

# Vacancy on industrial parks - *a case study in Almere*



## ERASMUS SCHOOL OF ECONOMICS

**Rebecca Hoogendam (346973)**

**November 18<sup>th</sup> 2016**

**Supervisor: Dr. A. Otgaar**



# PREFACE

---

Het schrijven van deze scriptie was de laatste stap in het afronden van mijn Master Urban, Port and Transport Economics aan de Erasmus Universiteit Rotterdam. Ik treed hierbij in de voetsporen van mijn opa, die in de jaren '50 afstudeerde aan dezelfde universiteit, toentertijd de Economische Hogeschool. Graag wil ik Alexander Otgaar, mijn supervisor, bedanken voor de opbouwende feedback en de snelle reacties, waarmee hij mij kon motiveren om de scriptie naar een hoger niveau te tillen. Ook wil ik hem bedanken dat hij mij attendeerde op een stage mogelijkheid bij Metafoor Ruimtelijke Ontwikkeling B.V. Erik Berkelmans, de directeur en mijn toekomstige werkgever, heeft mij een stageplek geboden voor dit afstudeeronderzoek, waarvoor ik hem zeer erkentelijk ben. Daarnaast wil ik Remco den Boeft, mijn stage begeleider, bedanken.

Mijn bijzondere dank gaat uit naar mijn ouders, die mij door dik en dun gesteund hebben, die achter mijn keuzes stonden en nog belangrijker, die altijd in mijn vaardigheden geloofd hebben. Tot slot wil ik mijn vriend, Chris Bakker, bedanken, die er voor mij was in goede en slechte tijden, en mij soms net het steuntje in de rug gaf, dat ik nodig had.

# ABSTRACT

---

The Dutch industrial parks face a lot of structural vacancy and are in need for solutions to solve this problem. This paper aims to offer a contribution to the discussion through a single case study of industrial park De Vaart in Almere, the Netherlands. First a literature exploration has been executed in order to give answers to more general questions about the character of industrial parks and vacancy. Theories concerning location factors and strategies have also been explored. Based on this theoretical part a case study of industrial park De Vaart is presented. The study is based on expert-interviews with established companies on De Vaart, potential settlers, real estate agents, the municipality of Almere and regional institutions. The empirical study of De Vaart aims to give answers to the questions what factors explain vacancy on De Vaart and which strategies can be applied to combat vacancy.

# TABLE OF CONTENTS

---

<b>1 INTRODUCTION</b> .....	<b>6</b>
1.1 PROBLEM STATEMENT .....	6
1.2 GOALS AND OBJECTIVES .....	7
1.3 RESEARCH QUESTION .....	9
1.4 STRUCTURE .....	9
<b>2 LITERATURE REVIEW</b> .....	<b>10</b>
2.1 LOCATION THEORIES .....	10
2.1.1 CLASSICAL LOCATION THEORIES .....	10
2.1.2 TOWARDS A BEHAVIOURAL AND INSTITUTIONAL APPROACH .....	11
2.1.3 MODERN LOCATION THEORIES .....	14
2.1.4 CONCLUSION .....	15
2.2 INDUSTRIAL PARKS .....	16
2.3 LOCATION FACTORS .....	18
2.4 EXPLANATIONS FOR VACANCY .....	20
2.4.1 DEFINING VACANCY AND TYPES OF VACANCY .....	20
2.4.2 DEFINING AGING .....	22
2.4.3 CONCLUSION .....	23
2.5 STRATEGIES TO COMBAT VACANCY ON INDUSTRIAL PARKS .....	24
2.5.1 RESTRUCTURING .....	24
2.5.2 DISTINCTIVE ABILITY .....	26
2.5.3 PLACE MARKETING .....	28
2.5.4 CONCLUSION .....	29
<b>3 METHODOLOGY AND CONCEPTUAL FRAMEWORK</b> .....	<b>30</b>
3.1 CONCEPTUAL FRAMEWORK .....	30
3.2 DATA AND METHODOLOGY OF THE CASE STUDY .....	31
<b>4 CASE STUDY DE VAART IN ALMERE</b> .....	<b>33</b>
4.1 INTRODUCTION .....	33
4.2 ANALYSIS OF DE VAART .....	34
4.3 LOCATION FACTORS .....	36
4.3.1 LOCATION AND EXTERNAL ACCESSIBILITY OF ALMERE .....	36
4.3.2 LOCATION AND EXTERNAL ACCESSIBILITY OF DE VAART .....	37
4.3.3 QUALITY OF THE BUILDINGS .....	39
4.3.4 LOT SIZE AND EXPANSION POSSIBILITIES .....	40
4.3.5 QUALITY OF THE ENVIRONMENT .....	40
4.3.6 CLUSTERING .....	41
4.3.7 PRICE/QUALITY RATIO .....	42
4.3.8 AWARENESS AND IMAGE OF ALMERE AND DE VAART .....	42
4.3.9 ENVIRONMENTAL ZONING ON DE VAART .....	43

4.4	RESULTS AND STRATEGIES .....	44
4.4.1	<i>FACELIFT</i> .....	45
4.4.2	<i>DISTINCTIVE ABILITY</i> .....	46
4.4.3	<i>PLACE MARKETING</i> .....	47
4.5	CONCLUSION .....	48
5	<b>CONCLUSIONS</b> .....	<b>50</b>
5.1	CONCLUSIONS .....	50
5.2	RECOMMENDATIONS.....	51
	<b>BIBLIOGRAPHY</b> .....	<b>52</b>
	<b>APPENDIX</b> .....	<b>57</b>

# 1 INTRODUCTION

## 1.1 PROBLEM STATEMENT

The Netherlands has a lot of vacancy on the business park market. There is a large mismatch between demand and supply. The supply of new business parks is still increasing. The *Centraal Planbureau*<sup>1</sup> calculated the demand for business parks in the Netherlands (Arts et al., 2005). It is expected that the demand for space in the Netherlands will decrease until 2020. In the period 2020-2040 this problem will become bigger (IBIS, 2011). These two developments show that the gap between demand for and supply of business parks in the Netherlands is increasing.

In the period 2007-2014, the stock of Dutch business parks in hectares was rising, while the yearly allocation was decreasing or constant over time (DTZ Zadelhoff, 2016). In 2014 relative to 2013, the stock has increased with 1.5% to almost 54.000 hectares (figure 1). If the gap between the stock and the allocation of land is increasing, problems on the business park market become worse.

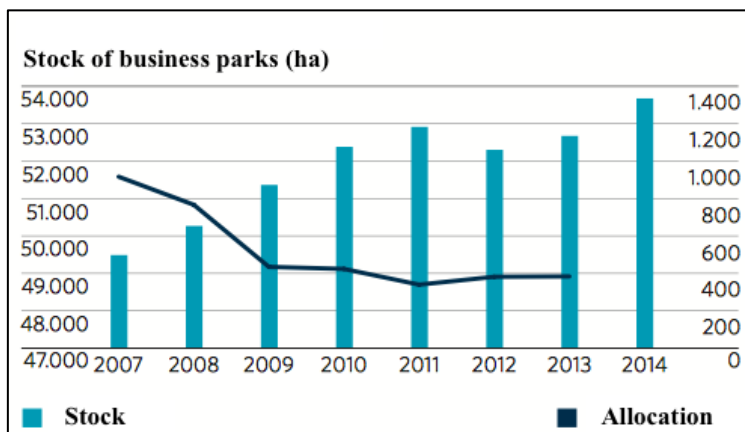


Figure 1 - The stock and the allocation of business parks in the Netherlands 2007-2014

One would expect that business parks face a lot of vacancy due to the aging of business parks. In 2012, almost 30% of all Dutch business locations were classified as outdated (IBIS, 2011). Outdated industrial parks lose attractiveness relative to new industrial parks. Four indicators of aging are the appearance, the accessibility, the land use and the (environmental) hygienic conditions of a business park. In the Netherlands, many business parks are outdated in terms of these indicators. Furthermore, the lack of investments on outdated business parks causes an acceleration of the aging process. A second expectation is that vacancy can be caused by the increasing excess supply, because many firms move to these new business parks, leaving behind the old business parks.

<sup>1</sup> The *Centraal Planbureau* (CPB) is a governmental research institution that creates economical policy analyses for the Dutch Ministry of Economic Affairs.

This paper contains a single case study on industrial park De Vaart in Almere because De Vaart is an average example of an industrial park. A single case study is defined as “an empirical enquiry that investigates a contemporary phenomenon in depth and within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident” (Yin, 2009). This method is chosen due to its possibility to provide a high level of understanding and detail. De Vaart is a typical example of a large and old industrial park that faces vacancy problems. The vacancy rate on De Vaart has increased in the last years to 25% of the total surface. The vacancy has a structural character and seems to have a strong influence on the image of the industrial park. The aspects that refer to aging are all visible on De Vaart: some parts have a bad appearance, a suboptimal accessibility, inefficient land use and, due to the high environmental zoning, bad hygienic conditions. The situation is deteriorating in a downward spiral. In 2013 a pilot was set up with the aim to improve the positioning of De Vaart. Some minor problems (such as unsafety) have been solved, but other more strategic and long-term goals are not realised yet. The purpose of the case study is to investigate in detail why vacancy is developing here and how this vacancy might decrease.

## 1.2 GOALS AND OBJECTIVES

Compared to foreign countries there has been done a lot of research in the Netherlands regarding the market for business parks (Van der Krabben & Pen, 2015). However, on the market for specifically industrial parks there has been done less research. Location theories of business parks have been described many times by several well-known economists (Marshall, 1920; Porter, 1990; Krugman, 2011). During the years, researchers were increasingly able to explain the behaviour of companies in terms of location decisions. Various location factors were described from different perspectives. Not only geographical location, but also clustering, accessibility and quality of the environment for instance were argued to play a big role in the location decision (Needham et al., 2015; Weterings et al., 2007; Van der Ham, 2010). Aging is a relatively new concept in science. As time goes on, this phenomenon is obviously discussed more and more. Vacancy is often described in the office market. In the business park market however, there is no consensus about types of vacancy. Also a vision on explanations for vacancy or clear answers how to combat vacancy seems to be missing in the literature. There is less information available on the opinion of established companies about aging processes on business parks (Beekmans, 2015). Besides that, empirical evidence on both positive and negative effects of industrial parks are scarce (De Vor, 2011).

Since the problems of De Vaart are typical for many industrial parks in the Netherlands, this case might provide some useful insights. The case selection was preceded by an analysis of the problems and circumstances on the Dutch business park market. The Netherlands face a rapid decline on industrial sites (Van der Krabben & Buitelaar, 2011). Although industrial parks have received considerable attention because of this decline, no two business parks are exactly the same in terms of characteristics and location (Pyke & Sengenberger, 1990). Therefore, strategies to combat vacancy are situation-dependent. For this study, industrial park De Vaart in Almere has been chosen for a few reasons. In the first place, Almere has a

large number of business parks and the number of business parks in this city in the northern part of the Randstad is still increasing. De Vaart is one of the oldest and biggest business parks in town and faces many problems that are largely recognizable to business park problems in general. Prior to this research, there have been a few attempts to solve or reduce the problems. However, these previous investigations have not yet led to an acceptable level of vacancy. Hence, this investigation tries to gather as many as possible data in order to find the most applicable strategies to combat vacancy on this particular industrial park.

There are several arguments that make clear that a lot of attention has to be paid to the development and the problems of business parks. First, it is difficult to keep up the pace with the process of decline on older parks (Louw & Bontekoning, 2006). Second, business parks facilitate economic growth. Stimulating the economic growth is a major goal of the government in order to increase competitiveness. Business parks represent approximately 35% of the national economy (Stichting Kennisalliantie Bedrijventerreinen Nederland, 2015). Therefore, it is important to tackle problems on business parks. Furthermore, the importance of business parks for the development of employment and encouraging of employment growth has been explored in earlier research (Weterings, Knobben, & Van Amsterdam, 2008). It turns out that employment growth on business parks is higher than on other locations. Besides that argument, combatting aging can lead to the lengthening of the life cycle of existing business parks. This can contribute to a better return on investment of local governments. The maintenance of business parks will therefore remain high on the agenda. In the third place, the Dutch government also acknowledged the importance of a coherent approach to the problems of the business park market (Stec Groep en SenterNovem, 2005). Throughout the years the consensus regarding efficient land use became considerably greater. It is important to treat the scarce space carefully in order to use land efficiently, especially in a densely populated and densely built country as the Netherlands. Optimal land use contributes to a higher degree of sustainability.



### 1.3 RESEARCH QUESTION

It is crucial to find a solution for the vacancy problems on industrial parks. Generally speaking, finding solutions for problems is impossible if the causes of these problems are not yet clear. Therefore, the following research question will take center stage during the whole execution of this study:

***“What explains vacancy problems on the Dutch industrial park De Vaart in Almere?”***

As mentioned in section 1.2 and as visible in the main research question, this paper will particularly focus on the Dutch industrial park De Vaart in Almere. The research question can be answered with the help of the following technical and empirical sub questions:

Theoretical questions:

- 1.) *What are industrial parks? How and why have they (been) developed?*
- 2.) *What (location) decision factors drive decisions of industrial companies?*
- 3.) *What different types of vacancy can be distinguished? What theoretical explanations can be given for vacancy?*
- 4.) *What strategies have been described in the literature to combat vacancy?*

Empirical questions:

- 5.) *What factors explain vacancy on De Vaart (Almere)?*
- 6.) *What strategies could be developed to reduce vacancy on De Vaart (Almere)?*

### 1.4 STRUCTURE

The report will be continued as follows: chapter 2 provides clear literary insights in the relevant location behaviour of companies in general. Then, information is provided on industrial parks and location factors that industrial companies weigh in their location decision. Finally, the problem of vacancy is discussed and several aging processes are clarified. In sections 2.2 to 2.5 the theoretical sub questions are answered. Chapter 3 presents the methodology of both the theoretical part and the empirical part of the research. Besides that, a conceptual framework shows how the different concepts are related to vacancy. Chapter 4 encompasses the execution of the case study. Here, the empirical questions are answered. Chapter 5 presents the conclusions, limitations and recommendations of the research.

## 2 LITERATURE REVIEW

---

### 2.1 LOCATION THEORIES

Through the years, more and more is known about companies' behaviour in terms of location decisions. Science has opened up successively different location theories from neo-classical to modern location theories. Geographic location choice can determine the success or failure of firms (Kilkenny & Thisse, 1999). It is a critical element in strategic planning for a wide range of firms. From location theories we can learn how companies choose the optimal location for their economic activities. This section will focus on specific location factors that influence the location decision as a first step in getting more grips on explaining vacancy.

#### 2.1.1 CLASSICAL LOCATION THEORIES

The (neo) classical location theories have started with the Land-use Theory of agricultural location of Von Thünen. Von Thünen (1826) focussed on the allocation of land use based on transportation costs (Vreeker et al., 2004). Formally, location theory began with Weber (1909) who invented the Industrial Location Theory, which models the optimal location for an industrial company. His work *Über der Standort der Industrien* provides a logical starting point in studying industrial location. He investigated how a single warehouse could optimally be located in order to minimize total distance between the warehouse and its customers (Owen & Daskin, 1998). Weber argued that the total costs of bringing together raw materials for the production and transporting this to the market should be minimalized (Fales & Moses, 1972).

The book *Location and Land Use* of Alonso (1964) is considered as the beginning of urban economics. While the model of Von Thünen was only applicable to the agricultural sector, the model of Alonso could also be used in other sectors, such as in the retail and distribution sector. Alonso introduced factor substitution, which means that land-inputs can be replaced by other inputs as labour and capital. He was also critical with regard to the theory of Weber, because he argued that industrial firms primarily focus on minimizing production costs (Alonso, 1967). Meanwhile Alonso developed the bid-rent theory in 1964 in the context of urban land use. The bid-rent function explains the relation between urban land use and urban land value (Koomen & Buurman, 2002). In fact, companies (as well as households) try to make the optimal trade off between land price, transportation costs and the size of land they need. The bid-rent curve for a single company is convex and shows that the shorter the distance to the city centre, the higher the land price. Besides that, the curve suggests that being located closer to the city centre is relatively more important for respectively the service sector and retail sector, whereas this distance is of lesser importance for both the manufacturing and distribution sector.

Moses (1958) complemented the theory of Weber by making the *Theory of Industrial Location* an integral part of the theory of production. He investigated the implications of factor substitution for the locational equilibrium of the company. Moses' ideas are based on the assumption that inputs can be changed to different proportions to provide the same output. His work, *Location and the theory of production*, concludes that maximizing profits requires an adjustment of output/input combination, location and price (Moses, 1958).

All in all, the classical theories have offered a clear starting point for the understanding of a firm's interests in terms of determining the location to settle.

### **2.1.2 TOWARDS A BEHAVIOURAL AND INSTITUTIONAL APPROACH**

Although classical theories offer a starting point in the understanding of companies' location decision, researchers have stated that these theories make too many assumptions to apply them on real-life cases. For example, these theories assumed rationality in companies' behaviour and perfect information (Brouwer et al., 2004). Pred is considered as the founder of the behavioural location theory (Mariotti & Pen, 2001). He criticized existing location theories and stated that the location decision-making process is influenced by individuals, who seek to maximise their own material gains (Strauss, 2007). This assumption is called selfishness axiom and learns that rationality is constrained by the real world conditions in which choice occurs. Over time, location theories increasingly assumed that agents have limited information rather than full rationality and thus settle for sub-optimal outcomes rather than maximise profits (Brouwer et al., 2004). In this period, psychological and sociological concepts influence economic theories. Location decisions in the real world – in contrast to location decisions in the theoretical world – are now seen as a social decision-making process, where subjective values and preferences are more relevant (Simon, 1983). While the mentioned classical theories will thus have no substantial importance in case study De Vaart, the development of companies' subjective values and preferences provide relevant starting points for this case study.

During the years, behavioural and institutional location theories paid more and more attention to dynamic processes between companies and its surroundings. Agglomeration economies are the external advantages that companies obtain by locating close to each other (Malmberg et al., 2000). Usually these agglomeration economies measure economic performance of the region by urban size and density. Hoover (1937) distinguished three types of agglomeration economies (Barr, 2002):

#### *1.) Internal economies of scale and scope*

The first type of agglomeration economies is internal economies of scale and scope, which will not be clarified further in this paper, since this regards economies that are internal to the firm.

## 2.) *Localisation economies*

The second type of agglomeration economies consists of *specialized clusters*, which can be described as *localisation economies*. Localisation economies gain economies of scale, which refer to advantages that a single firm can obtain by locating close to firms in the same industry (Malmberg et al., 2000). In 1890, Marshall already aimed to identify the localisation advantages, and thus the causes of agglomeration of companies that operate in the same industry (Vernon Henderson, 2003). The first cause relates to a cost advantage in terms of being located in the spatial proximity of the local industry-specific labor market. The second cause also encompasses a cost advantage in the form of being located in the spatial proximity of companies within the same sector. This advantage means that companies can make use of common input suppliers of products and services. The third advantage mentioned by Marshall is the creation of information spillovers. An agglomeration gives companies within this cluster the opportunity to exchange and innovate together (Marshall, 1920). Glaeser (1992) confirms the rising consensus about the importance of knowledge spillovers by arguing that an increased concentration of a particular industry facilitates these spillovers across companies in a specific region (Glaeser et al., 1992). Besides that, localisation economies refer to the possibility of skilled labour pools, access to specialised services and a possible decrease of freight rates. The economies are external to the company, but internal to the industry.

## 3.) *Urbanisation economies*

The third type of agglomeration economies consists of *generalized clusters*, which can be described as *urbanisation economies*. Urbanisation economies generate economies of scope, which refer to advantages that can be obtained by a single firm that is located close to firms in multiple other industries. This agglomeration can consist of all types of industries, such as economical, social and cultural companies, but also educational or governmental institutions. Urbanisation economies are determined by the size of the local economy (Derksen & Van Dongen, 2010). The share of a larger labor market and sharing each other's clients and trading partners for example can gain the advantages. Besides that, the diverse firms can share transportation services, public utilities (such as shared infrastructure) and specialised business services provided by third parties. Jacobs (1969) developed a theory in her book *The economy of cities* that emphasizes that the variety of industries in a cluster goes hand in hand with knowledge externalities which in turn forces innovation (Feldman & Audretsch, 1999). These externalities are so-called Jacobs' externalities. Urbanisation economies are external to the company, but internal to the urban concentration of diverse companies.

According to prior literature both agglomeration economies generate economic advantages. Gaining competitive advantages by different types of clustering will appear to be relevant for case study De Vaart. For example, being located in the proximity of clients or knowledge institutions might play a role in the companies' location decision. However, whether diversity or specialization of economic activities on a business park improves technological change and economic growth was – and still is – subject of a heated debate (Feldman & Audretsch, 1999). In the 21<sup>st</sup> century, many literary papers still provide either evidence in favour of Marshall's specialization effects or for Jacobs' diversity effects on the regional economic

performance (Beaudry & Schiffauerova, 2009). The clustering concept will be analyzed further in section 2.3.

Porter elevated the idea of specialized industrial clusters to a higher level. He developed a broader concept with four determinants of national competitive advantage. Each individual attribute defines a point in the system that is called *diamond of national advantage*. The determinants are all connected, which leads to the creation of an environment that promotes clusters of industries that compete with each other. While Porter's book *The Competitive Advantage of Nations* is set at the national level, his focus was on micro-economic foundations. Therefore, the model has been applied at the regional and city level (Porter, 1990). The determinants create the surroundings in which companies learn how they can compete and can be described as follows:

#### *1.) Demand conditions*

Nations gain a competitive advantage in industries where the home demand gives the companies a clear image of emerging buyer's needs. Because of these circumstances companies are also pressed to innovate faster. As a result more competitive advantages are realized relative to their foreign rivals. If this perspective is specified to the regional level, the following can be said about the size of demand: when the market demand in cluster A is larger than in cluster B, cluster A will obtain the competitive advantage relative to cluster B.

#### *2.) Factor conditions*

This determinant refers to the state of production factors. The basic production factors consist of labor, capital, land, infrastructure and natural resources. The quality of the inputs determines the success of a cluster. The most important factors of production are factors that are specialized and involve heavy investment. In order to gain competitive advantage, a factor must be highly specialized to an industry's needs and wants. These factors are relatively scarce and difficult to imitate for competitors.

#### *3.) Firm strategy, structure and rivalry*

The way in which a company is created, organized and managed can be decisive in the type of product or service a certain area will specialise in. Besides that, individually expanding skills can also contribute to obtaining competitive advantage. Talent will always be a scarce resource on any level. Commitment, effort and type of education partially determine the success of a company. Finally, the presence of strong rivals is another incentive for companies to create and maintain competitive advantage. In fact, rivalry is the most crucial determinant in Porter's diamond, since there is a strong stimulating effect for firms in rivalry. Companies feel the pressure of rivalry, which creates a stimulus to keep innovating and improving themselves. Geographic concentration magnifies the power of rivalry. Porter argues that the more localized rivalry is, the better it is, since the competition gets more intense.

#### 4.) *Related and supporting industries*

If suppliers and end-users are located close to each other, they can take advantage on the base of close working relations. This determinant will also be tested in the case study. They have the opportunity to exchange ideas and innovation for example, because of the short lines of communication. If related and supporting industries indeed make an additional effort, the mutual interaction can be advantageous and self-reinforcing. Related industries encourage companies to embrace new and advanced skills.

The behavioural location theory states that agents have limited information and discover internal factors that play a role in the location decision of firms. Both neo-classical and behavioural location theories suffered from a lot of criticism, because they were unrealistic. The institutional location theory assumes that economic activities are socially and institutionally situated. This makes the institutional theory more applicable for complex and larger firms with negotiating power.

### **2.1.3 MODERN LOCATION THEORIES**

New location theories complemented the existing theories. For example, Martin and Rogers (1995) took into account the impact of public infrastructure on industrial location. A model that was developed in the last decade of the twentieth century suggests that public infrastructure policy can be used as a method to attract industries (Martin & Rogers, 1995).

The work of Krugman (1991) was considered as the introduction of the *new economic geography*, which is a framework that can be applied to any type of cluster. The *new economic geography* is based on explanatory models in which location factors are the main drivers of firm relocation (Brouwer et al., 2004). The theory has multiple distinctive features that can be qualified as a new starting point. Krugman declared that his model was far from realistic, but it was meant to serve as a demonstration with new and interesting insights (Krugman, 2011). Agglomeration occurs at many levels, and thus there are a variety of compositions. The goal of *new economic geography* is to provide a new approach to modelling that places these compositions in the context of the entire spatial economy (Fujita & Krugman, 2004). The model enables people to talk about centripetal forces on the one hand and about centrifugal forces on the other hand. Centripetal forces pull economic activities together, while centrifugal forces push them apart. Agglomeration in terms of micro-decisions arises because of increasing returns at the level of the industry or indivisibilities. Increasing returns lead to imperfect competition. Also the presence of transportation costs makes the geographic location matter in the location decision. Krugman's core-periphery model for example predicts increasing regional specialization. This model ends up with a core-periphery pattern in which the whole manufacturing industry is agglomerated in one region.

More recent studies on location preferences in the Netherlands argue that space and representativeness of the location are important push and pull factors. External accessibility also turns out to be an important driver for relocation (BCI, 1998). Another research in the

Netherlands looked at the importance of location factors for different sectors. The pattern that can be observed in the importance of these factors is that accessibility by road, parking facilities and loading and unloading are in the top three of industry, trade and transport sectors (Pen, 2002).

More modern research focussed on the motivations behind firm migration, since current researchers believe that it is important to investigate why firms want to relocate. Multiple studies state that there are three main categories that influence firm relocation. These categories are location factors, internal factors and external factors (e.g. Brouwer et al., 2004). It turns out that the main reasons for firm migration are the companies' need for expansion and the quality of the buildings. Moreover, cost savings are of major importance. Firms want to take advantage of favourable cost conditions, such as scale economies and local incentives. Finally, access to raw materials can be an argument to relocate. These recent motivations for firm migration form the basic principles for this paper.

#### **2.1.4 CONCLUSION**

The classical theories have provided a clear starting point for the understanding of a firm's location decision. However, the classical theories have rapidly become obsolete, because there were too many assumptions to apply these theories on real-life cases. Although the classical theories bear little to no importance to the subject of this paper, they are still relevant as historical base for later developed location theories. Behavioural theories approached the location decision as a social decision-making process, where preferences of companies played an increasing role. Hence, behavioural theories are more useful for the case study, where interview results will show the opinion of established companies and potential settlers concerning the location choice. As the behavioural theories state, rationality is not the only decisive aspect in these opinions.

The explanatory models of Krugman show that location factors are the main drivers of firm relocation and therefore this theory is relevant to the case study. Recent studies in the Netherlands have provided supplemental insights in the theory of the location choice. In order to understand the location choice of specifically industrial firms, section 2.2 will first give a better understanding of industrial parks and their characteristics.

Section 2.2 gives a better understanding of industrial parks and their characteristics. In order to understand how the respondents in chapter 4 judge the location factors on De Vaart, several location factors are derived from the location theories in section 2.3.

## 2.2 INDUSTRIAL PARKS

Business locations are places that economically contribute to the production of goods (Louw et al., 2009). In the Netherlands there is a distinction between formal and informal business locations (Centraal Planbureau, 2001). Formal business locations are officially indicated and equipped by the government as locations for businesses and can be divided in business parks or office locations (Louw & Hiethaar, 1999). Informal business locations can either be found throughout urban areas or they are spread out over small venues in rural areas. These locations include primarily retail, but also smaller offices and old production companies inside urban areas. This paper excludes informal business park from the literature review. A business park is often described as an area that is intended and appropriate for use in the field of trade, manufacturing, commercial services, non-commercial services and industry (e.g. Stec Groep en SenterNovem, 2005). The following sites are not qualified as a business park: sites for extraction of raw materials, oil, gas and water, agricultural areas without manufacturing of logistics and land for landfill. On business parks, one can find among others industrial buildings and offices, whereas on office locations exclusively and sometimes mainly offices are situated.

There are multiple ways to distinguish types of business parks. Formal business locations can be categorized in five different location types (Stec Groep en SenterNovem, 2005). This categorization is also called segmentation. According to the *Integraal Bedrijventerreinen Informatie Systeem*, formal business parks are segmented in an identical way (IBIS, 2011):

### 1.) *(Heavy) industrial parks*

(Heavy) industrial parks are sites that cause multiple externalities, such as traffic, smell and noise. In these parks environmentally polluting industries are allowed in environmental categories 4, 5 and sometimes 6.

### 2.) *Mixed business parks*

Mixed business parks are provided for the purposes of regular economic activities. These parks are neither high-quality business parks, nor distribution parks. Here, business activities between environmental category 1 and 4 are allowed.

### 3.) *High-quality business parks*

High-quality business parks are designed for the specific purpose of companies with high-quality activities, such as production and Research and Development activities.

### 4.) *Seaport sites*

Seaport sites can be defined as areas with a loading and unloading quay that is accessible for deep-sea vessels. In calculations, this category is often treated separately, because these areas are much bigger in size and exist on a smaller scale.



### 5.) *Distribution parks*

Distribution parks are designed for the specific purpose of companies in transport, distribution and wholesale activities.

This paper will rather focus on (heavy) industrial parks. It is interesting to look at the development, the definition of industrial parks and why the concept of these parks still has reasons for existence. In the literature, industrial parks are often identified as industrial sites or industrial districts. The development of industrial sites originated in Britain at the end of the 18<sup>th</sup> century (Mathias, 1969). Steam power entered in production processes and was among others an important factor for the production of textiles. Around the city centers of Liverpool and Manchester mills concentrated in regions with an amount of favourable factors as a dense population, easy communications and a cheap possibility to acquire the raw materials from Liverpool. Multiple external economies developed in the direct surroundings of the mills: a trained labour force and the convenience of service industries such as bleaching firms, machine-servicing facilities, and the production of machines. These external economies exercised a centripetal pull on the industrial sites.

Industrial parks are a favourable place for many companies to locate, especially for companies in higher nuisance categories. These parks are crucial contributors to the regional and local economy (De Vor, 2011) and play a significant role in the production and use of goods and services (Geng & Zhu, 2007). Industrial districts are productive systems consisting of companies that are involved in multiple stages of the production of a homogenous good. A characteristic of an industrial district is that it should be considered as a social and economic whole (Pyke & Sengenberger, 1990). Marshall (2006) defined industrial districts as territorial systems consisting of many small and medium-sized firms. Districts became successful by both functional and territorial integration (Asheim, 2000). Therefore, the most learnful lesson from the fast growth of industrial districts was to consider industrialization as a territorial process. This means that not the characteristics of the single firm are relevant, but the characteristics of the industrial district of which the small firm is a part (Asheim, 2000). In fact, single firms consist of the system of relationships that comes into existence when the direction of resources is dependent on an entrepreneur (Coase, 1937). A firm is growing when additional transactions are organised by the entrepreneur and the opposite happens to the firm when the organisation of such transactions is diminished. The costs of these transactions will determine how the firm will be organized. External economies are the result from the general progress of the industrial environment rather than the internal economies of a single firm, because external economies are usually larger than internal economies. The sectoral composition of firms gives an interpretation to the theoretical insights of respectively Marshall and Porter on the nature of agglomeration economies. However, the unique situation of a firm always plays a big part in determining the extent to which it can benefit from external economies (Marshall, 2006). Concluding, agglomeration and non-economic factors have gained more and more importance for the regional economic performance. The success of industrial districts not only lies in the field of economics, being innovative also appeared to be of major importance. Besides that, social and institutional aspects are just as important (Pyke & Sengenberger, 1990).

Hence, industrial parks were once developed because of the advantages that occurred when economic activities were facilitated in each other proximity, such as a trained labour force and shared facilities. De Vor (2011) argues that industrial parks have a serious contribution to the regional and local economy. Industrial parks are characterized by a high rate of polluting industries, because these parks allow economic activities in higher nuisance categories. In order to get a better understanding on the question why industrial parks have been developed, one should take a closer look at agglomeration economies. It is important to consider industrial parks as an economic and social whole: not the features of a single industrial park are relevant. Understanding the dynamics of industrial parks in multiple aspects is important for the execution of the case study on a single industrial park.

### **2.3 LOCATION FACTORS**

Industrial parks can provide companies with competitive advantages. It is important to understand why companies prefer specific industrial parks. Which location factors determine this location decision? The location choice of a company is predominantly a long-term process, in which different location factors are being weighed (Derksen & Van Dongen, 2010). The success of a company is depending on the right choice for a location. In the last decade, a lot of research has been done on the market and the policy of business parks (Van der Krabben & Pen, 2015). In many scientific papers location decision theories have been explained in order to continue with empirical location choice studies.

The theories and research concerning the location choice of companies, as is discussed in section 2.1, show multiple factors, that play an important role in the decision process of companies. This chapter is structured along location factors that can be derived from diverse location theories. Some factors are derived from theoretical research in the Netherlands, which is discussed in section 2.1.

The location of a company in relation to a city is called the urban location (Needham et al., 2015). The location and accessibility of a city are concerned as very important location factor. The factor goes hand in hand with the access to clients (either consumers or firms), suppliers and skilled labor. Companies make a well-considered decision with a good balance between transport costs on the one hand and cost of land and accommodation on the other hand. A better external accessibility often leads to higher land- and rent prices. Accessibility is a very important factor especially for companies in the industry, trade and transport sectors (Pen, 2002). As will be seen in chapter 4 the proximity of modalities for these sectors is very important. Martin and Rogers (1995) developed a model, which showed the impact of public infrastructure on an industrial location. This can be used as a method to attract industrial companies to a business location.

The location of a company on a business park can be defined as the micro location (Needham et al., 2015). Being located on a business park could be preferred above a location on an isolated lot, because integrated business parks have multiple advantages. For example, integrated business parks provide lots that are ready for construction and access to good infrastructure.

Besides that, being located on an industrial park can give companies the competitive advantage of clustering. Clustering is another potential location factor. The idea of a cluster is that companies share specialized facilities/services, such as infrastructure, security and technologies (Weterings et al., 2007). It is a type of agglomeration, with the purpose to achieve external economies of scale. Therefore, firms possibly prefer a certain location, because they can profit from the proximity of similar companies, specialised suppliers, clients or educational institutions. Marshall already described the advantages of agglomeration and clustering. Also the localisation and urbanization economies of Hoover discussed these competitive advantages. These theories are described in section 2.1

Knowledge-spillovers are an advantage of clustering. The exchange of knowledge, also known as knowledge-spillovers, can take place via educational institutions, labour mobility and knowledge networks. Knowledge spillovers turn out to have an important function with regard to innovation (Gertler, 2002) and Glaeser (1992) argues that an increased concentration of a particular industry facilitates knowledge-spillovers across companies in a specific region (Glaeser et al., 1992). For example, the common labour pool, which is the joint supply of skilled labour, is a well-known advantage of clustering. Despite the modern communication technologies, the exchange of knowledge often occurs on a regional level (Van Groenigen, 2013). In some situations, the clustering takes place on the business park itself.

Through the years, requirements of potential settlers have become larger and larger. Aspects of quality are increasingly important as location factor. During the years, companies increasingly pay attention to the attractiveness of the industrial park. The attention for the quality of the environment refers to the appearance of the surrounding buildings and the overall ambience of the park such as road safety, the presence and quality of the shared facilities (such as parking facilities) and the quality of the green areas. The factor can partially only be measured intuitively (Centraal Planbureau, 2001). Companies attach greater value to the attractiveness of the environment (Van Butsele, 2006). This is why decline, decay and vacancy on business parks are such important issues (Van der Ham, 2010). The popularity of the clustering concept is also growing because entrepreneurs are increasingly aware of the advantages of locating in each other's proximity. The focus of the companies with respect to quality is not only pointed to the environment, but also to their own building(s). Entrepreneurs can more easily compare and draw up an inventory of the different real estate segments with the help of real estate agents. These agents can facilitate complex choices between existing versus new buildings for instance and between buying or renting.

Requirements of buildings differ per sector: some companies attach value to the technical characteristics of the building, such as expansion possibilities in height or in volume. For other companies the representativeness of a building plays an important role in the location decision (Pellenbarg, 2005). These requirements apply among others for companies that often receive customers and business associates. During the years, companies pay greater attention to representative buildings. Besides that, the quality of the buildings is one the factors that play a role in the growing structural vacancy on business parks in terms of the increasing qualitative requirements of potential buyers or renters (Olden, 2015). The research of Brouwer et al. points to the quality of the buildings as one of the main factors that lead to firm

migration (Brouwer et al 2004). For example, companies that often receive clients might desire representative buildings, while industrial companies might probably prefer more functional buildings.

The size of a lot and the possibility to expand (either on the lot itself or by buying a neighbouring lot) are important location factors, especially for companies with the ambition to grow. The importance of the possibility of expansion as a location factor is presented in the research of Pen. A lack of expansion possibilities often explains why companies move to other locations (Pen, 2002). Most of the time companies move to locations within a short distance, for example from city centres to suburban areas. When a company is at the start of its life cycle, spacial conditions are usually not that relevant. The factor is of increasing importance when the company becomes more successful.

The success of a company partially depends on the location choice. The location and accessibility of a city are crucial factors in the location decision. In the past, clustering was already seen as a competitive advantage. Nowadays, more and more firms are aware of these clustering advantages. Especially for firms in the logistics and transport industry the location and the accessibility of the industrial park are decisive factors. Due to higher requirements in the field of quality, higher standards of the environment and buildings are desired. In general, a lack of expansion possibilities is often mentioned as a push factor. In chapter 3 the relationship between location factors and vacancy will be discussed.

## **2.4 EXPLANATIONS FOR VACANCY**

This section pays attention to the main problem of this paper, which is explaining vacancy on industrial parks. In order to find the causes of the economic and spatial problems that can occur on a business park, this paper will focus on finding a clear definition of vacancy and on the different types of vacancy. After that, this study tries to look for explanations of vacancy.

### **2.4.1 DEFINING VACANCY AND TYPES OF VACANCY**

In practice, vacancy means that buildings are empty and not in use. Scientific literature usually does not describe this concept. Apparently, there is no confusion of ideas regarding the meaning of vacancy. Although vacancy is regularly seen as a disturbing phenomenon, it actually gives opportunities for potential settlers and real estate owners, such as a greater freedom of choice and possibilities for redevelopment (Hek et al., 2004).

Many papers clarify the different types of vacancy in the office market, while there are hardly explanations of vacancy types in the business park market. This paper considers the vacancy in office markets as an adequate representation of the vacancy on industrial parks. The following types of vacancy can be applied to all kind of commercial real estate (Van de Luitgaarden, 2009):

### 1.) *Friction vacancy*

Friction vacancy is the vacancy that the market needs for the moves of companies. Therefore, it is also called natural vacancy.

### 2.) *Hidden vacancy*

Hidden vacancy appoints to a surplus of space that is rented or owned by tenants or owner-occupiers, but is not (yet) used in the business activities. The purpose of this unused space is to provide for expected growth. The figures of hidden vacancy are unregistered (Lokhorst et al., 2013).

### 3.) *Cyclical vacancy*

Conjuncture vacancy is the outcome of fluctuations in supply and demand on business parks due to changing cyclical conditions.

### 4.) *Structural vacancy*

Structural vacancy is the surface of a lot or building that is vacant for at least three subsequent years.

Although industrial parks can be confronted with problems due to all kinds of vacancy, structural vacancy is the most harmful. In fact, both friction and hidden vacancy are unavoidable. Above that, cyclical vacancy comes and goes with conjuncture fluctuations. Because of these reasons, this paper will concentrate on explanations for structural vacancy.

As it is now clear which type of vacancy is the most dangerous for industrial parks on the long term, it is even more important to find explanations to combat vacancy. The following question thus takes center stage: how is it possible that buildings are vacant? On the one hand, this study will make clear why potential companies are not attracted to vacant lots and buildings. On the other hand, it is essential to investigate why the prior established company has left the building. Hence in order to explain vacancy, one must look at the decision of potential companies, which either stay on their current location, or at previously established companies that have relocated.

Besides looking at the companies' location decision behaviour, one can also look at policy implications to find reasons for vacancy. Local governments are the main developers of industrial land and do not hesitate to develop new real estates. However, there is a downside of this policy. The policy results in an abundant supply of new real estates, which make the older existing real estate less attractive. Many firms move to new industrial sites, leaving behind their older buildings. This phenomenon, which is counterproductive, can lead to structural vacancy (Louw & Bontekoning, 2006). There could be an additional economic incentive for tenants or buyers of new real estate when the price of investment is attractive.

Various characteristics and fixed circumstances of potential business parks influence the attractiveness of a particular business park. Based on a combination of literary works, this paper assumes that the lower the subjective attractiveness of a park, the higher the vacancy

rate. Since this attractiveness is mainly affected by the degree of aging on a business park, it is necessary to analyse the different types of aging.

#### **2.4.2 DEFINING AGING**

The concept of aging on business parks is not well described in the literature. This paper will apply the following definition: aging on business parks refers to the process where the supply of real estate in a specific environment lacks the match with the requirements of the demanding parties on the real estate market (Raupp, 2008). The concept is obviously associated with age, but there are great differences in the degree of acceleration of the aging. In order to get more grips on the outdated process in general, previous literature points to four indicators of aging: the appearance, the accessibility, the land use and the (environmental) hygienic conditions of the business park (Faber, 2010). Aging can concern a complete business park, but can also relate to a section of a park or even one building.

This paper assumes that, knowing that neighbourhoods can go through life cycles, industrial parks can go through life cycles as well. Urban economists Hoover and Vernon (1959) described the neighbourhood life cycle (Metzger, 2000). The main conclusion is that the general pattern of neighbourhood change is characterized by an inevitable trend towards the phase of decline. The life cycle of neighbourhoods and, in the same sense, of industrial parks are derived from the product life cycle of Levitt, which is often used in marketing (Day, 1981). The cycle consists of the following phases: birth, growth, maturity and decline. Sometimes business estates face aging phenomena already in an early stage of their existence (Beekmans, 2015). When and to what extent the decline of a business estate will start is unpredictable. What can be predicted however is that decline has a negative impact on the attractiveness of a business park. Therefore, this paper assumes that aging is the driving force behind vacancy. Different types of aging processes can be distinguished. This paper has combined two sources in order to come up with the following division (Louw et al., 2009; Centraal Planbureau, 2001):

##### *1.) Technical aging*

Technical aging means that both the physical and non-physical infrastructure no longer meets the companies' location requirements. This type of aging concerns the normal process of deterioration. Sometimes the aging process can be accelerated by overdue maintenance. Examples of technical aging are limited large-scale maintenance of the business park, the absence of optical fibres, aging of the public environment, too small roads or bad parking facilities.

##### *2.) Economic aging*

This process of aging relates to changing and increasing requirements of companies. The existing real estate does not comply with the adjusted demands. The companies' needs and wants regarding accessibility have thus changed over time. Economic aging is described as a decrease in the business park's contribution to the economic development of the municipality

or region. Also a decrease in the land value and the technological aging of the business properties could be a result from economic aging on business parks. Obsolete buildings and lots are examples of economic aging.

### *3.) Social aging*

Social aging takes the form of social safety and other aspects of quality of life. Examples of social aging are usually the outcome of amended regulation in terms of environment, safety and working conditions.

### *4.) Spatial aging*

Spatial aging means that the geographical environment of the business park has changed such that the initial function of the business park comes under pressure. An example of spatial aging is that a residential area suddenly surrounds an old industrial park. This conflict can arise due to amendments in destination plans.

Relative aging cannot be classified as an individual type of aging. It compares aging processes on old and new business parks. Adding new business parks to the existing stock leads to a flow of companies that were initially established on old business estates and move to new business locations. As a result old business parks face quicker aging processes. Here is again referred to the policy of local governments that has a negative influence on the problems that occur on business parks.

Beekmans et al. (2014) applied an OLS regression analysis to answer whether different characteristics show a bigger or smaller probability to be categorised as an outdated business park. It can be concluded that the following features have a positive impact on the probability of aging:

- as the age<sup>2</sup> of the site is increasing;
- as the number of companies on the industrial site is increasing;
- as the distance to the nearest motorway exit (in minutes) is increasing;
- as the nuisance<sup>3</sup> factor is increasing.

## **2.4.3 CONCLUSION**

The literature distinguishes four types of vacancy: friction, hidden, cyclical and structural vacancy. As structural vacancy refers to vacant lots or buildings for at least three subsequent years, this type of vacancy is seen as the most harmful. Both counterproductive policy and aging processes are theoretical explanations for vacancy. Adding new business parks to the stock of existing business parks leads to a flow of companies to new business locations. As a result, older existing business parks face quicker aging processes. Industrial parks can face these processes in various ways: industrial sites can age technically, economically, socially or

---

<sup>2</sup> Age is defined as the decade (varying from “1960s and before” to “1980s”).

<sup>3</sup> Nuisance refers to risk, noise, heavy transport and pollution to neighboring areas.

spatially. Also the acceleration of aging differs per situation. However, certain features can lead to a higher probability of aging, such as a higher number of established companies, more nuisance on the industrial park and a larger distance to the nearest motorway.

## **2.5 STRATEGIES TO COMBAT VACANCY ON INDUSTRIAL PARKS**

In order to combat vacancy on outdated industrial parks four strategies will be put forward. All strategies are umbrella concepts in the sense that they capture different kinds of potential actions. It is hardly possible to find one approach that can be applied on every industrial park, since no two industrial parks are exactly alike (Pyke & Sengenberger, 1990). From the perspective of regional development, it is thus important to arrange the most applicable and desired actions for the local context (Faber, 2010). Situation-dependent strategies provide a solution for individual industrial sites, because there is no uniform approach that tackles all aging problems (Bugge, 2015). Currently in the Netherlands the policy focusses slowly from an emphasis on quantity to quality of industrial parks (Louw & Bontekoning, 2006).

There are three over-arching strategies of which certain actions might be applicable to the problems of a particular industrial park. These strategies can be described as restructuring (varying from a facelift to a transformation), creating distinctive abilities and improving the place marketing. Place marketing in turn can be divided in the internal and external marketing strategy.

### **2.5.1 RESTRUCTURING**

Restructuring is the first potential strategy to solve the problem of outdated business parks. Throughout the start of the 21st century, there are different opinions about the concept of restructuring. Restructuring is defined as all single interventions on business parks with the aim to fight the outdated process of the area as a whole, which do not belong to regular maintenance (Schoor, 2015). The restructuring of out-dated business parks can give a new impulse to the social and economic structure of regions and cities (Centraal Planbureau, 2001). The aim of restructuring is two-fold: on the one hand the strategy strives to attract potential companies (Ploegmakers, 2015). On the other hand the strategy tries to ensure that established will stay on the particular industrial park. Besides that, improving the environment plays also a big role within this strategy.

This paper distinguishes five different types of restructuring that are combined based on literary and empirical sources (e.g. Louw et al., 2009; IBIS, 2011; Commissie Noordanus, 2008). The following division was initially used for business parks in general. However, this research considers the different types of restructuring of business parks also applicable to industrial parks. The current situation on an industrial park will indicate which of the following types of restructuring is desirable:



### 1.) *Facelift*

When a business park is technically outdated, the park needs a makeover. The problems on the industrial park are solely restricted to aging of public space and buildings. This makeover is also described as limited restructuring. This type of restructuring refers to overdue maintenance. The approach does rather focus on the functionality of the terrain than on the representativeness.

### 2.) *Revitalisation*

This is an integral approach that enables to fight technical, economical and social aging processes on industrial parks. Substantial interventions are necessary in order to prevent the industrial park from ending up in a downward spiral. This type of restructuring refers to improving the infrastructure, filling up vacant buildings and wasteland and enlarging the quality of the appearance. The function of the industrial park is preserved. Besides that, the allotment does not change. The main goal of revitalisation is to keep the established firms on the particular industrial park.

### 3.) *Heavy revitalisation*

The difference between (regular) revitalisation and heavy revitalisation is that the allotment on the latter type of revitalisation is adjusted. Similar to (regular) revitalisation is the preservation of the function of the industrial park. Parts of the industrial park are acquired on purpose. After that these lots are being prepared for selling. During this process demolition, land remediation and reorganization of the infrastructure are at the centre of attention.

### 4.) *Reprofiling*

This type of restructuring is similar to heavy revitalisation, but the function of the business park changes. However the function remains connected to work. Reprofiling can lead to a value increase of the real estate. An integral approach fights the economic, social and spacial aging process.

### 5.) *Transformation*

The last type of restructuring often occurs when the area does not suit the presence of companies anymore due to the geographical situation. The industrial park is literally transformed into an area with a different destination. The area loses its economic function and changes (partially) for example in a residential or leisure area. The industrial park can either keep its mono-functionality or it can become a terrain with a multi-functional character. Multi-functionality gives the opportunity to get rid of declined areas and vacancy. However, flexibility in regulation is required to transform the initial destination of the industrial park (Föllings, 2015).

An additional action that can complement this strategy is the *creation of more coherencies* on a business park. One option to achieve these goals is to initiate a Business Improvement District (BID) - better known in the Netherlands as a Bedrijven Investeringszone (BIZ). This is a business park where entrepreneurs cooperate in order to improve the quality of the public

area. The aim is to make the industrial park more attractive. Initially the idea came from the United States and Canada. Since 2015, the BIZ is regulated by law in the Netherlands. Once all conditions are met and the support measurements turn out to be positive the BIZ can be realised. A BIZ is also a solution to get rid of the free rider problem. This means that firms cannot benefit from the improved circumstances on the industrial park without the obligation to pay their proportional share of the costs.

### **2.5.2 DISTINCTIVE ABILITY**

The second strategy refers to the creation of distinctive ability. The distinctiveness strategy proposes several possibilities that can contribute to a competitive advantage over other industrial parks. A competitive advantage is the ability of an industrial park to earn a higher rates of profitability compared to rival industrial parks (Besanko et al., 2010). The profitability depends jointly on the conditions of the industry and on the amount of value creation relative to the competitors. To gain a competitive advantage, the industrial site has to create a higher value than the rival industrial site. This distinctiveness can lead to more satisfied established firms and can pull potential settlers. The strategy respectively consists of one considerations and three instruments that can be lead to a higher degree of distinctiveness, a thus to an improved competitiveness of the industrial park:

#### *1.) Sector composition*

It is important for industrial parks to have and deliver a clear profile. The sectoral composition influences the economic performance of an industrial park. In order to determine whether an industrial park should specialise or diversify, it is necessary to make a consideration of the related advantages and disadvantages of both options (De Vor, 2011). The option that is preferred depends on the characteristics of the region and more specific to the features of the particular industrial park. Reflecting the relevant pros and cons of both alternatives requires the gathering of enough data of the direct region which sometimes can go hand in hand with difficulties due to limited data availability. However, specialisation on industrial parks generally leads to localisation economies, whereas diversification leads to urbanisation economies (Hoover, 1937). In specialisation a greater risk is involved due to the dependency on the rise and fall of specific sectors and technologies. Although in diversification there is a higher spread of this risk, firms can potentially face adjustment costs since they are confronted with sector specific costs (Chang & Wang, 2007). This paper assumes that the everlasting need for both diversified cities and specialised cities, is also applicable to the need for both types of industrial parks (Duranton & Puga, 2000).

#### *2.) Unique selling points*

A unique selling point (USP) is a concept that originated in marketing in the early 1940's at Ted Bates & Company. The concept is precisely defined in the early 1960's in relation to advertising (Reeves, 1961). A USP is a proposition made to the customer that cannot be made by the competition. Besides that, the proposition must be so strong, that it can attract many customers. The external delivery of the concepts can be applied to industrial parks as well in order to gain a competitive advantage. USPs help to attract new firms and these selling points

can also contribute to the satisfaction of the established companies. The geographical location of an industrial park can be perfectly suitable for certain activities or modalities. For instance, a particular industrial park can choose to highlight that the industrial site is very appropriate for activities in high nuisance levels. In that case, the local government can choose to (adjust the) focus on acquiring companies in high environmental categories. Finally, the characteristics of a city can help in making industrial parks more attractive for potential settlers. What can be more unique than the historical heritage of a location? And not only heritage, but also traditions and culture of places are unique. Identity is a source of civic pride and offers people a sense of belonging and a sense of place (Braun E. , 2008). Cities can promote what is not possible to replicate. Industrial companies can profit from this promotion by designing, planning and implementing activities as close as possible to the target group. For example, Mainport Rotterdam is of major importance for employment and economic growth on the Dutch and European level. The RDM Campus is a campus focussed on innovation in the middle of the port, as part of a public-private partnership with the Rotterdam Port Authority, the City of Rotterdam and other organizations. The connection of education, practice-based research and entrepreneurship in the region is the starting point of the RDM Centre of Expertise, which is the innovation engine for port and city.

### 3.) *Sustainability*

The policy of sustainability consists of ideas or plans in specific situations that has been agreed by business organizations or by local/regional governments about environmental, economic or social topics (Glavic & Lukman, 2007). The concept of sustainability is used in multiple definitions. In the last decennia sustainability has been approached as an environmental concept. The focus was on energy, recycling of raw materials and the use of land, water and air. More recently the attention switched to future-proofness, flexibility and multi-functionality (Faber, 2010). This leads to a broader approach of the concept sustainability.

For industrial parks integrated solid waste management in general can consist of an overall use of resources, seeking waste reduction, reuse and recycling opportunities (Geng & Zhu, 2007).

In an industrial process multiple suppliers are involved in the making of a product. Linear supply chains are meant to achieve a higher efficiency at each step of the chain. In this way a maximum output is guaranteed at minimal costs. In this system products that are returned or have to be repaired for reuse lead to unwanted additional costs (Schulte, 2013). Non-usable waste is a consequence of this kind of production processes, where the producers are not responsible for the total costs of the used resources.

In a different, circular approach waste becomes part of the production process and used materials are considered as nutrients in interconnected usage cycles. This leads to a circular economy.

Recycling, establishing circular economies and responsible management of waste, materials and energy on industrial parks can attract firms that want to produce in a sustainable way.

#### 4.) *Knowledge-spillovers*

Marshall already acknowledged the value of knowledge-spillovers in the 1920s. Theories concerning knowledge-spillovers are described earlier in section 2.1.2 of this paper.

In the 21<sup>st</sup> century economies have become very knowledge-intensive. The growth of the knowledge economy leads to a changing demand from the market for new locations, where the exchange of knowledge is a stimulating factor (Van de Klundert, 2008). Knowledge leads to the improvement of productivity and the acceleration of innovation of new products and services. The focus is on knowledge circulation, not only between knowledge institutions and companies, but also between suppliers and third parties (Föllings, 2015).

Nowadays many knowledge-intensive firms actively embrace a development towards a campus, while earlier these developments were reserved for knowledge institutions.

### **2.5.3 PLACE MARKETING**

The third and last strategy is called place marketing. Place marketing is the family name for the marketing of cities, neighbourhoods, regions, rural areas and other types of (Braun E. , 2008). Therefore, this paper assumes that the term place marketing can be used for the marketing of industrial parks as well. Kotler was the first well-known American marketing scholars to publish on the concept of place marketing (Kotler et al., 1993). This type of marketing is often described as a process where local activities are connected closely to the demands of target groups. The higher goal of place marketing is to optimise the economic and social functioning of the particular area (Ashworth & Voogd, 1990). The place marketing aims to design the place - here, the industrial park - as such that it meets the needs and wants of the target group. Satisfying the involved parties is key in this strategy. If the established firms are pleased with the area and the expectations of potential settlers are met, the strategy has succeeded (Kotler et al., 2002). The strategy respectively consists of an internal and an external component, which can either be applied individually or combined:

#### 1.) *Park management*

One way to revitalise a business park is park management. Park management is a typical public-private cooperation between municipalities and companies on business parks. Park management is described as an instrument that regulates the spatial planning, the management of a location and the supply of facilities. The aim of park management is to maintain a desired level of quality on the business location (Faber, 2010). Furthermore, according to multiple researchers park management can play a crucial role in connecting the different interests of established companies on a business park (e.g. De Vor, 2011 & Föllings, 2015). Sometimes it is important to offer a point of call for the established companies.

In the United States and the United Kingdom different types of park management are applied. There is one big difference with the situation in the Netherlands. Abroad the local government does not play a role in the business park market and has only responsibilities in spatial planning. Owners and investors control private firms in foreign countries that realise park management, whereas in the Netherlands the local government is responsible for the management of the public space. In the domestic market this situation can lead to conflicts

due to different interests. Compared to other countries park management is a relative new concept in the Netherlands (Faber, 2010).

### 2.) *External marketing*

Earlier research states that the success of place marketing depends the following aspects (Kavaratzis & Ashworth, 2008). First it is important to consider this type of marketing as process rather than as sporadic or individual activities. Second, local communities need to be more involved in the marketing effort. Furthermore, their needs should be integrated in all phases of the process. Finally, the success depends on a good understanding of the competition between the various industrial parks with the aim to take advantage of opportunities in the market. In terms of marketing of industrial sites, a possible strategy can be to directly approach settlers from abroad and at home by clear and adequate information.

### **2.5.4 CONCLUSION**

It is hardly possible to find one recipe to combat vacancy on all industrial parks. Hence there is a need for situation-dependent strategies because industrial parks have different characteristics. Three umbrella strategies have been put forward. Restructuring, creating distinctive ability and improvement of place management offer multiple opportunities to reduce vacancy. In the case study is investigated in which way these strategies might contribute to the approach of the vacancy problems on De Vaart.

## 3 METHODOLOGY AND CONCEPTUAL FRAMEWORK

---

The current report can be characterized as a qualitative exploratory research. The paper examines the phenomenon of an increasing vacancy rate on specific industrial parks. This paper strives to explain structural vacancy on industrial parks, since this type of vacancy is the most harmful. Section 3.1 will describe the conceptual framework that has been developed in order to find explanations for structural vacancy on industrial parks. Here, the problem statement of this paper will be briefly repeated and possible explanations of this problem will be provided. The relationship between the possible causes and consequence analysis offers the basis for the case study. Section 3.2 will clarify the method that is used for this case study.

### 3.1 CONCEPTUAL FRAMEWORK

The Dutch business park market suffers from a great deal of structural vacancy. In order to find answers to the main question “*what explains vacancy problems on the Dutch industrial park De Vaart in Almere?*” a literature research is necessary. During this literature research the focus is on location theories, industrial parks, location factors, vacancy and aging. Several sub questions are answered. This research is meant to provide a theoretical basis for the case study of industrial park De Vaart, Almere.

The location theories lead to six location factors of which is assumed that they play an important role in explaining vacancy on De Vaart. These six location factors are: accessibility of Almere and the business park, the quality of the environment and the buildings and finally the size of the lot and the possibility of expansion. These factors are described earlier in section 2.3. In addition to these factors another three factors are added. These last factors are the overall factors price/quality ratio and awareness and image. Finally environmental zoning is added as a location factor, since companies in higher nuisance categories base their location decision on whether an industrial location allows these types of activities.

The price/quality ratio is particularly essential for companies that have higher accommodation costs. This factor can be described as an overall factor: if the quality of the terrain and the buildings falls, while the price is constant, the price/quality ratio would suffer. Image all comes down to the perception of the receiver. It can either be a pull or a push factor, depending on the status: the image can be positive or more negative. Municipalities try to affect the image of potential settlers by improving different marketing techniques in practice. The impact of the factor awareness and image is hard to measure. Location, age, appearance, size and urban attributes (e.g. well-known buildings/events) are the five elements that determine the identity of a city (Buursink, 1991). Some criteria can be quantified, such as the price of land and the distance in minutes to the highway, while others are more subjective. In the literature, there are different definitions of the image factor, but all have in common that the key description is the perception of the receiver. The image differs for each person and can also differ from the real identity of the city (Gemert & Woudstra, 2000). Image might either be a pull- or a push factor, depending on the positive or negative status. Therefore,

cities try to develop a city marketing policy in order to strengthen or improve the image of the city (Braun et al., 2010). It is mainly focused on tourists and external visitors (Van Leeuwen, 2011). Location decisions in the real world – in contrast to location decisions in the theoretical world – are now seen as a social decision-making process, where subjective values and preferences are more relevant (Simon, 1983). This factor is also an overall factor: simply explained, if the receiver has a bad impression of the industrial park the vacancy rate will increase.

The literature barely describes environmental zoning. Environmental categorisation is primarily a relevant location factor for companies in a higher environmental category, because locations where the higher environmental categories are allowed are scarce in the Netherlands. Thus, the desired nuisance category is dependent on the business sector. Theoretically the environmental zoning could have a negative impact on the location decision of companies in a lower nuisance category, because these firms do not prefer a location on an industrial park where activities in higher categories are permitted. There, the chance of nuisance, such as noise and stench, and environmental incidents is bigger.

The selection of the location factors is based on two reasons. Every single factor can either be a push or a pull factor in the location decision process. And finally, each factor to a greater or lesser extent can be influenced on the regional or local level. Regarding the choice of the location factors it is also relevant to take the higher demands of present-day companies into account.

### **3.2 DATA AND METHODOLOGY OF THE CASE STUDY**

A case study will be executed to investigate whether these theoretical assumptions can be substantiated by the answers on the empirical sub questions of the case study. The choice for a case of a business park in Almere was based on the high number of business parks in and around this big city: the higher the competition in this market, the broader the reference framework. The choice for De Vaart in Almere was based on the fact that De Vaart is an average industrial park with vacancy problems that can be seen on more industrial parks in the Netherlands. De Vaart, as will be further clarified in section 4.1, faces a high vacancy rate. Besides that, on some sections of De Vaart economic activities in higher nuisance categories are allowed. Since environmental zoning is chosen as a characteristic location factor, this can now be investigated under real circumstances.

The next chapter aims to answer both empirical questions. The first empirical question (sub question 5) asks which factors can explain vacancy on De Vaart. The selection of subjects is dependent on the disciplinary areas of expertise that is required by the specific topic. The case study is based on 24 semi-structured in-depth interviews with carefully selected discussion partners. The list of respondents can be found in Appendix D and consists of both demanding and supplying parties varying from companies to real estate agents operating in the metropolis of Amsterdam and from regional institutions to the municipality of Almere.

The companies were selected on the following criteria:

- Established on De Vaart or on a business park in the direct region;
- Fitting in the profile of De Vaart, representing on of the present sectors;
- Familiar with business park De Vaart.

Criterion for the interviewed real estate agents was that they were familiar with the sectors that are predominantly represented on De Vaart. The regional institutions were selected by their function as point of call for the potential settlers. Specific guidelines for each type respondent were created for the execution of the in-depth interviews. These guidelines can be found in Appendix A to C. The qualitative method gave the possibility to gain grip on the different opinions and perspectives from both the demand and the supply side. The qualitative method was preferred above the quantitative method, because the researcher was able to ask supplementary questions, when more explanation was required or when answers were unclear. The interviews with relevant parties have provided insight in both the importance and the average score of the location factors. Answering which factors can influence vacancy required the application of a careful analysis of pros and cons of the area. On the one hand, established companies and potential settlers provided insight in the internal strengths and weaknesses of De Vaart, whereas external parties, such as real estate agents and regional institutions, provided more information on the opportunities and threats in the external market. The analysis showed how the location factors scored and gave a clear overview of explanations for vacancy on De Vaart.

The second and last empirical question refers to the situation-dependent strategies that can be applied to De Vaart to achieve a lower vacancy rate in the (near) future. Combining the results of the empirical research and the strategies that were mentioned in scientific literature has led to certain strategies with a list of possible actions that are applicable to De Vaart. These strategies are both aimed on the attraction of new firms, the preservation of established firms and on gaining a competitive advantage over other business parks in Almere.

The higher goal of the complete case study is to find explanations for vacancy and to provide recommendations to combat vacancy. After the answering of all sub question, a solid and well justified answer can be given to the main question of the paper: “*What explains vacancy problems on the Dutch industrial park De Vaart in Almere?*”



## 4 CASE STUDY DE VAART IN ALMERE

---

### 4.1 INTRODUCTION

In this chapter the case study of industrial park De Vaart in Almere is presented, where the earlier explained method will be put into practice. Industrial park De Vaart is situated in Almere Buiten, in the north part of the city of Almere. This industrial site is the largest business park of Almere with 227 net hectares and originated in 1985. The original municipal destination plan indicates that De Vaart was built with the intention to increase the employment rate in Almere. De Vaart is the oldest industrial park of Almere and faces the typical problems of an old industrial park. The vacancy rate on De Vaart has increased in the last years to 25% of the total surface. The structural vacancy is relatively high in Almere: medio 2015 it has been calculated that 19% (53.603 m<sup>2</sup>) of the total supplied objects in Almere is vacant for more than three years. 12% (29.771 m<sup>2</sup>) of the total supplied objects are vacant for more than 5 years. A minimum threshold of 750 m<sup>2</sup> of the objects has been adopted in the calculations (NVM Data & Research, 2015). Between 2013 and 2015, business park De Vaart has had the largest percentual increase of the supply of business locations with a minimum threshold of 100 m<sup>2</sup>. This supply has increased from more than 91.000 m<sup>2</sup> in 2013 to over 137.000 m<sup>2</sup> medio 2015, which comes down to an increase of 50.5% in 2.5 years.

The vacancy thus has a structural character and seems to have a strong influence on the image of the industrial park. Structural and technical aging lead to a lower attractiveness for potential settlers and it seems that the situation is deteriorating in a downward spiral. In 2013 a pilot was set up with the aim to improve the positioning of De Vaart. Some minor, concrete problems have been solved since then, but other more strategic and long-term goals are not realised yet. Therefore, the vacancy problem of De Vaart was still present. Involved parties are convinced of the necessity of an integral restructuring.

The city of Almere is situated in the youngest province of the Netherlands, called Flevoland. This province is located in the northern part of the economic most important region of the Netherlands called the Randstad. This region is situated within the Amsterdam Metropolitan Area, as can be seen in figure 2.

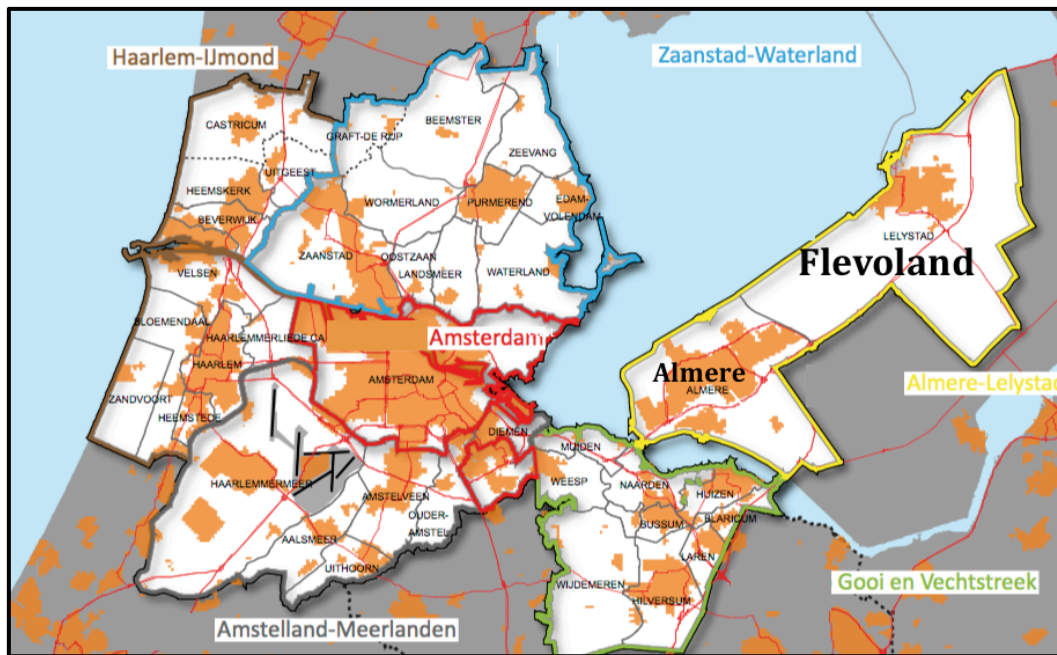


Figure 2 – Metropolitan area Amsterdam, the Netherlands

The cities of Almere and Lelystad border on the Markermeer. Almere has a direct connection with the Markermeer through the ship lock De Block van Kuffeler, whereas Lelystad has Flevokust: a multimodal transshipment port in development. Lelystad accommodates Lelystad Airport. The most important motorway in Flevoland is the A6. Traffic by rail is available by two railways.

Flevoland has in 2016 a total population of approximately 404.000 inhabitants, of which almost 50% lives in Almere. The unemployment rate in Almere is 7.7% in 2015; that is 0.8% above the Dutch average.

The province of Flevoland has an oversupply of business parks. In the city of Almere many business parks have been established and there is a lot of mutual competition. Within the Amsterdam Metropolitan Area, the region of Almere/Lelystad has the biggest stock of land that is meant for business parks in the period 2015-2016 (Bureau BUITEN, 2016).

Section 4.2 will provide an analysis of the industrial park and show its characteristics. Section 4.3 shows the outcomes of the expert interviews concerning the nine location factors. Section 4.4 will describe three strategies to combat vacancy on industrial park De Vaart. Finally, section 4.5 will discuss the conclusions of the theoretical part as well as the conclusions of the empirical part and offer some recommendations for future research.

## 4.2 ANALYSIS OF DE VAART

The industrial area of De Vaart consists of four sections, called De Vaart I, II, III and IV. Sections I, II and III are developed from 1985, whereas De Vaart IV is the most recent section (1996). The oldest sections contain 324 companies. The most recent section, De Vaart IV, faces a considerable vacancy: only 6 firms are situated on the section that consists of 82 hectares net surface. Here, the activities in nuisance category 5 are permitted. In sections I, II and III, with a surface of 145 net hectares, activities in the maximum nuisance category 4 are

allowed. Especially on the only section De Vaart IV where nuisance category 5 is permitted a lot of vacancy is present.

The sections of De Vaart are presented in figure 4. Between De Vaart I and III a small port is situated and between De Vaart II and IV another business park is located, destined for extensive spatial leisure functions.

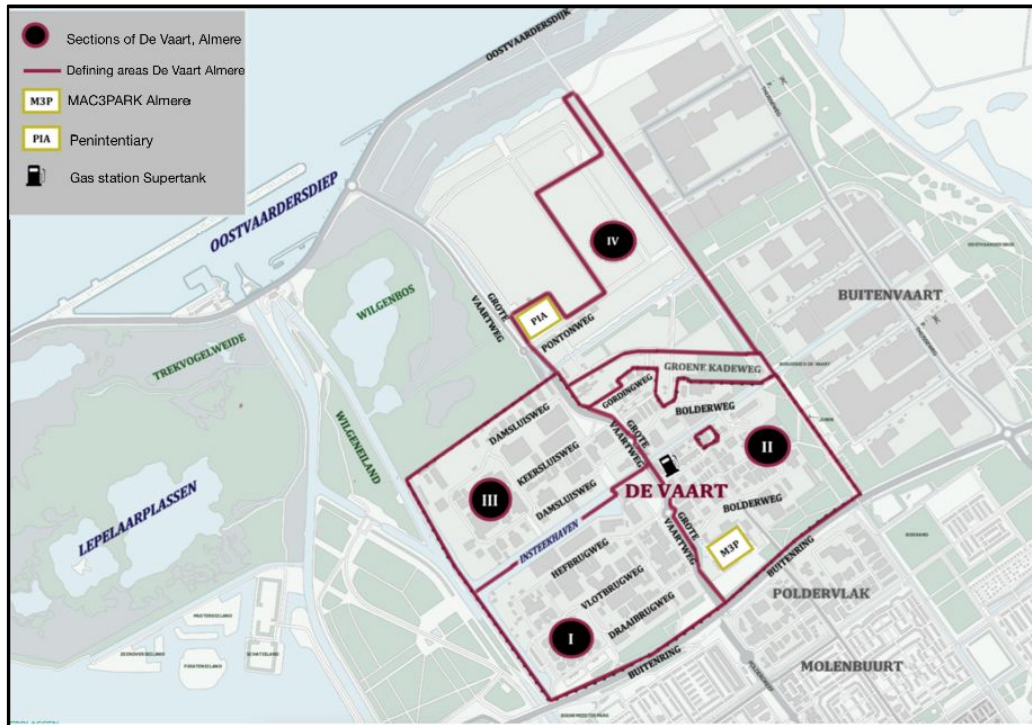


Figure 3 – Defining areas of industrial park De Vaart (note: the area between De Vaart IV and the Oostvaardersdiep is not allocated)

A short description of the sections of De Vaart present the following characteristics:

- De Vaart I has an area where waste is collected and divided and a water filtration company;
- De Vaart II has a mixed-use business park with smaller firms, where also MAC3PARK Almere and the Creative Campus are situated. Also a number of big company halls are established here;
- De Vaart III is characterised by the establishment of firms that are related to industry;
- De Vaart IV is the most recent expansion of the industrial park. De Vaart IV accommodates a prison and a recycling company.

The sectors that are predominantly represented on De Vaart are production (manufacturing), food industry, trading, distribution, logistics, engine building and recycling.

Public areas on De Vaart are owned by the city of Almere, all plots are private property, with the exception of the prison on De Vaart IV.

Contrary to a lot of competitors, industrial park De Vaart is not situated in a very short distance of the most important motorway, the A6.

The characteristics of De Vaart provide an improved view of the relevant circumstances. This is an important step in find explanations for vacancy. In the following section, the results of

the 24 expert interviews with internal and external parties will be analyzed in order to draw conclusions on the average importance and score of the location factors.

### **4.3 LOCATION FACTORS**

One of the goals of the interviews was to trace the importance of the multiple location factors. The answers of the interviewed companies are analysed in order to know to which extent De Vaart meets the requirements in regard to these factors. As a consequence of the interviews nine location factors can be distinguished, that more or less are relevant to companies in their search for a location:

1. Location and accessibility of Almere
2. Location and accessibility of De Vaart
3. Quality of the buildings
4. Lot size and expansion possibilities
5. Quality of the environment
6. Clustering
7. Price/quality ratio
8. Awareness and image of both Almere and De Vaart
9. Environmental zoning

The following paragraphs analyse these factors. Insights from the qualitative literature research will be compared with the insights that emerge from the interviews.

#### **4.3.1 LOCATION AND EXTERNAL ACCESSIBILITY OF ALMERE**

The companies, that were interviewed, emphasize the importance of access to the labour market, the vicinity of the region Amsterdam and Schiphol Airport and the vicinity of the international communities as the Japanese community in Amstelveen.

Accessibility is a very important factor for companies, and in particular for logistic companies. Real estate agencies state that firms in the region Het Gooi and the region Amsterdam, that reconsider their location, regard accessibility as a highly important factor. In this context, the perception of distance also plays a part (see also 2.3). Companies differ in their opinion about the access to the labour market. In general, it can be said that there is a lack of a highly skilled and educated labour force in Almere, where as a great workforce of people with a technical and vocational training is available. The middle class is relatively well represented in Almere, definitely in comparison with cities as Amsterdam and Utrecht. In spite of an important recent improvement of the accessibility of the region companies consider Almere a peripheral location on the north side of the Randstad. The national airport is nearby, although many locations are better situated. This also relates to the Japanese companies and the vicinity of Amstelveen with its Japanese community. Thus, Almere is a reasonable location, but other locations do better in this aspect. The distance to Amsterdam and Schiphol Airport ensures lower prices of land and less pressure on space, whereas companies near Amsterdam and Utrecht are confronted with increasing prices because of

pressure of other functions (offices, houses and more). Almere is more and more an interesting alternative for companies in the business of production and storage and firms in a high environmental category.

An interesting development is the extension of Lelystad Airport. This can have a positive effect on the axis Schiphol Airport – Lelystad. Almere is situated in the middle of this axis. On the other hand, it can be a threat to the competitiveness of Almere. Lelystad is making an ever-stronger mark as a logistic hub: with its own airport, port of transshipment and good rail connections. Above that, the land prices in Lelystad are considerably lower than in Almere. In relation to the rest of the Netherlands is the north side of the Randstad well situated, especially for companies that want to be close to their customers. The location of Almere is also convenient in terms of transport to parts of (Northern) Germany, especially for firms in e-commerce. In the interviews some people pointed at the growing orientation of the logistic sector to the south of the Netherlands between the port of Rotterdam and the German Ruhr area. Others see a good future for the north side of the Netherlands, because they expect a shortage in labour force in the south.

<b>LOCATION AND ACCESSIBILITY OF ALMERE</b>	
<b>PROS</b>	Access to the European market
	Reasonably close to Amsterdam
	Reasonably close to Schiphol Airport
	Close to Lelystad (transshipment port, airport)
	Location on the axis Schiphol Airport-Lelystad
	Good infrastructure (A6)
	Access to people with a technical and vocational training
<b>CONS</b>	A peripheral location on the north side of the Randstad
	Not located in the hinterland of the port of Rotterdam
	Access to high skilled labour

Table 1 – Pros and cons of the location and accessibility of Almere

#### 4.3.2 LOCATION AND EXTERNAL ACCESSIBILITY OF DE VAART

Beside the location of Almere in relation to the region, also the location of De Vaart within Almere can be a location factor in the selected sectors. In general, the respondents state that De Vaart is less accessible than other business parks in Almere. Meant is the accessibility by road: the most relevant modality for firms in the selected sectors. Although the companies that are located on De Vaart are positive about the accessibility, they also acknowledge the disadvantage of the distance to the most important motorway, the A6. Besides that, some have problems with the many traffic barriers (traffic lights, roundabouts) on the road that links De Vaart with the A6.

Real estate agents and potential settlers acknowledge the impression, that De Vaart has a reasonable accessibility by road, but put forward that De Vaart has a worse score than other business parks in the region. This is not a problem for all kind of companies: firms in recycling, production and food have no problem with a worse accessibility. These firms profit

from the lower rent/lot costs that compensate the higher transport costs. However, De Vaart is less attractive for companies in the distribution and logistic sector. For these firms the distance to the A6 is a decisive disadvantage, because “every kilometre/minute counts”.

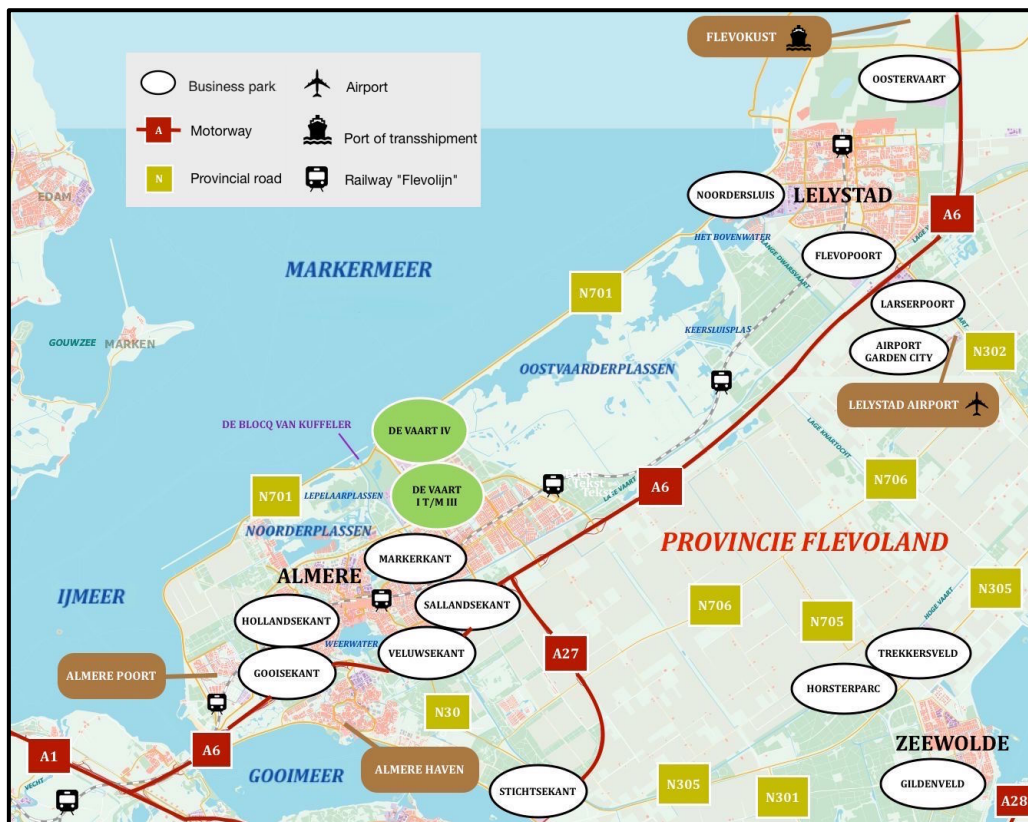


Figure 4 – The province of Flevoland, business parks and access roads

Almere is an interesting alternative for companies in the regions Amsterdam, Utrecht and Het Gooi because of the previously discussed “pressure on space” in these regions. However, figure 5 shows that De Vaart, from the perspective of these regions, is less conveniently located than many other business parks, e.g. Stichtsekant (next to the A27), Gooisekant, Veluwsekant, Sallandsekant (next to the A6). Also Hollandsekant and Markerkant are better located in relation to the A6 and – where relevant – to the centre of Almere.

Accessibility by public transport is a subject that mainly concerns the established companies. Some workers have to use the public transport. The frequency of the bus has improved in the last years, but in the evening and at night the accessibility of the park by bus is poor. This situation mainly concerns companies with shift work. De Vaart does not score less on this subject compared to other business parks in the region. As real estate agents and companies state, potential settlers hardly take the accessibility by public transport in consideration at their choice of location. Also by the established companies the poor accessibility by public transport is not seen as a problem.

The interest of accessibility by water is not the same for every sector and company. For most companies accessibility by water has no relevance, but in some sectors it can be an interesting facility, especially for production and recycling companies. Most logistic companies focus

primarily on transport by road, but also for this type of companies accessibility by water is potentially interesting. Compared to other business parks De Vaart is relatively conveniently located in the vicinity of water, but the current transshipment facilities are limited. On De Vaart there is a hardly used small inland port. Some established companies are interested to investigate the accessibility by water, if the transshipment facilities would be extended. Flevokust in Lelystad is currently used as a full inland port of transshipment.

LOCATION AND ACCESSIBILITY OF DE VAART	
PROS	Located on the waterfront
	Accessibility by road is acceptable
	Accessibility by public transport in the morning/afternoon is acceptable
CONS	Lack of transshipment facilities (for example compared to Flevokust)
	Distance to the A6
	Distance to Amsterdam, Utrecht and Het Gooi
	Traffic barriers on the road that links the business park with the A6
	Distance to the city centre of Almere
Accessibility by public transport in the evening/night	

Table 2 - Pros and cons of the location and accessibility of De Vaart

#### 4.3.3 QUALITY OF THE BUILDINGS

The quality of the buildings is an important location factor. This is stated by real estate agents and companies. Companies have (through real estate agents) access to information about existing buildings and can check if a (vacant) building meets their requirements. They make a comparison with other buildings on other business parks, but also think about developing a new building on a lot of their own. Deciders in the selected sectors often have clear technical requirements concerning the size of a construction. Also the height of the working space is often mentioned as an important condition. Besides that, information about the overall quality is required. Many companies want to know if the building is well maintained and for some firms the image of the building is a relevant factor: is the building sufficiently representative? This is especially important for greater and internationally orientated companies that receive customers and other business relations.

QUALITY OF THE BUILDINGS	
PROS	Size of the buildings
	Acceptable quality of the buildings for the established companies
CONS	Outdated buildings, that don't meet the current requirements
	Too low ceilings of the buildings
	Poor isolation of the buildings
	Too user-specific buildings
Not very representative buildings (with a few exceptions)	

Table 3 - Pros and cons of the quality of the buildings

#### 4.3.4 LOT SIZE AND EXPANSION POSSIBILITIES

De Vaart is known as a widely established and large business park with relatively large lots and sufficient possibilities to expand. Established companies are positive about this location factor. Potential settlers and real estate agents agree on this opinion and notice that De Vaart is an interesting location for companies that are confronted with limitations in other regions (for example in the regions of Utrecht, Amsterdam and Het Gooi). This holds equally for many other locations in the province of Flevoland and around Zaanstad and IJmuiden.

LOT SIZE AND EXPANSION POSSIBILITIES	
PROS	Lot size
	Expansion possibilities

Table 4 – Pros and cons of the lot size and expansion possibilities

#### 4.3.5 QUALITY OF THE ENVIRONMENT

The opinions about the quality of the environment on the business park differ amongst the respondents. Some of the interviewees do not care about the appearance of the environment, while others clearly attach value to an attractive business environment. The BIZ initiative was a serious attempt with the eye on improving the environment. In fact, this attempt has failed, due to many conflicting interests of the companies. Some entrepreneurs on De Vaart consider the BIZ as a form of state intervention. Primarily the bigger companies concern about the quality of the environment of the business park. For example, not all companies on De Vaart have associated with the collective security initiative. The bigger the companies, the more they worry about security, road safety and a facilities, such as a shared facility for truck parking and a Business Service centre.

Potential companies have a less diverse image: in general they argue that the quality of the environment is an important location factor. It turns out that potential companies especially attach value to the appearance of the surrounding buildings and the overall ambience of the area.

Most respondents are rather negative about the quality of the environment on business park De Vaart. Some parts of De Vaart are described as “miserable” and “messy”, where some insiders call other parts “distinctive” and “properly”. The latter qualifications do not hold for the business park as a whole. Furthermore, De Vaart faces a lot of vacancy, which has a negative impact on the appearance. Real estate agents argue that decision-makers get a negative view when they visit a potential lot, even when the lot is within a better part of De Vaart. Apparently not only the qualities of the surrounding buildings, but also the complete quality view of the area are decisive location factors.

The perception of outsiders equals the opinion of insiders: although the quality of the environment has improved during the last years, companies from different sectors think



differently. The maintenance level of buildings is still poor, the signage and lightning need an improvement, the arrival time of the police at burglary attempts is relatively high and cycling trails are absent and it lacks parking facilities for trucks.

QUALITY OF THE ENVIRONMENT	
PROS	Some parts are properly and distinctive
	Quality of the environment has improved during the years
	Collective security
CONS	Quality of the public space is low (compared to other business parks)
	A lot of vacancy
	Some parts are miserable and messy
	Maintenance level of buildings
	Signage and lightning
	No cycling trails
	Little parking facilities for trucks
	High arrival time of police

Table 5 - Pros and cons of the quality of the environment

#### 4.3.6 CLUSTERING

The incumbent companies declare that clustering hardly plays a role in the location decision. Generally, the firms appreciate the supply of adequately skilled labour. However, the concept of the common labour pool was not discussed. De Vaart is identified as business park with a diversity of companies without clearly distinctive clusters. Although the selected sectors are above average represented, they do not form clear clusters with interrelationships. The Creative Campus can be seen as an attempt to clustering, but until now there are just limited outcomes: the campus offers a location for several creative companies, but this does not mean that these companies benefit from each other's proximity. Only one or two companies on De Vaart assess being located in the proximity of a big client as conclusive and judges this as a pull factor in the location decision. Cooperating with local educational institutions (such as the ROC and Hogeschool Windesheim) does not make sense in the location decision of established companies. Firms agree that it is a shame that the cooperation with the ROC is less intensive than a few years ago (as a result of centralisation at ROC's), but this is not an argument for the move to another location.

Conversations with real estate agents explain that the lack of clustering on De Vaart could be a disadvantage in attracting new companies to De Vaart. Other business parks in the Netherlands have a more obvious profile with the presence of just a few related sectors. There are indications that companies choose for other locations (for example in Lelystad), because they can benefit from cluster advantages. However, the proximity of educational institutions does not turn out to have a big importance for potential companies.

CLUSTERING	
PROS	Common labour pool of people with a technical and vocational training
	Creative Campus: an attempt to clustering
	In the proximity of educational institutions
CONS	No clear focus on clusters; no cluster advantages

Table 6 - Pros and cons of clustering

#### 4.3.7 PRICE/QUALITY RATIO

De Vaart offers a relatively attractive price per m<sup>2</sup>, with the consequence the business park lacks quality on some important elements, such as accessibility and quality of the buildings and environment. Some located companies complain about the high costs of land that stop or slow down expansion. The fact that many lots are vacant – also in a slightly attracting market – is mainly due to too high prices. Located companies are often satisfied about the price/quality ratio, but potential companies are significantly less satisfied.

PRICE/QUALITY RATIO	
PROS	Low prices of land and rent prices
	Acceptable price/quality ratio for the established companies
CONS	Price/quality ratio for potential settlers
	Expansion costs for established companies

Table 7 - Pros and cons of the price/quality ratio

#### 4.3.8 AWARENESS AND IMAGE OF ALMERE AND DE VAART

The respondents have a variety of opinions about the importance of awareness and imago regarding location decisions. Some people argue that this factor is barely important; other people think that the relevance is crucial in particular. However, one could imagine that companies unconsciously attach a serious value to awareness and image in their location process.

Companies in the region are obviously aware of Almere, whereas this particular awareness does not hold for international companies. From an international perspective, Almere is considered as a part of (Big) Amsterdam. At foreign decision-makers the image of Amsterdam is decisive for the image of Almere and more specific, De Vaart. At most, Almere is known as a new town, that was sea in the past. This is different for Dutch decision-makers. They usually have a strong image of Almere, both as a living area and as location for businesses. Respondents argue that Almere is known as a city for the middle class, with a relatively high percentage of lower and medium skilled labour, and a relatively low percentage of high skilled labour. This image – that is confirmed by data about the composition of the population – hinders attracting companies that employ high skilled labour.

In the regions of Amsterdam, Utrecht and Het Gooi real estate agents conclude that companies have difficulties with a location in Almere (or the province of Flevoland in general). Partially this has to do with accessibility, but also with image. The weaker image of Almere seems to have influence on the office market primarily; companies that are looking for more space and a lower price are more willing to move to Almere.

Respondents are aware of De Vaart, but it is impossible to draw conclusions on this awareness, because being at least a little awareness of De Vaart as a business park was a condition to be involved in the research. Real estate agents argue upon request that not many companies are familiar with De Vaart. The image is described as “weak”, because it associated with an unfavourable location in relation to the A6. Both incumbent companies, as potential settlers emphasize that De Vaart does not have a clear profile: it is unclear which companies are established on De Vaart and which companies are aimed to be attracted to the business park. One describes that De Vaart is seen as a low budget business park that attracts companies that are looking for a cheap spot. The result is a desultory business park with a great diversity in sectors.

AWARENESS AND IMAGE	
PROS	The regional and national awareness of Almere
	Almere internationally related to Amsterdam
	Increasing international awareness of Almere as newtown
CONS	Lack of regional awareness of De Vaart
	Weak regional image of De Vaart
	Weak regional image of Almere as a residential area for high skilled labour

Table 8 - Pros and cons of the awareness and image

#### 4.3.9 ENVIRONMENTAL ZONING

The interviews make clear that environmental zoning is mainly relevant for companies in a higher environmental category, such as companies that focus on production, distribution and recycling. Established companies that are in a lower environmental category are regularly not aware of environmental zoning, but upon request they do not have a problem with the zoning as well. Whether the generous environmental zoning helps to attract companies is less obvious. Many real estate agents point out that the market for medium- and heavy industry is less dynamic: companies are not willing to move quickly and when they move, they look at foreign countries (because of lower wages). Also within the Netherlands, there are more attractive locations, particularly in the south of Holland or nearby Schiphol Airport. However, one of the respondents sees opportunities for Almere and De Vaart because of the space pressure in the regions of Utrecht, Amsterdam and Het Gooi. Potentially production companies in these regions try to combine their departure with an impulse in production activities, which results in a higher environmental category. This is one way in which the market for this kind of activities can still grow in the near future.

ENVIRONMENTAL ZONING	
PROS	Generous environmental zoning

Table 9 - Pros and cons of the environmental zoning

On De Vaart IV, there is a clear structure: the more a position of a lot is located towards the direction of the centre, the heavier the economic activities that are allowed. Of all companies on De Vaart I until III, only 4% of the companies belongs to environmental category 4 or 5, 56% is in category 1 until 3 and 40% does not belong to any category.

#### 4.4 RESULTS AND STRATEGIES

First, this paragraph will provide an overview of the results in terms of average importance and average score. Furthermore, strategies will be put forward that can reduce or control the relatively high vacancy rates on De Vaart.

Table 10 presents an overview of the nine location factors including the degree of average importance and the average score provided by the respondents. As can be seen in table 11, the importance of the location factors varies from slightly important (\*) to very important (\*\*\*) and the average score of these factors varies from only negative (--) to only positive (++)

IMPORTANCE AND SCORE PER LOCATION FACTOR		
LOCATION FACTOR	IMPORTANCE	SCORE
Location and external accessibility of Almere	***	+
Location and external accessibility of De Vaart	**	-
Quality of the buildings	***	-
Lot size and expansion possibilities	**	++
Quality of the environment	**	-
Clustering	*	-
Price/quality ratio	***	- +
Awareness and image	**	- +
Environmental zoning	**	+

Table 10 – Average importance and average score per location factor

Average score		Average importance	
Only negative	--	Slightly important	*
Mostly negative	-	Important	**
Both positive and negative	- +	Very important	***
Mostly positive	+		
Only positive	++		

Table 11 – Legendas importance and score (on average)

The importance of each location factor differs per type of company. The interviews show the following results with regard to the importance of each factor: the accessibility of both

Almere and more specific De Vaart is especially (very) important for logistic firms. Only more specific companies care about the accessibility of De Vaart by water. The quality of the buildings is particularly really important for companies in production and distribution. The importance of expansion possibilities applies to companies that have growth potential irrespective of the sector. Besides that, the interview results show – in line with the literature – that big internationally oriented companies that often receive clients attach value to the quality of the environment. Clustering possibilities are only mentioned by companies that are aware of these possibilities. The price/quality ratio is especially important when the costs of land or rent weigh heavy in the financial balance. Unconsciously, awareness and image often play a crucial role in the location decision. Finally, companies in or that have the ambition to grow to a higher nuisance category attach more value to the factor environmental zoning.

Overall, the real weaknesses of De Vaart according to the respondents can be found in the following location factors: the location and external accessibility of De Vaart, the quality of the buildings and environment and the clustering. Also, the factors price/quality ratio and awareness and image of both Almere and De Vaart are judged neutrally.

In fact, the strategies are focused on removing the weaknesses and developing the strengths. One condition for formulating a strategy is that the location factor can be influenced on the regional or local level. Strategies often respond to chances and threats that are identified by the respondents.

The three strategies that can be applied to industrial park De Vaart in Almere are the following:

1. *Facelift* - Guarantee a base quality on the industrial park
2. *Distinctive ability* – Gain a competitive advantage based on characteristics
3. *Place marketing* - Improve the place marketing, internally and externally

#### **4.4.1 FACELIFT**

Both the quality of the environment as the quality of the buildings scored negatively, while the respondents agree that both factors are very important (quality of the buildings) or at least important (quality of the environment). Real estate agents argue that companies have an increasing number of requirements. Therefore, more investments in the base conditions of the business park are needed. This type of restructuring is called a facelift. Other respondents note that the (perception of) spatial quality is strongly influenced by the high level of vacancy. Overall, one agrees that De Vaart needs a makeover.

This strategy is partially initiated already. In the past years, there is invested in collective security and road safety. A related problem is that not every company acknowledges the value of a safe and attractive environment and some companies are even not willing to pay for it. Some respondents want to give the BIZ initiative a second chance in order to improve the overall quality on De Vaart. Others accept the failure of the BIZ and hope that established companies retry to find consensus about specific investments. In the latter case, the problem

of freeriding remains and should be accepted. This problem can be described as companies that benefit from these investments without paying for them. The interview results showed for example that established companies agree that De Vaart needs a shared facility for truck parking. This could also be approached as a base facility that is necessary on a heavy industrial park.

The quality of the buildings is an important location factor, but one hardly invests in this quality. One positive exception is the Creative Campus on De Vaart: the former plant of Beiersdorff has been transformed in only three years to a collective building for (small) companies, in the knowledge and manufacturing industry. All concerned point out that not only the building itself, but also the environment has benefited from this transformation. Subsidizing might encourage investments in buildings, for example the raising of the ceilings. The location of De Vaart cannot be altered. However, respondents see possibilities to improve the accessibility of the business park a little bit. The transport time between the business park and the A6 can be declined by small or large amendments in the access route N702. The expectation is that improving the external accessibility will be beneficial for the satisfaction of established companies and will attract potential settlers, although it will not become an A6-location. Among other things, companies argue for enhancing the flow on the Hogering by removing traffic lights (small intervention) and by widening the road (large intervention).

#### **4.4.2 DISTINCTIVE ABILITY**

The second strategy that is applicable on De Vaart is to create a competitive advantage. De Vaart is not clearly distinguishable from other business parks, as real estate agents and potential settlers put forward. A few strong aspects are not enough to position De Vaart as clearly different from competing locations. The advantageous geographic location of Almere in relation to Amsterdam, Schiphol Airport and the rest of The Netherlands is a positive factor, but other business parks in the same region are assessed not much worse or even better in this particular aspect in comparison with De Vaart. The most important positive factors concerning De Vaart are space and the possibilities for activities that are harmful to the environment. However, the generous policy towards companies with harmful activities to the environment does not attract many new firms. As was already stated before, there is no dynamic market for intermediate and heavy industries. This means that De Vaart has to compete with other Dutch locations and industrial sites outside The Netherlands.

De Vaart lacks a distinctive economic profile. Prospects and intermediaries do not associate De Vaart with the food sector, trade, engineering industry, distribution and logistics professional services, recycling and manufacturing industry. In general it is their opinion that these sectors would fit on De Vaart. Other business parks often have a more distinct profile and focus on one or two clearly defined sectors. On the other hand some interviewees believe that precisely the diversity is distinctive: on De Vaart “everything is allowed and possible”, although this image is not completely realistic.

In the last years little has been invested in profiling. The Creative Campus may be an example of clustering (although interactions are limited), but profiling De Vaart as hotspot for the

creative industry does not seem to be very helpful.

More favourable located mixed-use sites have a better starting point. Diversity does not seem very rational: after all the location in relation to the city centre will stay suboptimal. In addition, diversity could be a danger to an important unique selling point: the generous environmental zoning (up to category 5). The opinions on this matter are very different: some discussion partners do not see many opportunities for intermediate and heavy industry and suggest to focus on different sectors, that feel comfortable on a mixed-use site. Others have high expectations of a future growth of the Dutch manufacturing industry and think that De Vaart should respond to this possible development.

Multiple discussion partners have high expectations of the sector of recycling. They point to the possibilities to profile De Vaart as an important location for a circular economy. These possibilities fit the ambition of the city of Almere to develop a smart and sustainable policy for energy, materials and waste. It is possible to grab the opportunities of the circular economy to realise cluster advantages on De Vaart. After all, companies can profit from each other's proximity in case of recycling of energy, materials and waste. However, investments in (underground) infrastructure by public and/or private investors are necessary to actually realise a circular system.

For companies in the represented sectors the availability of adequately high skilled labour is an important factor and Almere does not score badly on this aspect. Respondents emphasize that the cooperation between companies and educational institutions, for example with the ROC, has worsened during the last years. In general, one thinks that it is desirable to intensify this relationship, for instance by offering internships. Most companies do not see a problem in the fact that Almere is not valued highly as a residential area by high skilled labour: these companies are more demanding people with a technical and vocational training.

Another way to provide a distinctive advantage to De Vaart is the fact that De Vaart is situated near water. The present port offers barely any competitive advantages. A full port could give De Vaart new impulses. It is not known if there is still a sufficient demand for turn-up facilities. Some discussion partners in this research are very positive and think they would use the facilities themselves, while others are not convinced that these facilities would attract enough companies. A social cost-profit analysis – including a detailed survey of the demand for trans-shipment – could give the necessary insight.

#### **4.4.3 PLACE MARKETING**

De Vaart is hardly known amongst potential settlers. Real estate agents and other intermediaries complain about the lack of information. Also a good, informative website is missed. Those who are familiar with this business park talk in a negative way about De Vaart. The interviewees have the opinion that the municipality of Almere show too little effort to give De Vaart a distinct market position. This partially relates to basic conditions and distinctive ability, but this also has to do with marketing and communication. A clear marketing strategy is needed. Knowledge and image are seen as important location factors.

Organizations like Amsterdam Inbusiness and the Netherlands Foreign Investment Agency (NFIA) are important intermediaries for potential users, but they receive insufficient information from the municipality of Almere and other stakeholders on De Vaart. Sometimes even the most basic data are missing like the prices of lots and rents. Furthermore it becomes apparent that De Vaart indeed is mentioned in the first round of the selection process (the longlist), but De Vaart does not make it to the shortlist. This is partially caused by the lower score of De Vaart on objective criteria as accessibility and quality of the buildings. Besides these factors, image is also an important factor: multiple discussion partners think that De Vaart has an image problem. Real estate agents state that De Vaart makes a good chance when the business park gets to the shortlist.

It is plausible that the position of De Vaart easily can be improved by investing in the creation of a website and by a more frequent communication with the intermediaries. The discussions also show that it is important to get directly in touch with potential settlers, for example with companies from other business parks without expansion possibilities.

Current acquisition in case of De Vaart is handled through de municipality of Almere. The focus is on specific clusters. The municipality interferes with the choice of potential suitable companies and prefers companies that will bring a lot of jobs to Almere.

The lack of any intentional contact for the established companies in case of problems or questions about their location is remarkable. A contact for practical problems exists, but there is no one to turn to in case of more complex questions or problems. For quite a long time there is a call for some kind of park management. Established companies miss an account manager at the municipality and are therefore critical on the subject of the municipal service. These companies do not threaten to leave De Vaart, but their negative experiences can have negative external effects. Positive feedback by the established settlers certainly can attract new companies. Firms on other business parks in Almere experience the same problems in municipal contacts.

## **4.5 CONCLUSION**

To conclude, on the base of the interviews with companies and intermediate parties, three strategies can be formulated that can strengthen the position of De Vaart and thus lead to a reduction of the vacancy on this park. Table 11 shows an overview of the possible strategies and the possible related actions. The interviews make clear that De Vaart will benefit predominantly of a light form of restructuring. A facelift is applicable to De Vaart since the industrial park suffers mainly from technical aging and established companies prefer functionality above representativeness. De Vaart has multiple options to gain a competitive advantage. The most obvious action is to take advantage of favourable location on the waterfront. The development of a transshipment port can possibly be a unique selling point. However, future research is necessary to verify the economic feasibility. Furthermore it is recommended to be more proactive in terms of marketing of the industrial park. Internally,



park management is a must have. External parties make clear that the demand for up to date information is growing amongst intermediates. In general, on the local level municipalities should continually focus on how a certain business park should be positioned. The choice of a clear profile and making a consideration of the sector composition are crucial steps in the positioning of an industrial park. De Vaart can for example choose to focus on the acquisition of companies in higher nuisance categories or choose for more diversity amongst sectors. The most important lesson is to develop strategies as a part of an integral approach.

<b>STRATEGIES AND POSSIBLE RELATED ACTIONS</b>	
<b>STRATEGY</b>	<b>POSSIBLE RELATED ACTIONS</b>
<b>FACELIFT</b>	Keep investing in security and road safety
	Providing a parking facility for trucks
	Providing a Business Service Centre
	Subsidizing desired investments
	Improving the flow on the N702
<b>DISTINCTIVE ABILITY</b>	Choosing between diversity and specialisation
	Investing in recycling and a circular economy
	Choosing to focus on companies in higher nuisance categories or not
	Taking advantage of the location on the water front
	Strengthening relations between companies and educational institutions
<b>PLACE MARKETING</b>	Providing a website with clear information
	Providing up to date and clear information to intermediators
	Approaching potential settlers directly, at home and abroad
	Providing a point of call for established companies

Table 12 – Strategies and possible related actions

# 5 CONCLUSIONS

---

## 5.1 CONCLUSIONS

This single case study research is executed on industrial park De Vaart in Almere, because De Vaart is confronted with a lot of problems. The park shows the indicators of an outdated business park and has a vacancy rate of almost 25%. The same problem occurs on the national level in the Netherlands. Besides that, many Dutch industrial parks show a bad appearance, have a bad accessibility, suffer from inefficient land use and have bad hygienic conditions due to the permission of the high nuisance categories. These aspects are indicators of aging processes, which are often described as an argument for vacancy. Since structural vacancy is the most harmful for industrial parks, the focus is on finding causes for vacant lots and buildings that are empty for at least three subsequent years.

With the help of both a qualitative exploratory research and the case study, this research investigates whether vacancy is only caused by aging processes, such as economic aging and technical aging.

Through the years, scientists are increasingly able to understand location behaviour in general and for different types of sectors. This paper has derived various location factors that might play a substantial role in the location decision of industrial companies. These location factors are mainly extracted from modern location theories and partially from (neo) classical and behavioural theories. Factors are selected on the base of two conditions: they must either be pull or push factors and they can be influenced on the local or regional level. The nine factors, that are discussed in 24 in-depth interviews, consist of six factors, that are derived from location theories and additional research. Two factors are added, because they are either seen in this paper as overall factors or as typical characteristics of industrial parks. In the case study, the average importance and the average score of location factors have been used to identify the causes of vacancy. External accessibility, clustering and the quality of the buildings and the environment were identified as (slightly) negative performing factors. Furthermore, the respondents lacked enthusiasm on the price/quality ratio on De Vaart and specifically the image of Almere. This answers the main research question “What explains vacancy problems on the Dutch industrial park De Vaart in Almere?”. Applicable strategies and related actions are formulated to enhance the bad performance of these location factors and thus to reduce the structural vacancy on De Vaart. However, aging processes are hardly inevitable. The challenge for De Vaart is to apply the recommended strategies as part of an integral approach.

Although the results might be a welcome extension of the existing literature, there are two limitations - respectively one major and two minor limitations - of this approach:

The first limitation deals with the research design that has been used in this paper. Multiple case study is a variant that includes two or more observations of the same phenomenon. The results would probably have enabled extension, which means that the outcomes would have

been more robust. Due to time constraints, it would have been impossible to analyze more than one case, but probably this method can be used in future research.

The second limitation refers to the execution of this case study, semi-structured guidelines have been used. In retrospect, it can be concluded that the average score and average importance of the location factors were hard to measure. The use of more structured guidelines or even a survey amongst the respondents would have led to an increased validity of the research.

Third, a larger number of respondents had been preferred by the researchers of this paper. Obviously, an increased number of respondents would have contributed to a higher reliability of the single case study. However, in the stadium of analysing the results it was noticed that the marginal value of additional interviews reduced. For example, the four real estate agents that had been interviewed agreed upon quite some issues.

## **5.2 RECOMMENDATIONS**

This paper provides three types of recommendations, respectively for future research of industrial parks, on the fields of the used method and some practical recommendations:

First, the research of De Vaart may be helpful to identify problems on other industrial parks with similar characteristics. Although no two business parks are alike, the conclusions of this case study can give useful insights in defining situation-dependent strategies with the aim to reduce or control vacancy.

Then, the weighing of location factors in similar single case studies can be useful as well. Researchers can have a very different judgement and expectations of the importance and score of location factors. This could frustrate the outcomes of the research.

Finally, the empirical approach of the case study also provides a few lessons in a practical way. One lesson concerns the defining of USP's. Before USP's are mentioned as possible solution, it would be useful to have an exploratory investigation of the feasibility of necessary investments. A form of park management seems to be a useful recommendation. After the formulation of multiple strategies it is necessary to stay focussed on the process of follow-up actions and the continuation of the execution of the measures that are proposed in the strategies.

# Bibliography

---

- Alonso, W. (1967). A reformulation of classical location theory and its relation to rent theory. *Papers of the Regional Science Association* , 19 (1), 22-44.
- Arts, P., Ebrecht, J., Eijgenraam, C., & Stoffers, M. (2005). *De vraag naar ruimte voor economische activiteit tot 2040*. Den Haag: Centraal Planbureau.
- Asheim, B. T. (2000). Industrial Districts: The Contributions of Marshall and Beyond. In G. L. Clark, M. P. Feldman, & M. S. Gertler, *The Oxford Handbook of Economic Geography* (pp. 413-431). Oxford: Oxford University Press.
- Ashworth, G., & Voogd, H. (1990). Selling the city: marketing approaches in public sector urban planning . In G. Ashworth, & H. Voogd, *Selling the city: marketing approaches in public sector urban planning* . London: Belhaven.
- Audretsch, D. B. (1995). Innovation and Industry Evolution. In D. Audretsch, *Innovation and Industry Evolution* (pp. 1-213). Cambridge: The MIT Press.
- Barr, J. B. (2002). Agglomeration economies: ambiguities and confusions. *Environment and Planning* , 34, 717-731.
- BCI. (1998). *Locatievoorkeur en ruimtegebruik van verhuisde bedrijven*. The Hague: Ministry of Economic Affairs.
- Beaudry, C., & Schiffauerova, A. (2009). Who's right, Marshall or Jacobs? The localization versus urbanization debate. *Research Policy* , 38, 318-337.
- Beekmans, J. (2015). *Verouderingsprocessen op bedrijventerreinen*. Nijmegen: Platform31.
- Beekmans, J., Beckers, P., Van der Krabben, E., & Martens, K. (2014). A hedonic price analysis of the value of industrial sites. *Journal of Property Research* , 31 (2), 108-130.
- Besanko, D., Dranove, D., Shanley, M., & Schaefer, S. (2010). Strategic Positioning for Competitive Advantage. In D. Besanko, D. Dranove, M. Shanley, & S. Schaefer, *Economics of Strategy* (Vol. 13, pp. 359-398). Asia: John Wiley & Sons.
- Braun, E. (2008). A closer look at city marketing. In E. Braun, *City Marketing: Towards an integrated approach* (pp. 81-99). Rotterdam: Erasmus University Rotterdam.
- Braun, E., Eshuis, J., Klij, E., & Blijs, P. (2010). *Nationale Citymarketing Monitor 2010*. Rotterdam: Erasmus Universiteit Rotterdam.
- Brouwer, A. E., Mariotti, I., & Van Ommeren, J. N. (2004). The firm relocation decision: An empirical investigation. *The Annals of Regional Science* , 38, 335-347.
- Bugge, K.-E. (2015). Besluitvorming herstructurering bedrijventerreinen. In E. Van der Krabben, C.-J. Pen, & F. De Feijter, *Markt voor Bedrijventerreinen: uitkomsten van onderzoek en beleid* (pp. 167-177). Nijmegen: Platform31.
- Bureau BUITEN. (2016). *Economie & Arbeidsmarkt Flevoland 2015-2016*. Utrecht: Provincie Flevoland.
- Buursink, J. (1991). *Steden in de markt: het elan van citymarketing*. Wageningen: Wageningen University & Research.
- Centraal Planbureau. (2001). *Veroudering van bedrijventerreinen; een structuur voor herstructurering*. Den Haag: CPB.
- Chang, S.-C., & Wang, C.-F. (2007). The effect of product diversification strategies on the relationship between international diversification and firm performance diversification and. *Journal of World Business* , 42 (1), 61-79.
- Coase, R. (1937). The Nature of the Firm. *Economica* , 386-405.
- Commissie Noordanus. (2008). *Kansen voor Kwaliteit*. Nijmegen: Platform31.
- Day, G. S. (1981). The Product Life Cycle: Analysis and Application Issues. *Journal of Marketing* , 45 (5), 60-67.

- De Kruijf, I. (2010). *Leegstand op Nederlandse Bedrijventerreinen*. Nieuwegein: NVM Business.
- De Vor, F. (2011). The Impact and Performance of Industrial Sites: Evidence from the Netherlands. In F. De Vor, *The Impact and Performance of Industrial Sites: Evidence from the Netherlands* (pp. 1-145). Amsterdam: Habiforum.
- Derksen, A., & Van Dongen, F. (2010). *Locatiebeslissingen: Piekt Nederland?* Utrecht: Universiteit Utrecht.
- DTZ Zadelhoff. (2016). *Nederland compleet - kantoren- en bedrijfsruimtenmarkt*. Amsterdam: DTZ.
- Duranton, G., & Puga, D. (2000). Diversity and Specialisation in Cities: Why, Where and When Does it Matter? *Urban Studies* , 37 (3), 533-555.
- Föllings, T. (2015). Werklocatie: van vastgoedcomplex naar kenniscomplex. In E. Van der Krabben, C.-J. Pen, & F. De Feijter, *De markt voor bedrijventerreinen. Uitkomsten van onderzoek en beleid* (pp. 215-224). Nijmegen: Platform31.
- Faber, F. (2010). *De rol van de gemeente bij de herstructurering van binnenstedelijke werklocaties*. Master City Developer.
- Fales, R., & Moses, L. (1972). Land-use theory and the spatial structure of the nineteenth-century city. *Papers of the Regional Science Association* , 28 (1), 49-80.
- Feldman, M. P., & Audretsch, D. B. (1999). Innovation in cities: Science-based diversity, specialization and localized competition. *European Economic Review* , 43, 409-429.
- Fujita, M., & Krugman, P. (2004). The new economic geography: Past, present and the future. *Papers in Regional Science* , 83, 139-164.
- Gemert, L., & Woudstra, E. (2000). *Het ontwerpen van communicatiebeleid*. Communicatiekundig Ontwerpen.
- Geng, Y., & Zhu, Q. H. (2007). Planning for integrated solid waste management at the industrial Park level: A case of Tianjin, China. *Waste Management* , 27 (1), 141-150.
- Gertler, N. (2002). Tacit knowledge and the economic geography of context, or The undefinable tacitness of being (there). *Journal of Economic Geography* , 4, 75-99.
- Glaeser, E., Kallal, H., Scheinkman, J., & Shleifer, A. (1992). Growth of cities. *Journal of Political Economy* , 100, 1126-1152.
- Glavic, P., & Lukman, R. (2007). Review of sustainability terms and their definitions . *Journal of Cleaner Production* , 15, 1875-1885.
- (2004). In M. Hek, J. Kamstra, & R. Geraedts, *Herbestemmingswijzer - Herbestemming van bestaand vastgoed* (pp. 29-40). Delft: Publikatieburo Bouwkunde TU Delft.
- Hoover, E. (1937). Location theory and the shoe leather industries. In E. Hoover, *Location theory and the shoe leather industries*. Harvard: Harvard University Press.
- IBIS. (2011). *IBIS jaarrapport werklocaties 2011*. Ministerie van Infrastructuur en Milieu. Den Haag: Rijksoverheid.
- Kavaratzis, M., & Ashworth, G. (2008). Place marketing: how did we get here and where are we going? *Journal of Place Management and Development* , 1 (2), 150-165.
- Kilkenny, M., & Thisse, J.-F. (1999). Economics of location: A selective survey. *Computers & Operations research* , 26, 1369-1394.
- Konz, W., & Van den Thillart, C. (2002). Industriële symbiose op bedrijventerreinen. In W. Konz, & C. Van den Thillart, *Industriële symbiose op bedrijventerreinen* (pp. 1-298). Eindhoven: Technische Universiteit Eindhoven.
- Koomen, E., & Buurman, J. (2002). Conference on Geographic Information Science. *Economic Theory and Land Prices in Land Use Modeling*. 5, pp. 1-4. Palma: Agile.
- Kotler, P., Haider, D., & Rein, I. (1993). Marketing Places. In P. Kotler, D. Haider, & I. Rein, *Marketing Places*. New York: The Free Press.

- Kotler, P., Hamlin, M., Rein, I., & Haider, D. (2002). Marketing Asian Places. In P. Kotler, M. Hamlin, I. Rein, & D. Haider, *Marketing Asian Places*. Singapore: John Wiley & Sons (Asia).
- Krugman, P. (2011). The New Economic Geography, Now Middle-Aged. *Regional Studies* , 45 (1), 1-7.
- Lokhorst, J., Remøy, H., & Koppels, P. (2013, Oktober). Verborgen leegstand. *Real Estate Research Quarterly* , 6-16.
- Louw, E., & Bontekoning, Y. (2006, September). Planning of Industrial Land in the Netherlands: Its Rationales and Consequences. *Journal of Economic and Social Geography* , 121-129.
- Louw, E., & Hiethaar, J. (1999). Bedrijventerreinen over de groene grens. *OTBouwstenen* , 1-58.
- Louw, E., Needham, B., Olden, H., & Pen, C. (2009). Planning van Bedrijventerreinen. In E. Louw, B. Needham, H. Olden, & C. Pen, *Planning van Bedrijventerreinen* (Herziene editie ed., pp. 1-248). Den Haag: BIM Media BV.
- Malmberg, A., Malmberg, B., & Lundquist, P. (2000). Agglomeration and firm performance; economies of scale, localisation and urbanisation among Swedish export firms. *Environment and Planning* , 32, 305-321.
- Mariotti, I., & Pen, C. (2001, September). Firm migration patterns in the Netherlands and in the United Kingdom. An end of twenty calm years of geographical interest. *41st Congress of the European Regional Science* , 1-22.
- Marshall, A. (2006). Industry and Trade Volume I. In A. Marshall, *Industry and Trade Volum I* (pp. 1-398). New York: Cosimo Classics.
- Marshall, A. (1920). Principles of Economics. In A. Marshall, *Principles of Economics*. London: Macmillan and Company.
- Martin, P., & Rogers, C. A. (1995). Industrial location and public infrastructure. *Journal of International Economics* , 39, 335-351.
- Mathias, P. (1969). Industrial Organization and Change. In P. Mathias, *The First Industrial Nation: The Economic History of Britain 1700-1914* (pp. 110-121). Methuen & Co. Ltd.
- Metzger, J. T. (2000). Planned Abandonment: The Neighbourhood Life-Cycle and National Urban Policy. *Housing Policy Debate* , 11 (1), 7-40.
- Ministerie van VROM. (2009). *Convenant bedrijventerreinen 2010-2020*. Den Haag: Rijksoverheid.
- Moses, L. N. (1958). Location and the Theory of Production. *Oxford Journals* , 72 (2), 259-272.
- Needham, B., Van der Krabben, E., & Ploegmakers, H. (2015). Een economische analyse van de bedrijventerreinenmarkt. In E. Van der Krabben, C.-J. Pen, & F. De Freijter, *De markt voor bedrijventerreinen* (pp. 17-38). Nijmegen: Platform31.
- NVM Data & Research. (2015). *Bedrijfsruimtemarkt 2016*. Nieuwegein: NVM Business.
- Olden, H. (2015). Naar een planningsopgave gericht op de herstructurering van bedrijventerreinen. In E. Van der Krabben, C.-J. Pen, & F. De Feijter, *De markt voor bedrijventerreinen* (pp. 131-139). Nijmegen: Platform31.
- Owen, S. H., & Daskin, M. S. (1998). Strategic facility location: A review. *European Journal of Operational Research* , 11 (1998), 423-447.
- Pellenbarg, P. (2005). *Firm migration in the Netherlands*. Faculty of Spatial Sciences, Urban and Regional Studies Institute. Groningen: University of Groningen.
- Pen, C. (2002). Wat beweegt bedrijven. Besluitvormingsprocessen bij verplaatste bedrijven. *Netherlands Geographical Studies* , 297.

- Ploegmakers, H. (2015). De effectiviteit van herstructurering op bedrijventerreinen. In E. Van der Krabben, C.-J. Pen, & F. De Feijter, *De markt voor bedrijventerreinen* (pp. 71-91). Nijmegen: Platform31.
- Porter, M. E. (1990, March). The Competitive Advantage of Nations. *Harvard Business Review*, 73-93.
- Pyke, F., & Sengenberger, W. (1990). Introduction. In F. Pyke, G. Becattini, & W. Sengenberger, *Industrial districts and inter-firm co-operation in Italy* (pp. 1-9). Geneva: International Institute for Labour Studies.
- Raupp, M. (2008). *De gulden middenweg, een onderzoek naar de knelpunten in de markt voor herstructurering van verouderde bedrijventerreinen binnen het kader van de nieuwe grondexploitatiewet*. MSRE.
- Reeves, R. (1961). *Reality In Advertising*. Opgeroepen op 11 1, 2016, van <http://prot-adar8-5773.s3.amazonaws.com/Reality-In-Advertising.pdf>
- Renes, G., Weterings, A., & Gordijn, H. (2009). *De toekomst van bedrijventerreinen: van uitbreiding naar herstructurering*. Den Haag/Bilthoven: Planbureau voor de Leefomgeving.
- Schulte, U. G. (2013). New Business models for a radical change in resource efficiency. *Environmental Innovations and Social Transitions*, 9, 43-47.
- Schuur, J. (2015). Herstructurering: een maatschappelijk kader voor investeringsbeslissingen. In E. Van der Krabben, C.-J. Pen, D. Feijter, & Frank, *De markt voor bedrijventerreinen* (pp. 227-238). Nijmegen: Platform31.
- Simon, H. A. (1983). Reason in Human Affairs. In H. A. Simon, *Reason in Human Affairs* (pp. 1-118). Stanford: Stanford University Press.
- Stec Groep en SenterNovem. (2005). *Samenhangend Bedrijventerreinenbeleid*. Utrecht: Ministerie van Economische Zaken.
- Stichting Kennisalliantie Bedrijventerreinen Nederland. (2015). *Agenda Bedrijventerreinen 2015-2025*. Tilburg: SKBN.
- Strauss, K. (2007). Re-engaging with rationality in economic geography: behavioural approaches and the importance of context in decision-making. *Journal of Economic Geography*, 1-20.
- Van Butsele, S. (2006). Onderzoek naar het scheiden en verwerven van functies op bedrijventerreinen in stedelijk gebied. In S. Van Butsele, *Onderzoek naar het scheiden en verwerven van functies op bedrijventerreinen in stedelijk gebied*. Gent: Universiteit Gent.
- Van de Klundert, M. (2008). De Werkomgeving in een Kenniseconomie. In R. Van Hoek, & R. Van Hoek (Red.), *Stedelijke Gebiedsontwikkeling 2008* (pp. 265-293). Rotterdam: Erasmus Universiteit Rotterdam.
- Van de Luijngaarden, D. H. (2009). *Leegstand & Transformatie*. Faculteit der Economie en Bedrijfskunde. Amsterdam: Universiteit van Amsterdam.
- Van der Ham, L. (2010). *De rol van gevestigde ondernemers bij de herstructurering van bedrijventerreinen*. Udenhout: Universiteit Utrecht.
- Van der Krabben, E., & Buitelaar, E. (2011). Industrial Land and Property Markets: Market Processes, Market Institutions and Market Outcomes: The Dutch Case. *European Planning Studies*, 19 (12), 2127-2146.
- Van der Krabben, E., & Pen, C.-J. (2015). Conclusies en agenda voor de toekomst. In E. Van der Krabben, C.-J. Pen, & F. De Feijter, *De markt voor bedrijventerreinen* (pp. 251-262). Nijmegen: Platform31.
- Van Dijk, M. (2009). *Locatietheorieën - Een historisch overzicht*. Erasmus Universiteit Rotterdam, Regionale Economie & Haven- en Vervoerseconomie. Rotterdam: Erasmus Universiteit.
- Van Groenigen, M. (2013). *Topsectoren in Zuid-Limburg*. Utrecht: Utrecht Universiteit.
- Van Leeuwen, S. (2011). *De Monitoring van Citymarketing*. Utrecht: Universiteit Utrecht.

- Vernon Henderson, J. (2003). Marshall's scale economies. *Journal of Urban Economics* , 53, 1-28.
- Vreeker, R., Groot, H. L., & Verhoef, E. T. (2004). Urban Multifunctional Land Use: Theoretical and Empirical Insights on Economies of Scale, Scope and Diversity. *Built Environment* , 30 (4), 289-307.
- Weber, A. (1929). *Theory of the location of industries*, trans. C.J. Friedrich. Chicago: University of Chicago Press.
- Weterings, A., Knobens, J., & Van Amsterdam, H. (2008). Werkgelegenheidsgroei op bedrijventerreinen. In A. Weterings, J. Knobens, & H. Van Amsterdam, *Werkgelegenheidsgroei op bedrijventerreinen*. Den Haag/Bilthoven: Planbureau voor de Leefomgeving.
- Weterings, A., Van Oort, F., Raspe, O., & Verburg, T. (2007). *Clusters en economische groei*. Ruimtelijk Planbureau . Rotterdam: Nai Uitgevers.
- Yin, R. (2009). Case Study Research: Design and Methods. *Administrative science quarterly* .



# APPENDIX

---

## A: Interview guideline for companies that are located on De Vaart (in Dutch)

### *Introductie bedrijf*

- Op welke wijze bent u betrokken geweest bij de locatiekeuze van uw bedrijf?
- Hoe lang is uw bedrijf gevestigd op De Vaart?

### *Proces tot locatiekeuze*

- Op welke wijze bent u tot deze locatie gekozen?  
Via de gemeente of heeft u een makelaar ingeschakeld?
- Indien makelaar: welke alternatieve vestigingslocaties werden aangeboden?
- Indien gemeente: hoe verliep het proces met de gemeente als makelaar?  
Had de gemeente begrip voor uw wensen/eisen?
- Op welke manier werd de uiteindelijke locatiekeuze binnen uw organisatie bepaald?  
Directeur, aandeelhouders en/of Raad van Commissarissen?

### *Behoeften*

- Wat is de core business van uw bedrijf? Wat betekent dit voor het ruimtegebruik?
- Wat waren de belangrijke factoren voor uw bedrijf om zich op dit bedrijventerrein te vestigen?
- Wat zijn de belangrijke factoren voor uw bedrijf om op dit bedrijventerrein gevestigd te blijven?
- Heeft u ooit overwogen om De Vaart te verlaten? Zo ja, waarom?

### *Locatievoorkeuren en wenselijkheid tot investeren*

- Wat vindt u van de kwaliteit van het bedrijventerrein? Wat kan ik uw ogen verbeterd worden?
- Welke bedrijventerreinen hebben een betere concurrentie positie dan De Vaart? C.q. wat zijn bedrijventerreinen waar de gemeente Almere qua ‘aanpak’ van kan leren?
- Welke bedrijventerreinen zijn concurrerend met De Vaart?
- Wat is uw mening over de ontsluiting per openbaar vervoer van De Vaart en Almere?  
Binnen *en* buiten normale werktijden (i.r.t. ploegendiensten)?  
Hoe kan dit in uw ogen verbeterd worden?
- Wat is uw mening over de ontsluiting voor woon-, werk- en vrachtverkeer t.b.v. De Vaart en Almere?
- In hoeverre acht u ontsluiting per water (overslagterminal) wenselijk?
- Enkele aandachtspunten op De Vaart zijn braakliggende kavels en een mindere ruimtelijke kwaliteit: wie vindt u verantwoordelijk voor de problemen op De Vaart?  
Ervaart u deze problemen als uw eigen probleem of dat van de gemeente?
- Vindt u dat u voldoende wordt betrokken bij de ontwikkeling van De Vaart?

### *Perceptie van het gebied*

- Welk beeld had u van Almere en het bedrijventerrein? In hoeverre had het imago van de gemeente Almere effect op uw locatiekeuze? Welk beeld heeft u heden ten dage? Zou u weer op De Vaart vestigen als u opnieuw de locatiekeuze zou moeten maken?
- Hoe verhoudt de grondprijs zich tot de geboden kwaliteit en ligging van de kavels? Hoe verhouden de gemeentelijke belastingen zich tot de kwaliteit van het bedrijventerrein?

### *Interactie met andere bedrijven/onderwijsinstellingen*

- Heeft u contact met onderwijsinstellingen in de regio? Zo ja, onderhoudt u deze contacten?
- Wat is uw wervingsstrategie voor nieuwe werknemers?
- Komen uw werknemers uit de omgeving Almere?
- Kunt u voldoende geschoolde werknemers binnen Almere werven?
- Communiceert u met bedrijven op De Vaart over problemen/wensen/opmerkingen? Wordt dit vervolgens gecommuniceerd naar de gemeente Almere?
- Kunt u toegankelijk communiceren met de gemeente Almere wanneer u aanmerkingen/opmerkingen heeft? Wordt hier begrip voor getoond?
- Worden faciliteiten gedeeld (ontmoeting /informatie /vrachtwagenparkeervoorziening)? Waar ziet u mogelijkheden/kansen? Waar ziet u knelpunten?

### *Overige*

- In hoeverre acht u een gebiedsregisseur noodzakelijk voor de ontwikkeling van het bedrijventerrein?
- Bent u op de hoogte van (eventuele) marketingactiviteiten voor de ontwikkeling van De Vaart? Wordt het gebied voldoende onder de aandacht gebracht (en via de juiste kanalen)? Zo nee, hoe zou dit in uw ogen moeten?

## **B: Interview guideline for companies that are not located on De Vaart**

### *Introductie bedrijf*

- Waar is uw bedrijf gevestigd en sinds wanneer?
- Op welke wijze bent u betrokken geweest bij de locatiekeuze van uw bedrijf?
- Wat is de omvang in fte van uw bedrijf?
- Op welke wijze bent u tot deze locatie gekomen? Via de gemeente of had u een makelaar ingeschakeld?
- Indien makelaar: welke (met De Vaart concurrerende) vestigingslocaties werden aangeboden?
- Indien gemeente: hoe verliep het proces met de gemeente als makelaar? Had de gemeente begrip voor uw wensen/eisen?
- Op welke manier werd de uiteindelijke locatiekeuze binnen uw organisatie bepaald? Directeur, aandeelhouders en Raad van Commissarissen?

### *Indruk (perceptie) op het gebied De Vaart en Almere*

- Wat is de core business van uw bedrijf? Wat betekent dit voor het ruimtegebruik?
- Wat is uw mening over het imago van De Vaart en Almere in het algemeen? In hoeverre had het imago effect op uw locatiekeuze?
- In hoeverre was u bekend met de mogelijkheden van het bestemmingsplan (milieucategorieën t/m cat. 5) van De Vaart?
- Wat is uw mening over de ontsluiting voor woon-, werk- en vrachtverkeer t.b.v. De Vaart en Almere?

### *Afwegingskader*

- Wat waren de belangrijke factoren voor uw bedrijf om zich op dit bedrijventerrein te vestigen? Wat waren de *unique selling points* van de huidige locatie? Kunt u aspecten noemen van uw huidige locatie die beter zijn dan die van De Vaart?
- Welke criteria waren uiteindelijk doorslaggevend?
- Zijn uw selectie criteria in de afgelopen jaren gewijzigd?
- Welke criteria denkt u dat in de komende jaren een grotere rol gaan spelen bij de vestigingskeuze?
- Welke afwegingen waren doorslaggevend om niet te kiezen voor De Vaart? Wat zijn triggers om te verhuizen naar De Vaart?
- Welke overige vestigingslocaties heeft u overwogen en waarom? Hoe kwam u tot deze locaties? Via welke marketingkanalen?
- Wat zijn de belangrijkste factoren voor uw bedrijf om op dit bedrijventerrein gevestigd te blijven?

### *Locatievoorkeuren*

- Is een gebiedsregisseur aanwezig op dit bedrijventerrein? Is een BIZ aanwezig op dit bedrijventerrein? In hoeverre acht u dit noodzakelijk/als een meerwaarde?
- Heeft u contact met onderwijsinstellingen in de regio? In hoeverre acht u dit als een meerwaarde?
- Hoe verhield de grondprijs van De Vaart zich tot de geboden kwaliteit en ligging van de kavels? Hoe verhield dit tot de prijs van uw huidige locatie?
- Hoe is de ontsluiting per openbaar vervoer geregeld? Binnen en buiten normale werktijden (i.r.t. ploegendiensten)? Hoe kan dit in uw ogen verbeterd worden?
- In hoeverre acht u ontsluiting per water (op- en overslagterminal) wenselijk?

### *Overige*

- Wordt uw bedrijf actief betrokken door de gemeente in de ontwikkeling van het gebied en vindt u dit wenselijk?

## C: Interview guideline for external parties (in Dutch)

### *Introductie*

- Kunt u meer vertellen over uw functie en uw bedrijf i.r.t. bedrijvigheid middelzware- zwaardere industrie?

### *Marktvraag*

- Hoe ligt Almere in de markt? Hoe is het imago van Almere? Willen bedrijven überhaupt vestigen in Almere?
- Wat is anno 2016 de verwachte kwalitatieve behoefte in de regio?
- Wat is de verwachte kwantitatieve behoefte op korte-, middellange- en lange termijn?
- Wat zijn de trends en ontwikkelingen in de middelzware- en zwaardere industrie? Hoe ontwikkelt de markt zich? Waar ziet u kansen en bedreigingen?

### *Eisen van potentiële bedrijven*

- Wanneer bedrijven zich melden: welke eisen worden gesteld aan de locatie? Welke eisen zijn doorslaggevend? Ziet u veranderingen in deze eisen?
- Heeft u een overzicht beschikbaar van geïnteresseerde bedrijven (met geïnventariseerde eisen)? Kunt u deze overhandigen?

### *Concurrerende bedrijventerreinen*

- Hoe hoog is de grondprijs van De Vaart in vergelijking tot andere bedrijventerreinen de regio?
- Wat is het aanbod aan vergelijkbare bedrijventerreinen (met hogere milieucategorieën) in de regio?
- Wat zijn relevante afspraken in de regio? Worden er bijvoorbeeld nieuwe bedrijventerreinen ontwikkeld?

### *Selling points*

- De gemeente Almere heeft voor de uitgifte van het bedrijventerrein De Vaart met name de volgende branches voor ogen: machinebouw, voeding, recycling, productie en distributie. Sluit dit aan bij de huidige marktomstandigheden? Zijn er andere branches waarop ingezet zou kunnen/moeten worden?
- Is milieucategorie 5 een *unique selling point*? Bent u op de hoogte van de profilering van De Vaart? Denkt u dat gefocust moet worden op een andere categorie bedrijven? Kunt u dit toelichten?
- Wat is het onderscheidend vermogen van De Vaart t.o.v. andere locaties in Almere en daarbuiten (met name terreinen waar maakindustrie kan plaatsvinden, maar niet de zwaardere categorieën)?
- In hoeverre acht u ontsluiting per water (overslagterminal) noodzakelijk?

*Overige vragen*

- Op welke wijze wordt De Vaart en Almere op de kaart gebracht bij de doelgroep? Is dit in uw ogen effectief? Ziet u nieuwe marketingstrategieën in de praktijk opkomen?
- Is meer sturing vanuit de gemeente Almere vereist om de kavels op De Vaart te vullen?

**D: List of respondents**

RESPONDENTS		
STRATEGY	COMPANY/ORGANISATION	SECTOR
COMPANIES ON DE VAART	Yakult Europe B.V. (De Vaart, Almere)	Food
	HEGO Stainless Steel & Aluminium (De Vaart, Almere)	Trading
	CTH (De Vaart, Almere)	Production
	Schenk Recycling (De Vaart, Almere)	Recycling
	Gooimeer Vastgoed B.V. (De Vaart, Almere)	Trading
	Kelvion Machine Cooling B.V. (De Vaart, Almere)	Production
	MAC3PARK Almere (De Vaart, Almere)	Real estate
	LIS Logistics B.V. (De Vaart, Almere)	Distribution
	Reimert Bouw en Infrastructuur (De Vaart, Almere)	Recycling
OTHER COMPANIES	Jeveka B.V. (Lage Kant, Almere)	Production
	Black Box Logistics B.V. (Veluwsekant, Almere)	Logistic services
	Antalis B.V. (Stichtsekant, Almere)	Distribution
	Jtekt Koyo Bearings B.V. (Markerkant, Almere)	Technical services
	Saint-Gobain Pipe Systems B.V. Markerkant, Almere)	Production
	ANSUL Brandbeveiliging (Oostervaart, Lelystad)	Trading
	Certion B.V. (Oostervaart, Lelystad)	Production
REAL ESTATE AGENCIES	INDUSTRIAL real estate partners (Amsterdam)	
	DTZ Zadelhoff (Amsterdam)	
	Nienaber Bedrijfsmakelaars B.V. (Almere)	
	Van der Linden Bedrijfsmakelaars B.V. (Lelystad)	
REGIONAL PARTIES	Amsterdam Inbusiness (Almere)	
	Metropoolregio Amsterdam (Almere)	
MUNICIPALITY OF ALMERE	Gemeente Almere (Almere)	
	Gemeente Almere (Almere)	