNITY INITIATIVES AND PROGRAMMES

- ✓ promotion of cross-border markets through **INTERREG**
- ✓ re-establishment of trade in degraded urban zones through **URBAN**
- ✓ encouragement of social cohesion through **EQUAL**
- ✓ fostering of trade supply networks to population in isolated rural zones through **LEADER**
- ✓ innovation of materials and training methods through **LEONARDO DA VINCI**

OTHERS

- ✓ use of technical assistance for research and investigation
- ✓ participation in planning and monitoring committees

STRATEGIES

- ✓ to promote the growth of associations both at local and European level and to establish a network in order to strengthen the sector
- ✓ to undertake lobbying and sensitising campaigns to change the mentality of traders and society with regard to this sector
- ✓ to seek the support of experts for advice on access to these funds
- ✓ to call for a permanent dialogue with the different administrations as well as with other trade sectors and to start visibility actions

2. ORGANISING AND FINANCING TRAINING AND QUALIFICATION ACTIONS

Accompanying Measures for improved entrepreneurship in mobile markets

1.		Planning a career		
	1.1		<p>Coaching / Training / Monitoring</p> <p><u>Remark:</u> Provision for flexibility in scheme / links to solving social problems</p>	<p><u>Process in several stages:</u></p> <ul style="list-style-type: none"> - Improving a business scheme; identification of talents - Designing a business plan / identification of products markets and clients - Designing an adequate qualification pack - Implementation phase: tutoring the training and qualification process - Completion phase: advising, monitoring business configuration / strengthening / upgrading
	1.2.		<p>Organisation of Training:</p> <p><u>Remark:</u></p> <ul style="list-style-type: none"> - Selection of trainers from existing supply, planning personalised training - Any combination of these methods according to situation 	<ul style="list-style-type: none"> - on the job training - courses: standard courses, off-season courses / accompanying courses /short-term crash courses - Internet courses
	1.3..		Interregional learning	<ul style="list-style-type: none"> - exchange of personnel - twinning
2.		Goals, contents of actions		
	2.1.		Products and technologies:	<ul style="list-style-type: none"> - assessing products - improving product supply - identifying innovative products - researching new markets
	2.2.		Marketing	<ul style="list-style-type: none"> - media and methods - foreign languages - customer services
	2.3..		Book-keeping	
	2.4.		Networking and institutional strengthening	<ul style="list-style-type: none"> - Internet contacts - virtual co-operation - how to represent interests - legal framework - international communication
3.		Target Groups		
	3.1.		Entrepreneurs	

	3.2.		Special groups <u>Comment:</u>	- young successors - ethnic groups - women - elderly
			DEFINING SPECIAL NEEDS	
4.		Assistance structure		
	4.1.	Organisation of Training	Training of trainers <u>Comment:</u> It is essential to develop standards with representatives of mobile trade It is advisable to encourage market entrepreneurs to train as trainers	- Developing sector specific training modules
	4.2.		MAINTAINING QUALITY	Creating guidelines and quality standards for the specific needs of mobile trade - Quality assessment of training and qualification measures, evaluation
	4.3.		Information access	<u>Who's who:</u> - resource centres - training centres, - Experts, - Trainers
5.		Financing		
	5.1.		ACCORDING TO OBJECTIVE III REGULATIONS (S.F.)	
	5.2.		New financing models	- <i>To cover income losses, social needs, courses, coaches, experts, <u>by</u></i> - Loans and grants / vouchers - Combination of above -
6.		Interregional Networking	- Exchange - Training and qualification networks - Good practice data-banks - Twinning	

ENCLOSURES

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B SURVEY FORMS

LA MURADA AND OOSTBURG QUESTIONNAIRE

CONSUMER QUESTIONNAIRE

GENERAL INFORMATION

NAME.....

DATE 13 - 7 - 1997

NUMBER

QUESTIONS

1. WHAT IS THE DISTANCE TO THE MARKET FROM WHERE YOU LIVE?

- I LIVE HERE
- LESS THAN 5 KM
- BETWEEN 5 AND 15 KM
- MORE THAN 15 KM

2. HOW OFTEN DO YOU VISIT THE MARKET?

- EVERY WEEK
- AVERAGE OF 1 OR 2 TIMES A MONTH
- LESS OFTEN (INCIDENTAL)

3. WHY DO YOU COME?

(3 OPTIONS MAXIMUM).

- PRODUCTS ARE CHEAPER
- HIGHER QUALITY PRODUCTS
- I FIND PRODUCTS THAT ARE UNAVAILABLE ELSEWHERE
- PERSONALIZED TREATMENT
- I MEET PEOPLE I KNOW
- PASS THE TIME AND ENJOY MYSELF
- OTHER REASONS.

4. HOW MUCH ON AVERAGE DO YOU SPEND AT THE MARKET PER VISIT?

5. WITH WHAT OTHER BUSINESS OR ACTIVITIES DO YOU (REGULARLY) COMBINE YOUR VISIT TO THE MARKET?

- SHOPPING
- VISIT TO PUBLIC SERVICES (LOCAL AUTHORITY/LIBRARY) OR DOCTOR/DENTIST
- SOCIAL VISITS TO RELATIVES OR FRIENDS
- NONE

PERMANENT SHOPS QUESTIONNAIRE

GENERAL INFORMATION

NAME.....

DATE 13 - 7 - 1997

NUMBER

TYPE OF BUSINESS:

- BAR**
- SHOP**
- PUBLIC SERVICES**
- OTHER**

.....

LOCATION

- TOWN CENTRE
- OUTLYING STREETS

QUESTIONS

1. DOES YOUR BUSINESS BENEFIT FROM THE MARKET?

- YES
- NO

2. DO YOU GET MORE CUSTOMERS THAN ON A NORMAL DAY?

- NO
- 25% MORE
- 25%-50% MORE
- 50 %-100% MORE
- MORE THAN 100% MORE

MARKET-TRADERS QUESTIONNAIRE

GENERAL INFORMATION

NAME.....

DATE 13 - 7 - 1997

NUMBER

TYPE OF STAND: METAL STRUCTURE
 TRUCK/TRAILER
 OTHER

ARTICLES FOR SALE:

FOOD STUFFS

- FRUIT AND VEGETABLES
- DRY FRUIT
- OLIVES
- DAIRY PRODUCTS
- EGGS AND POULTRY
- SAUSAGE, SANDWICH MEAT

CLOTHING

- OUTER GARMENTS
- HABERDASHERY
- SHIRTS
- UNDERWEAR
- ANIMALS
- BAR
- JEWELRY
- OTHERS

HOUSEHOLD GOODS

- KITCHEN EQUIPMENT
- IRONMONGERY
- DIY GOODS
- LAMPS, ELECTRICAL GOODS
- CERAMICS
- FURNITURE
- BOOKS
- FOOTWEAR
- LEATHER GOODS
- DRUGSTORE ITEMS
- FLOWERS AND PLANTS
- JEWELRY AND WATCHES
- MUSIC
- DECORATIVE OBJECTS

QUESTIONS

1. WHERE DO YOU LIVE?

- LA MURADA
- ORIHUELA
- MURCIA OR ALICANTE PROVINCES
- OTHER REGIONS

2. HOW MANY CUSTOMERS ON AVERAGE DO YOU HAVE ON A MARKET DAY?

- IN THE SUMMER (MAY TO SEPTEMBER)
- IN THE WINTER (REST OF THE YEAR)

3. HOW OLD ARE THEY?

- % UNDER 25 YEARS
 % BETWEEN 25 AND 50 YEARS
 % OVER 50 YEARS

4. WHICH IS THE MAJORITY SEX?

- % MEN
 % WOMEN

5. FREQUENCY LEVEL OF CUSTOMERS?

- % STEADY CUSTOMERS
 % SPORADIC CUSTOMERS

6. WHAT IS YOUR AVERAGE TURNOVER ON A MARKET DAY?

- LESS THAN 91 ECUS
 BETWEEN 91 AND 176 ECUS
 BETWEEN 176 AND 358 ECUS
 BETWEEN 358 AND 600 ECUS
 BETWEEN 600 AND 1200 ECUS
 MORE THAN 1200 ECUS

7. WHERE DO YOU ACQUIRE THE PRODUCTS YOU SELL?

- REGION
 OUTSIDE

8. WHO DO YOU GET YOUR PRODUCTS FROM?

- I PRODUCE/MANUFACTURE THE GOODS MYSELF
 BIG SUPPLIERS
 SMALL BUSINESS

9. HOW MANY PEOPLE WORK AT YOUR STAND?

- ONE
 TWO
 THREE
 MORE THAN THREE

LEICESTER MARKET NON-USERS SURVEY

Interviewers name (print) Date of interview

Signature of interviewer Time of day

Respondents name Telephone no

Please, make a neat HORIZONTAL MARK in the answer boxes, eg. DO NOT tick, cross or circle. Also, please write CLEARLY on the dotted lines where indicated - BLACK works best.

A Screening questions (Ask on initial contact)

Q1a Have you ever purchased goods from Leicester Market, or not?
 Yes | | (ask Q2)
 No | | (proceed with interview)
 Don't know | | (ask Q2)

Q2a Do you currently purchase goods from Leicester Market, or not?
 Yes | | (ask Q3)
 No | | (proceed with interview)
 Don't know | | (thank and close)

Q3a SHOW CARD A - ASK: How often do you purchase goods from Leicester Market?
 More than once a week | |
 About once a week | |
 About once a fortnight | |
 About once a month | |
 About once in 2-3 months | |
 Less often | | (proceed with interview)
 Don't know (thank and close)

C Classification data: (ASK AFTER MAIN QUESTIONING AT "B" OVER PAGE)

Firstly, please note the questionnaire number in the right hand corner and mark in this grid:

0 | | 0 | | 0 | | 0 | |
 1 | | 1 | | 1 | | 1 | |
 2 | | 2 | | 2 | | 2 | |
 3 | | 3 | | 3 | | 3 | |
 4 | | 4 | | 4 | | 4 | |
 5 | | 5 | | 5 | | 5 | |
 6 | | 6 | | 6 | | 6 | |
 7 | | 7 | | 7 | | 7 | |
 8 | | 8 | | 8 | | 8 | |
 9 | | 9 | | 9 | | 9 | |

eg. number 11 looks like this:

0 1 2 | | 3 | |
 4 | | 5 | | 6 | | 7 8
 9 | | 0 | | 1 | | 2 | | 3 | |

Now, please continue ...

Q1c Gender male | |
 female | |

Q2c: Approximate age
 under 18 | | 40-65 | |
 15-24 | | over 65 | |
 25-39 | |

Q3c Respondent's main occupation*
 (write in)

Occupation* of chief wage earner in household, if different (write in)

(NB: if engineer, civil servant, police, retired etc. please obtain more details)

Office use only | | : | 2 | | 3 | | 4 | |

Q4c Current marital status (mark one)
 single | | married | |
 separated/divorced | | widowed | |

Q5c Occupancy (mark one only)
 lives with partner/spouse | | lives alone | |
 shares with others but | | lives with | |
 has own room family (parents)

Q6c Please estimate your approximate annual income?
 nil/nil | | under £10K | | £10-15.9K | |
 £20-40.9K | | £50K-99.9K | | £100K + | |

Q7c I consider my ethnic orientation to be:
 White, European, USA | | Asian, Indian sub-continent | |
 Asian, other (eg. Chinese) | | Black, Afro-Caribbean | |
 Other | |

B. Main Questioning

LEICESTER MARKET NON-USERS SURVEY

Q8b What is your main purpose(s) for coming into Leicester today?

- Shopping (includes 'looking around') Other matters
 Both Don't know

If "Shopping" or "Both" - ask:

Q9b Where have you shopped/do you intend to shop in Leicester today?
 (write in CLEARLY)

.....

Ask all: show card "A" again

Q10b How often do you come into the centre of Leicester to shop?

- More than once a week About once a week
 once a fortnight once a month
 Every 2-3 months Less often Don't know

Q11b What are the main reasons why you come into the centre of Leicester to shop?

(write in CLEARLY)

.....

Q12b Are you aware of Leicester Market, or not?

- yes no don't know

Q13b If I say 'Leicester Market', what three things, if any, come to mind?

- 1)
- 2)
- 3)

Q14b Have you ever seen any promotion whatsoever for Leicester Market?

- yes no don't know

If "YES" - ask:

Q15b Can you recall what it was about at all?

(If "YES" write in CLEARLY)

.....

Q16b Are you aware that it was the 700th anniversary last year of Leicester Market?

- yes no don't know

Q17b What improvements, if any, are needed to Leicester Market?

(write in)

.....

Q18b What, if anything, would make you start using Leicester Market again?

- nothing if quality better
 if cleaner if traders more polite
 if all indoors wider variety of goods
 more free better weather

other (write in)

.....

Q19b Are either of the following likely to help at all:

- 1) Shows/attractions at the market?
 yes no don't know
- 2) The renovated Corn Exchange?
 yes no don't know

Thank respondent and go to Classification data on front

.....

.....

.....

.....

.....

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