



Industrial tourism visits: the role of company tours within companies' strategies

Case study of companies organizing company tours in
the Amsterdam metropolitan region

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Preface

This thesis has been written as part of the Master programme Urban, Port and Transport Economics at the Erasmus School of Economics. The choice for the subject arose from my interest for industrial tourism and how companies make use of industrial tourism in practice.

Writing this thesis was a challenge, which required me to use a lot of the skills I learned during my Bachelor and Master studies at Erasmus University Rotterdam. In this sense I would like to thank Dr Alexander Otgaar. With his detailed feedback and tips, he helped me through the writing process. Besides, I want to thank the companies involved in the survey for the necessary data. Without their help, setting up the practical part of this thesis would have been impossible.

Finally, I want to thank everybody who supported me during the writing process. Your interest in the progress of writing this thesis has been a great support.

Wouter Bregman

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Abstract

This thesis consists of two methodologies: a literature study and a case study about the Amsterdam metropolitan region. Within this thesis the added value of company tours in relation to the individual companies' strategy is investigated. The literature study is subdivided in two parts. The literature study starts with some insights about industrial tourism, of which company tours are part of. It appears that there is no uniform definition for industrial tourism. Industrial tourism companies operate at the intersection of a 'market orientation' and a 'tourist orientation'. Such companies try to combine the best of both worlds. The second part of the literature study gives an insight on the different interests individual companies have in organizing company tours. According to different scientists, company tours mainly contribute in a non-beneficial way to the individual companies' objectives. Besides, the role of both monetary and non-monetary costs is relatively minor compared to the (monetary and non-monetary) benefits

The literature review is used as theoretical background for the case study about the Amsterdam metropolitan region. The case study starts with an overview of the companies currently organizing company tours in the Amsterdam metropolitan region. Characteristics of the company tours are discussed to give an overview of the practical implications of company tours in the Amsterdam metropolitan region. After this region-wide overview, we take a closer look at 30 companies within the metropolitan region. By means of a survey, they are questioned about the role of company tours within their companies' strategy. It appears that company tours are mostly seen as a valuable contribution to the marketing policy of companies. Besides, for most companies, the organization of company tours isn't that beneficial in a monetary way. Nevertheless, companies within the food and tourism cluster are able to generate additional revenues by means of offering additional services like a tasting or a workshop. This is also confirmed by our statistical analysis. We found out there is a positive significant correlation between entry margin fee and on site sales. There is one group of visitors responsible for this positive significant correlation, namely 'other visitors'. Our statistical analysis shows that other visitors (which are notably tourists) are positively and significantly correlated with on site sales.

Key words: Company tours, Industrial tourism, Company objectives, Amsterdam metropolitan region

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§1.1 Background

Within this thesis, our focus is on industrial tourism in the Amsterdam metropolitan region. Industrial tourism is a relatively unknown form of tourism. It is a niche market within the field of tourism. We choose to investigate industrial tourism because it combines both a 'market orientation' by selling products and a 'tourist orientation' by opening the companies' doors for visits. It is interesting to see how companies balance between those two orientations, in order to optimize the companies' strategy.

Besides, we choose for investigating industrial tourism in the Amsterdam metropolitan region, because this region has not been investigated in the past regarding this subject. It is interesting to see how companies organize their company tours in practice, especially because the Amsterdam metropolitan region receives a lot of (foreign) visitors. Therefore, the potential demand for company tours is high, offering the companies opportunities to extent their activities. Although not investigated in this research, organizing company tours has also multiplier effects for the metropolitan region. When a company organizes company tours, other companies may benefit. For example catering companies or transport companies probably benefit due to an increased demand for their products.

During this thesis, our focus is on the individual companies organizing company tours. How do they organize their company tours? How are company tours a valuable contribution to their companies' strategies? What are the different interests for the individual company? Under what conditions are company tours organized by companies? In this thesis, we try to answer those kind of questions.

§1.2 Thesis purpose

In this research we try to find out under which conditions a company is willing to implement company tours within their company. To what extent does offering company tours contribute to achieving the companies' objectives? So in this research we want to investigate what conditions are valuable for a company in order to start company tours. We try to find out what the actual role is of company tours within individual companies' strategies.

§1.3 Problem statement

What is the added value of organizing company tours in relation to the individual companies' strategy?

Sub-questions:

- What is industrial tourism?
- What are the different interests for the individual company regarding the organization of company tours?
- How are company tours organized by the individual company in the Amsterdam metropolitan region?
- How are company tours used in practice by individual companies in the Amsterdam metropolitan region?

§1.4 Methodology

In this research we try to find out in what way industrial tourism, especially company tours, are an opportunity or contribution for companies to achieve their objectives. Under what conditions is it valuable for companies to start offering company tours? This research focuses only on companies. Therefore there is only a company perspective on the issues. We start with literature research in order to define industrial tourism. Afterwards, in chapter 3, the different interests for the individual company regarding the organization of company tours are discussed. Therefore, literature from the fields of marketing, cost accounting and microeconomics is used.

There is also a short discussion on costs of organizing company tours, which are possibly a reason to not start organizing company tours. In chapter 4, we try to find out how industrial tourism is arranged in practice by investigating companies in the Amsterdam region. We start with a data analysis based on a sample of 54 companies organizing company tours in the Amsterdam metropolitan region. This data analysis gives a general overview about the characteristics of the company tours of those companies. After the data analysis, we take a closer look to 30 out of the 54 companies. Those 30 companies have been surveyed to find out how their company tours are a valuable contribution to their companies' strategy. In the final chapter we come up with the conclusions.

A considerable amount of companies in the data analysis is affiliated with Industrieel Toerisme Amsterdam (Industrial Tourism Amsterdam). This company organises arrangements to visit company tours. This company is affiliated with the tourist agency (in Dutch VVV), offering all sorts of information to tourists.

ITA is part of an umbrella organization, called Amsterdam Tourism and Congress Bureau (ATCB). Companies offering company tours are approached to find out whether or not they are interested in a partnership with the ATCB. There are five types of partnerships available. The costs of those five different types of partnerships differ from €250 to €40.000 a year (ATCB, 2010). This money needs to be paid to ATCB by the involved company. In return, ATCB/ITA supports the involved company, by making promotion for the company tours of the involved company. The level of support depends on the type of partnership. By co-operating with ITA, companies have the possibility to increase the demand for their company tours and vice versa the city promotes this relatively unknown form of tourism. ITA offers potential visitors the possibility to book a company tour of the involved company at the ITA website. Furthermore it arranges transport to the companies involved, guides are rented for company tours etc. ITA is able to combine company tours at different companies during one visit. When you visit the website of ITA (Industrieel Toerisme Amsterdam, 2010), some examples of arrangements that are offered are shown.

§1.5 Literature

With regard to the literature chapter we found some interesting, relevant reports and books which are used to define industrial tourism in chapter 2. In this thesis, we discuss for example the goals of industrial tourism and the different interests of individual companies in organizing company tours. An important report that is used is 'Industrial Tourism: Opportunities for City and Enterprise' (Otgaar et-al, 2008) which is scientifically relevant because it investigated the use of industrial tourism in practice, by means of case studies in different cities. In this thesis we do something similar (although on a much smaller scale) with our case study about company tours in the Amsterdam metropolitan region. Besides, we use articles from Elspeth Frew, a well-known scientist within the field of industrial tourism. She discusses the role of industrial tourism from a company point of view. Important issues regarding this role of industrial tourism are for example the degree of automation of an industry, the extent of tangibility of the process observed and the extent of involvement of the visitor. It is relevant for our thesis because we focus on the individual company in our analysis of the organization of company tours in the Amsterdam metropolitan region. Furthermore, literature from the field of marketing (Kotler and Keller, 2006) is used to put industrial tourism in a marketing perspective. This is relevant because industrial tourism sometimes plays an important role within the marketing policy of a company.

Chapter 2-What is industrial tourism?

§2.1 Introduction

Before we actually start talking about industrial tourism, how it can be used and what the effects of industrial tourism on companies and its objectives are, it is necessary to define the concept of industrial tourism. Industrial tourism is relatively unknown, although the first industrial tourism visits has started more than 100 years ago (Otgaar et-all, 2008). Besides the fact that industrial tourism is relatively unknown, it is difficult to come up with one clear definition of industrial tourism.

§2.2 Defining industrial tourism

Frew and Shaw (1999) came up with a definition which tries to cover both 'normal tourism' and industrial tourism:

A site open to the public with or without prior booking, with facilities provided for the access of tourists, where the core business is either the production of goods and/or services intended solely for current visitors (consumer tourism) or the production of goods and/or services not intended solely for visitors (industrial tourism).

This definition seems to assume that offering industrial tourism programs is meant for operational companies. However, industrial tourism programs are also offered by companies which aren't operational anymore. According to Otgaar et-all (2008), it depends on the country whether industrial tourism is about visiting operational companies like in France or visiting industrial heritage (non-operational companies) like in Germany. Often industrial tourism refers visiting both operational and non-operational companies. Besides the distinction between visiting operational and non-operational firms, also the name 'industrial tourism' is somewhat confusing. According to Frew (2000) the term 'industrial' means that work is done or something is produced within a company and that it is both industry or service related. Frew argues that the term industrial tourism has been chosen because it is based on the standard industrial classification of 'industry'. The usefulness of the term industrial tourism is that it works like an umbrella. It shows that industrial tourism is implemented in the traditional producing/manufacturing sectors but also in typical service sectors. The involved company can be a private sector company, but also a public sector company. Besides, offering industrial tourism activities is possible for both profit and non-profit orientated companies.

Frew described a couple of other niche concepts, which were related to aspects of industrial tourism. Examples of those concepts are: agriculture tourism, farm stay with farm related activities, wine tourism, visiting workshops and plant visits. However, she argues that it is better to not use these individual concepts when you talk about industrial tourism. Those concepts do not cover every company involved in industrial tourism, or they cover only specific types of companies, like in the case of wine tourism.

§2.3 Appearances of industrial tourism

Industrial tourism appears in different forms, so called economic discoveries. The following categories belong to economic discoveries: company visit tourism, industrial heritage tourism and science tourism (Marcon et-al, 2000). Regarding the three types of industrial tourism, company visit tourism is probably best known. It involves visits to operational companies. The second category involves industrial heritage tourism, which involves visits to museums and heritage sites. Industrial heritage tourism has mostly to do with learning about company activities from the past. The science tourism category involves for example museums and sciences centres where visitors learn about science.

The company visit tourism is subdivided into 3 sub-categories. These sub-categories are: open doors, communication centres and commercial units (Marcon et-al, 2000) 'Open doors' companies offer company tours without adapting production units. It's just about the showcase of the production process. Besides, there are the communication centres. Communication centres are comparable to visitor centres. Those visitor centres function as a kind of miniature production unit. Steinecke (2001) came up with 'the industrial experience world' as a typical communication centre. Those industrial experience worlds are mostly a combination of learning something about the company and entertainment. Finally, some companies have so called commercial units. Commercial units are meant to earn money from the company visits. A souvenir shop is an example of a commercial unit.

§2.4 Type of visitors

According to Evenepoel (2006) it is important that the tourist has a kind of special interest in the industrial aspect to be seen as an industrial tourist. This is important for companies when they want to classify the different types of visitors of their company. There is a distinction between excursionists and tourists. According to van den Borg (1992) excursionism does not imply an overnight stay, the visit to a city is only on one day. In case of a tourist, one or more overnights stays are included. Besides, according to Mitchell and Mitchell (2001) well-structured transportation systems are necessary to

support the attractiveness of company tours. Companies do not have to financially contribute to for example a new underground station next to their company, but they probably have to invest in for example road signage, in order to guide visitors towards the company.

According to Frew (2000) every company has the latent potential to become an industrial tourism attraction. This is because in each company the potential is available to start with the development of the facilities necessary to handle the visitors. However, a lot of companies don't start industrial tourism activities because of the problems, risks and costs. Another option is to receive only certain visitor groups. An example is the organization of company tours only for business visitors.

Besides the classification in excursionist/tourist, Soyez (1986), mentioned a three way classification of visitors: educational visitors, business visitors and other visitors. The latter category contains excursionists and tourists, but for example also participants in company outings.

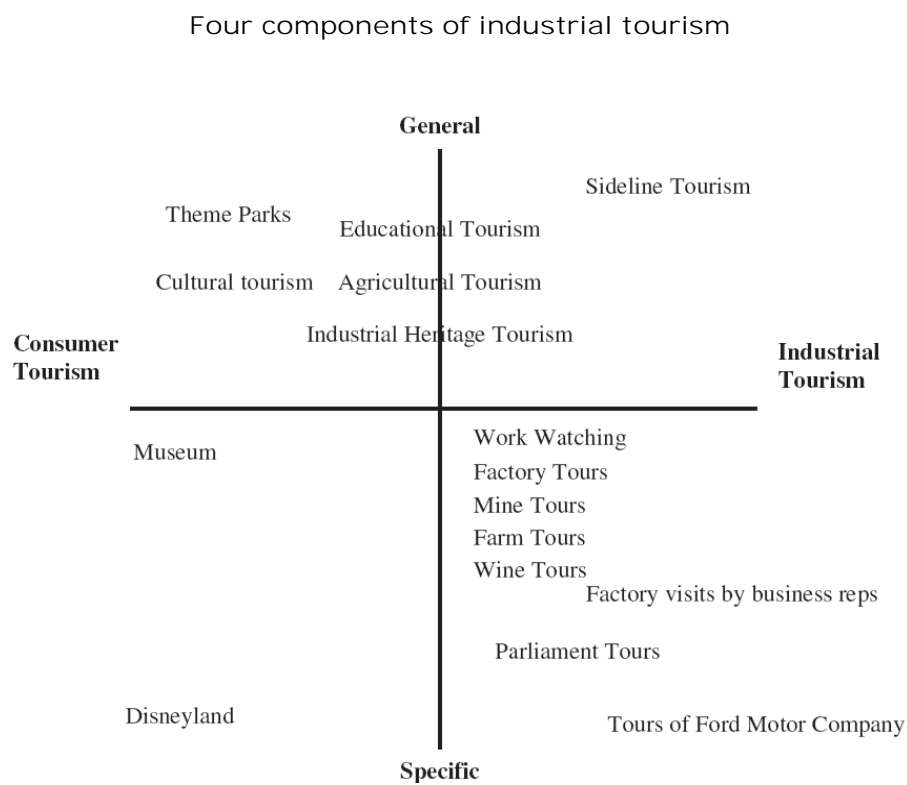
§2.5 Type of companies

As we mentioned above, every company has the latent potential to become an industrial tourism attraction. Nevertheless, there are categories made by Carter (1991), to classify companies regarding their type of activities. The first category contains companies in controversial sectors like the nuclear energy sector. Carter argues that the implementation of industrial tourism within such companies helps to regain the lost credibility. This lost credibility is a result of disasters in the past, like the nuclear disaster at Chernobyl in 1986. Furthermore it is used to improve the image of the nuclear sector among the public. The second category contains companies focusing on enormous infrastructural projects like in the field of road construction or hydraulics. Such projects are interesting for visitors because of their size and/or their level of innovation. The third category contains companies who offer man made products or luxury products. Sometimes visitors have the opportunity to buy such products in the souvenir shop before or directly after the company tour. The fourth category contains companies focusing on the production processes of ordinary products like bread and milk. Visitors get the experience of a look behind the scenes. Besides the production processes which have the focus on the industry part of industrial tourism, there are also a lot of service related forms of industrial tourism which are classified within the fourth category. Examples of those service related forms of industrial tourism are visiting government institutions, libraries, banks, insurance companies and the stock exchange.

§2.6 Role of industrial tourism within overall tourism

Besides the types of companies mentioned by Carter, Frew (2008) tries to illustrate the role of industrial tourism within the overall tourism sector. As showed in Figure 2.1, the role of industrial tourism ranges from general to more specific types of tourism attractions, like for example company tours in the Ford motor company. Furthermore it shows that for example museums are more consumer tourism orientated, whereas factory tours are more industrial tourism orientated.

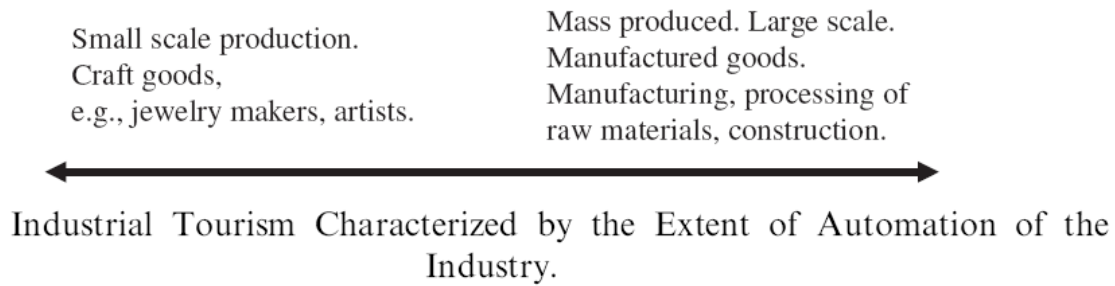
Figure 2.1



§2.7 Variables influencing industrial tourism activities

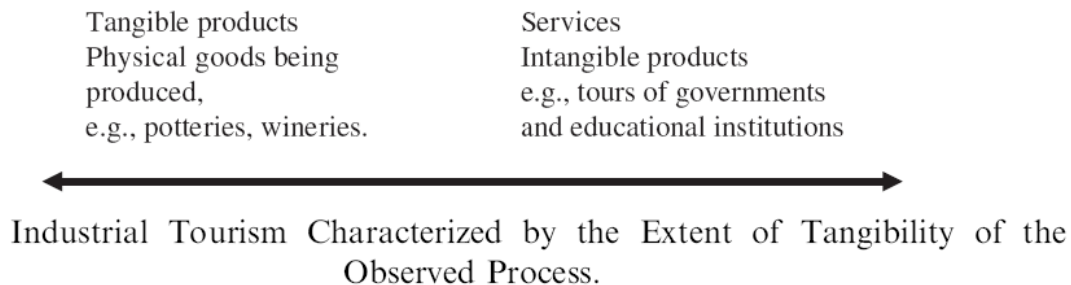
A couple of authors tried to define industrial tourism, like Frew and Shaw (1999), but there is still not a single clear definition available. Besides, industrial tourism activities on the individual company level differ a lot from each other. Therefore, Frew (2008) came up with a tool which helps to define the differences between companies regarding their company tours. This tool refers to three variables namely: the extent of automation of the industry, the extent of tangibility of the process being observed and the extent of involvement of the visitor.

Figure 2.2



In general, companies selling for example handmade products (so with little or no automation within the production process) are better suitable for offering company tours than companies with a lot of automation. This is related to the fact that a high level of production process automation will give safety risks during tours and are therefore less suitable for visiting. Those safety risks are discussed in §3.5.1.

Figure 2.3



Besides the extent of automation also the extent of tangibility of the observed process, as showed in Figure 2.3, plays a role. Regarding the (in)tangibility of the observed process, industrial tourism is offered by very different types of companies. It differs from a very tangible production process (for example the production of wine) to very intangible production processes (for example a tour through government buildings).

Figure 2.4

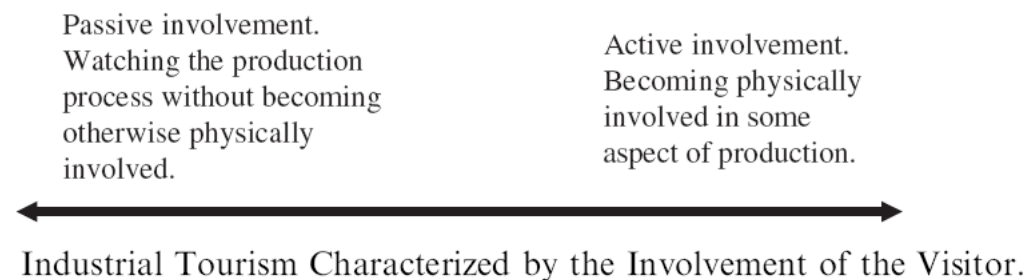


Figure 2.4 shows an aspect of company tours that makes an important differentiation between companies, namely the level of involvement of the visitor in the production of goods and services. On the left part of figure 2.4 are companies classified which only offer passive involvement to the visitor. Visitors of those companies mainly stay observers of the production process. More to the right are companies classified which offer more active involvement of the visitor. Examples of a more active involvement are; being member of a TV audience or being involved in some easy doable aspects of the production process. The abovementioned variables are a tool to make the overlay between consumer and industrial tourism more clear. However, it should be kept in mind that the organization's core business is the most important factor considering the question a company offers industrial tourism or consumer tourism.

Besides the three variables mentioned above, in a dissertation written in the year 2000, Frew came up with a fourth variable: the role of industrial tourism regarding the market for goods and services. She argues that companies need to be classified regarding the products or services they produce. On the one hand there are companies who only produce products or services which are sold on the market. Tourists aren't allowed to visit the company and no additional products or services are produced for tourists. Besides there are companies that offer a combination of products/services produced for both the market and for tourists. Those are the companies which offer industrial tourism. On the other hand, there are companies which produce products and services only for the tourism market. An example of such a company is Disneyland. Frew argues that in case of industrial tourism attractions, tourists are not being part in the production process of non-tourism products if this is not explicitly asked. This is quite logical, because most production processes are complex and require knowledge and skills in order to produce quality products. Besides, when non-skilled visitors are part of the production process this probably increases the risk of damage, unsafety etc. The level of involvement by visitors is a major difference between industrial tourism orientated companies and pure tourism orientated companies. The latter does more or less desire an active involvement of the tourist. When you for example visit an amusement park with different attractions, it is assumed you do this because those attractions are the reason you visit the amusement park. Frew provides an interesting classification here, which shows where a companies' focus is on; pure market, pure tourism or a combination of both, calling it industrial tourism. Companies tend to combine both market and tourism orientation more and more. This is also shown by figure 2.5, which shows that nowadays visiting industrial tourism attractions becomes more and more widespread.

Figure 2.5

| Industrial Tourism Attraction | Visitors per year |
|--|--------------------------|
| Cadbury World (UK, chocolate factory) | 400,000 |
| Toyota Motor Corporation (Japan) | 300,000 |
| Ben and Jerry's Homemade (USA, Ice-cream Production) | 170,000 |
| Wedgwood (USA, Pottery Factory) | 100,000 |
| British Nuclear Fuels (USA, Nuclear site clean-ups) | 100,000 |
| WR Outhwaite and Son (USA, Ropemakers) | 75,000 – 100,000 |
| Cumberland Pencils (USA) | 64,000 |

§2.8 Conclusion

This chapter tried to define industrial tourism. However, industrial tourism lacks a clear, single, uniform definition. Frew (2000) was most clear when she talked about what industrial tourism actually is. There are on the one hand companies which produce only goods and services for the market and on the other hand there are companies which produce goods and services only for tourists. Companies which offer industrial tourism are trying to combine both the market orientation and the tourist orientation. This is also argued by Frew and Shaw (1999) in the definition they gave at the beginning of this chapter. They argue that the core business is either the production of goods and/or services not intended solely for visitors (tourism orientation), but also for the market (market orientation). However, is it possible to combine both the market orientation and the tourist orientation in an efficient and profitable way, in which they contribute in achieving the companies' objectives? And what about the different interests of companies regarding the organization of company tours? Those kind of questions are answered in the next chapter.

Chapter 3-Different interests in organizing company tours

§3.1 Introduction

Companies have different interests in organizing company tours. In this chapter we discuss those interests. We start with the monetary benefits of organizing company tours. Afterwards the non-monetary benefits are discussed. Furthermore, we pay attention to the monetary and non-monetary costs of organizing company tours. Those costs could be a reason to not start organizing company tours as an individual company.

§ 3.2 Monetary benefits

According to Otgaar et-al (2008), industrial tourism is not that beneficial from a monetary point of view for most of the companies they took into account. However, Amsterdam was not investigated within their research, so we try to find out in chapter 4 whether or not those results are different in Amsterdam. As mentioned, monetary benefits are the benefits of an activity which are expressed in money terms. Monetary benefits are easier to define than non-monetary benefits. In the next paragraphs we discuss two potential monetary benefits: entry fees and on-site sales.

§3.2.1 Entry fees

Sometimes, companies charge an entry fee for visiting their company. The entry fee can be used to differentiate the different target groups. Examples of discounts on the entry fee are discounts for groups above a certain amount of people (like school classes), or discounts for people who have reached a certain age (65+). Further differentiation among visitors is possible through the development of different company tours for different visitor groups. The company tour for a school class needs to be different compared to the company tour for a business customer. Due to those tailor made company tours, a company has the possibility to differentiate the entry fee among different types of visitors. This might result in an increase in the monetary benefits related to organizing company tours. With regard to differentiation in entry fees there is one group of visitors which deserves special attention, namely business customers. It is reasonable to assume that as a potential customer their demand for the companies' products is higher than for other, non-business customers. Therefore it is attractive to offer them free entry to the company tour instead of asking them an entry fee.

By offering company tours adapted to a visitor group, the company becomes more attractive to visit. This is related to what Frew (2008) called the level of involvement of

the visitor in the production of goods and services. Generally, people and especially children prefer company tours with the possibility of being part of the production process. When companies are able to successfully implement the involvement of visitors in the production process, this probably results in more benefits from industrial tourism for the company.

§3.2.2 On site sales

Besides asking entry fees, a company could decide to start with on-site sales in order to increase the monetary benefits from organizing company tours. An example is to open a commercial unit like a souvenir shop. Besides trying to reach extra benefits as an individual company, there is the possibility to co-operate with other companies. Especially regarding on-site sales, opportunities arise. For example catering or the exploitation of a souvenir shop can be sourced out to another company. This is probably more efficient for the involved company, because it can fully focus on the organization of the company tour. A potential disadvantage is that the benefits of on site sales need to be shared with another company.

When companies decide to co-operate, clear agreements are necessary. It's necessary because of the possible risk of 'free riding'. Free riding has to do with the logic of pure self interest. Free riding is best explained as "choosing not to donate to a cause but still benefiting from the donations of others" (Frank 2006, p. 653). So when two individual companies are considering to co-operate, this risk always need to be kept in mind. As a result of free riding, companies can decide to don't start co-operation.

In the next paragraph we discuss the potential non-monetary benefits of industrial tourism.

§3.3 Non-monetary benefits

§3.3.1 Marketing

One of the goals of industrial tourism with regard to its contribution towards the companies' objectives is its role as a marketing tool. In the past, advertising in newspapers or on TV was common. Nowadays Internet but also industrial tourism becomes more and more popular as a marketing tool. Before going into detail regarding the use of industrial tourism as a marketing tool, we start with giving a definition of marketing in common. According to the American Marketing Association, marketing is:

an organizational function and a set of processes for creating, communicating and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stake holders (Kotler and Keller, 2006, p.7).

This definition shows the importance of delivering value to both business and non-business customers. This value is communicated by means of using different types of communication channels. These channels deliver and receive messages from target buyers. Examples of communication channels are newspapers, magazines, radio, television, mail, telephone, billboards, posters, fliers, CD's, audiotapes and Internet (Kotler and Keller, 2006, p. 26). Furthermore, messages are sent and delivered true 'real company experiences' like company tours.

Notably, advertisements are used to send a message to the customer. Such advertisements are used to build up a long term image, or to reinforce short term sales (Kotler and Keller, 2006, p.555). Furthermore, it can be relatively expensive (for example an advertisement broadcasted on TV) but also relatively cheap (sending e-mails to potential customers).

Marketing your products by means of advertising is a relatively common phenomenon. The idea behind using industrial tourism as a marketing tool is to give potential customers an experience. This is done by means of a guided tour through your company. This guided tour shows those people how your product is actually made, and it shows (parts of) the production process. By giving visitors a company experience, companies try to create a kind of loyalty of the customer to the company or the companies' product. Kotler and Keller (2006, p. 143) define loyalty as:

"a deeply held commitment to re-buy or re-patronize a preferred product or service in the future despite situational influences and marketing efforts having the potential to cause switching behavior"

This has everything to do with the importance of offering value to customers. This should preferably result in attracting new customers and an increase in the number of sales on both the short and long term. Eventually it is all about creating an as big as possible customer perceived value (CPV).

Customer perceived value (CPV) is:

“the difference between prospective customer’s evaluation of all the benefits and all the costs of an offering (product) and the perceived alternatives” (Kotler and Keller, 2006, p. 141).

This shows that the goal of a tour through your company is to become more preferred by visitors compared to your competitors.

According to Mitchell and Orwig (2002), company tours are an opportunity to strengthen the kind of ‘covenant’ between the customer and the brand (or company). What they call ‘consumer experience tourism’ (the showcase of a production process) reinforces the bonds between customer and brand or company. Mitchell and Mitchell (2001) argue that the goal of consumer experience tourism is to provide a consumer with an experience of a product, an operation, a production process, history or historical significance. Consumer experience tourism could work as a catalyst. Mitchell and Orwig (2002) are quoting Mr. Mo Siegel, the president of Celestial Seasonings (hosting over 50.000 guests annually at their facility in Boulder), who argues that

“one visit has more value than hundred commercials when guests relate their positive experiences to friends and family

This is related to the involvement customers have with a brand. As argued by Mitchell and Orwig, this involvement is higher when people are more involved with a brand. They discuss in their report three levels of consumer needs regarding their involvement with a brand. Those three levels are:

- (1) Functional involvement, which means that the brand (or company) should offer solutions to the customer’s problems
- (2) Symbolic involvement, the brand (or company) should fulfil the desires of the customers and giving them a sufficient level of satisfaction with the brand/product
- (3) Experiential involvement, which is providing pleasure, cognitive stimulation and variety

When a company offers company tours, it is most likely that they want to achieve a kind of experiential involvement. From the three levels, experiential involvement has the highest involvement of customers with the brand. This will ideally create very strong bonds between customer and company. Eventually this should result in a long term improvement in image and eventually higher sales levels.

However, this involvement with the brand could be different among different target groups of industrial tourism. For example the bonding with consumers is different compared to the bonding with business partners or community stakeholders. Business partners often have a more professional instead of personal involvement with the brand. Furthermore it is a relatively easy way of giving your business partners a look inside your company. Organising company tours for your business partners probably creates trust and loyalty within the supply chain. Besides, your (business) customers get a better understanding how your production process is actually working and might even have some tips to improve the efficiency. In the end, the whole supply chain may benefit.

What is most important is that a long term improvement in image should be pursued. According to Kotler and Keller (2006, p.321), image is the way the public perceives the company or its products. This shows that a good image is very important for a company. Kotler and Keller also discuss the role identity plays for a company. Identity is the way a company aims to identify or position itself or its product. When identity and image differ substantially, this could result in significant problems for the company. Companies need to be aware of their image and when it is necessary, adapt their identity towards their image. This is necessary, because an image within the minds of people is very difficult to change by means of for example advertising.

When visitors of a company tour keep a positive feeling regarding the tour, this probably results in word of mouth publicity. Eventually, more and more people have a positive image about the company offering the company tour. According to Mitchell and Orwig (2002), image building is especially important if the product or production process is controversial because of environmental concerns. Therefore, a company charged with controversial issues needs to deliver a more or less 'perfect' company tour. A 'perfect' company tour is necessary, because when such a company tour isn't an eye-opener for visitor, the bad image doesn't improve. Therefore high costs are allowed, because when on the long term the image improves, this probably results in higher sales for the company.

§3.3.2 Using industrial tourism to become attractive as potential employer

Another goal of offering company tours is that it is used in the search for new employees. This process begins even among children in primary and secondary schools. It is important to create awareness of your companies' name or products among such children because they are the future labor pool. This is related to the issue of image we discussed in the previous paragraph. When young people are convinced of the strength of a brands/company it is beneficial in several ways. On the one hand it probably improves the sales to the target group of young people, especially when a company sells products which are attractive for young people. Besides, a good image probably results in being an attractive potential employer for job seekers.

The problem with children from primary or secondary schools is that it takes 10 to 20 years before they are actually ready to start working. Therefore students are an interesting target group, because they are available as potential employees on a relatively short term. Company tours for students should be different than the company tours you offer to the normal visitor. It is more interesting for such students to know what kind of work is actually being done within a company. Besides they may be interested in career opportunities within the company etc. From a company perspective it is probably interesting to develop a kind of business case students work on in an informal setting. As a company you can select the students you want to receive. By offering a business case you can attract high potentials to the company, which is beneficial for the company as a whole. The students get a good overview how the company actually works and whether or not they like this way of working. According to Mitchell and Orwig (2002), organizing such days gives the company the opportunity to build a relationship with the students.

Of course we keep in mind that organizing such days for potential employees requires a lot of time, money and effort. Therefore organizing a business case might only be interesting for bigger companies.

Using industrial tourism to become attractive as a potential employer also influences the Human resource department of a company. Human resource has to do with the role of employees within a company. Nowadays, employees are seen as an asset instead of being a cost only for the company. Industrial tourism activities offer the possibility for the company, and especially the HR department to attract new, talented employees. Besides attracting new employees, industrial tourism can be used to diversify the tasks of current employees. This results for example in a production employee who proves to be a good

company tour guide. Additional to the diversification of tasks, the organization of industrial tourism activities results probably in intern job changes. For example employees who aren't satisfied with their current job, can search for a job within the industrial tourism section of the company. This shows that industrial tourism (with support from the HR department) influences the personnel policy of a company.

§3.3.3 Role of industrial tourism regarding corporate social responsibility

We discussed the role of industrial tourism regarding its marketing function and its role in attracting potential employees. Besides, industrial tourism plays a role in propagating the corporate social responsibility (CSR) of a company. CSR is 'entrepreneurship by private, profit-oriented companies with a focus on sustainability, planet and people' (Noordegraaf, 2004, p. 373). Company tours are a good way to communicate CSR behaviour to the world. It probably contributes to positive image building in the minds of for example potential customers. This is especially important in companies with a questionable reputation among the public. According to Hohnen (2007) there are some key potential benefits for companies who implement corporate social responsibility within their strategies. One of those key potential benefits is improved reputation management. Hohnen argues that "even for firms that do not have direct retail exposure through brands, their reputation for addressing CSR issues as a supply chain partner-both good and bad- can be crucial commercially." CSR possibly results in an improved market position and improved competitiveness.

Furthermore CSR behaviour by companies could inspire people to consume in a responsible way. This is what Hohnen calls the catalyst effect of corporate social responsibility behaviour by companies. Visitors might change their perception of products and the way those products are produced after visiting a company tour. This might result in a changed consumption pattern.

§ 3.3.4 Role of industrial tourism regarding public relations

Industrial tourism, for example company tours are used as a public relations tool. A public relations (PR) strategy tries to clarify a companies' policy by for example the publication of press releases, organizing events etc.. According to Kotler and Keller (2006, p. 555) a good public relations strategy needs 3 qualities: it must have a high credibility, the ability to catch buyers off guard and it needs dramatization. A company tour is more credible to a potential buyer than for example an advertisement, because the potential buyer sees with his own eyes the product being produced. Besides, there is the possibility the advertisement is misleading, which lowers the product's/companies'

credibility. Furthermore, companies have the ability to catch buyers off guard by offering packages with additional services next to the company tour. For example a tasting or a visit to a souvenir shop are examples of those additional services.

Finally, company tours are used to dramatize the product/brand. This is done by means of overacting guides, promotion material or the companies' website with announcements about the company tour.

The role of public relations has been extended in the last decade. Besides the relatively old-fashioned press release, Internet and especially social media play an important role nowadays. In order to attend an as large as possible audience, companies nowadays extend their public relations activities towards for example Twitter, Facebook but also weblogs. Finally, it is possibly interesting for companies to offer virtual company tours on the Internet site of the company. It is a valuable support of a companies' PR strategy, because people probably become even more interested to visit the company for real.

§3.4 Monetary costs

Monetary costs are costs expressed in money terms. When a company considers to start organizing company tours, different types of cost occur. Examples of such costs are the wage costs for employees, costs for road signage (if necessary), costs to insure visitors and investment costs, which are the costs to adapt or extent the facilities necessary to organize company tours. The latter is dependent on the type of company tour. When a company decides to organize 'open doors' company tours this requires less investment costs compared to building a communication centre or an additional commercial unit. The investment costs are an example of fixed costs. Companies can face costs due to a necessary adaptation or extension of the facilities necessary to organize company tours. An example is a company building a glass wall inside its factory to keep visitors at a certain distance.

Regarding the wage costs, those costs are step costs (Otgaar, 2010). For example guides handle a certain amount of visitors. When the number of visitors exceeds the limit, an extra external guide is necessary which involves extra costs. Those costs increase in steps and vary with the number of visitors of the company tour.

In general, the total amount of monetary costs is relatively small when we consider the total costs and benefits (monetary and non-monetary) of organizing company tours.

§3.5 Non-monetary costs

Non-monetary costs are costs that cannot be expressed in money terms. There are different types of non-monetary costs, like safety risks, the risk of spying and the risk of slowing down the production process. Those types of non-monetary costs are discussed in this paragraph.

§3.5.1 Safety risks

Safety risks are a major issue for companies offering company tours. Companies need to deal with the risk of unsafe situations. Especially companies with heavy machinery need to find solutions to deal with possible risks. Solutions are for example to guide visitors only to a small part of the company, thereby avoiding the heaviest machines. Companies with more space available should consider building a kind of glass wall between the visitor and the production process. A disadvantage of this measure is the possible lack of the 'real company experience'. The involvement of the visitor in the production process is minimized. Compared to industrial companies, service companies experience less safety risks, because of for example the lack of heavy machines within such companies.

§3.5.2 Risks of spying

One of the most important risks for the company itself is the risk of spying. This is notably related to visitors who visit a company for business reasons. There is the risk of competitors visiting your company to observe your production process. It is for competitors relatively easy to observe the strengths and weaknesses of your company. Besides they possibly gain new ideas, which could be implemented within their own production processes.

§3.5.3 Slowdown of the production process

A third cause of non-monetary costs is the slowdown of the production process due to company tours. This is also related to the fact that employees of your company may be influenced negatively due the presence of visitors. Employees might suffer from a loss of concentration and a decrease in the performance due to the company tours. The height of the loss in production is different for each individual company. Companies may wonder if this loss is compensated by the extra benefits coming from organizing company tours. A solution is to keep visitors on a certain distance by means of using a glass wall or another separation. However this isn't an option in smaller factories or in the service sector at all.

§3.6 Frame of analysis: Opportunities versus threats of organizing company tours

This paragraph contains a frame of analysis which offers an overview of the opportunities and threats regarding the organization of company tours.

Figure 3.1

| Opportunities | Threats |
|--|---|
| Possibility of extra benefits for the company | Possibility of safety risks |
| Industrial tourism is used as a marketing tool for the company | Risk of spying by business visitors |
| Industrial tourism is used to become attractive as a potential employer | Risk that employees are influenced in a negative way due to industrial tourism activities on the workplace |
| Enthusiastic employees becoming more proud of their work due to industrial tourism | Difficult to find the balance between producing goods/services (having a market orientation) and allowing people to visit your company (having a touristic orientation) |
| Industrial tourism in combination with HR, CSR and PR influences the perception on a company in a positive way | Extra costs like wage costs, costs for road signage and investment costs for necessary for organizing company tours |
| Offering industrial tourism activities are an added value when the balance is found between the 'market' and 'tourist' orientation. This is dependent on the sector a company belongs to, and its location and size. | |

§ 3.7 Conclusion

In this chapter we discussed the different interests companies have to start organizing company tours. We considered both the monetary and non-monetary benefits and costs of organizing company tours. In general, the total amount of monetary costs and benefits is relatively small when we compare them to the non-monetary costs and benefits of organizing company tours. The most important and probably biggest monetary costs are the wage costs for guides and other employees involved with organizing company tours.

Regarding the monetary benefits, entry fees and on site sales are relatively high for some of the individual companies. However, on average, organizing company tours isn't that beneficial in a monetary way for most companies.

Besides, the non-financial costs and the risks involved with organizing company tours play an important role. The risk of spying and safety risks should not be neglected. Both risks are a potential threat to the companies' strategy or image. Furthermore the loss of productivity by employees needs to be kept in mind as a major issue in continuing company tours.

We saw that organizing company tours has different non-monetary benefits. The main non-monetary benefit is its function as a marketing tool. Besides, for some companies industrial tourism is an effective tool for the HR department of companies to attract new talented employees. Related to the marketing tool is the function of company tours as an image builder/improver. Company tours are used to create a kind of a 'green image' to show the companies' corporate social responsibility.

Eventually, comparing benefits and costs, we believe that benefits of company tours outweigh the costs. This has to do with the great potential of industrial tourism, especially in obtaining non-monetary benefits from organizing company tours.

Chapter 4-Industrial tourism in the Amsterdam metropolitan region

In chapter 2 and 3, we discussed the theoretical background and the different interests for company regarding the organization of company tours. Chapter 4 will focus on how industrial tourism is arranged in practice. Therefore, we focus on a specific type of industrial tourism, namely company tours. We try to analyze how companies based in the Amsterdam metropolitan region use company tours in practice and how they contribute to their objectives. In §4.1, we start with a profile of the Amsterdam region.

§4.1 Profile of the Amsterdam region

§4.1.1 General information

Amsterdam is the largest city of the Netherlands, with around 767.000 inhabitants in 2010 (Dienst O&S Gemeente Amsterdam, 2011a). The Amsterdam region has nearly 2.2 million inhabitants. This region ranges from Zandvoort to Almere/Lelystad (west-east corridor) and from Purmerend to Aalsmeer (north-south corridor). Amsterdam is located in the northern part of the so called Randstad area, which consists of 4 relatively big cities (Amsterdam, Rotterdam, The Hague and Utrecht) and some smaller ones. Most economic activity within the Netherlands is located in the Randstad area.

Due to the nearby international airport Schiphol, it is easy to reach Amsterdam and its surroundings from abroad. Schiphol is one Europe's busiest airports with over 43,5 million passengers in 2009, connecting the Netherlands with over 90 other countries (Schiphol Group, 2011). Besides travelling by plane, the Amsterdam region has a well equipped public transport network. The region has multiple train stations, including a starting/arrival point of the high speed train to Brussels and Paris. Within the Amsterdam city itself a subway network connects different parts of the city. Besides, a brand new subway line (the North-South line) is currently being built to connect the north and south part of Amsterdam (Gemeente Amsterdam Noord/Zuidlijn, 2011).

§4.1.2 Economic structure Amsterdam metropolitan region

Because our area of analysis in this thesis is the Amsterdam metropolitan region, we focus on the economic structure of this region. Local and provincial governments are trying to make agreements with each other to strengthen the level of competitiveness in the metropolitan region (Metropoolregio Amsterdam, 2011)

In 2009, a conference (the Amsterdam Metropolitan Region Convention) was held to set up an economic agenda for the metropolitan area for the period until 2014. One of the agreements made was to focus on 8 different sectors, which are internationally leading. Those eight sectors are:

- Financial and business services
- ICT
- Creative industry
- Trade and logistics
- Life sciences
- Food
- Flowers
- Tourism and conventions

Financial and business services

The decision to choose those eight specific sectors is quite logical, because they are well represented in the Amsterdam region. TNO (2008) made a study about the international level of competitiveness of the Amsterdam metropolitan region. From this study, we found out that the financial and business service cluster is the heart of the region's economy. Especially headquarters are an important part of the cluster. Those are not only international headquarters, but for example also the European headquarters of American companies. In 2008, there were 6 companies from the Fortune Global 500 (a list with the world's 500 biggest companies) located in the Amsterdam metropolitan region. 3 of those companies (ING, Heineken and Koninklijke Ahold) have the Netherlands as their home base. Those 3 Dutch companies have more economic impact on the metropolitan area than the international companies, because their decisions are made here, instead of abroad. In 2009, the financial and business service cluster contained around 40.000 companies, employing 163.000 people (PRES, 2009).

ICT

In 2009, there were almost 20.000 ICT companies in the Amsterdam metropolitan region, employing 96.000 people. According to the economic agenda of the Amsterdam metropolitan region (PRES, 2009), the ICT cluster fulfils an important role within the economy of the region. This has to do with the fact that ICT is necessary to improve the international competitiveness of the other clusters in the metropolitan region. There are also some potential problems for the ICT cluster. For example the availability of qualified personnel and the lack of attention to research and development. Another problem could become the fact that most of the companies in the ICT cluster are currently orientated on

the Dutch market. This contradicts with the focus of the metropolitan region, which is more internationally.

Creative industry

Over 24.000 companies are active in the creative industry cluster, employing around 65.000 people. This cluster is characterized by the relatively high number of small companies. Besides there a couple of bigger companies, especially media and entertainment companies. An advantage of the Amsterdam metropolitan region is their additional value to creative industry companies due to the relative openness and tolerance of the Amsterdam metropolitan region compared to other metropolitan regions. Besides, Amsterdam is internationally seen as a strong brand.

Trade and logistics

The Netherlands is internationally known as 'The Gateway to Europe'. International trade and logistics are concentrated around Schiphol and the Amsterdam harbour. The combination of being a mainport and the good hinterland connections make the Amsterdam metropolitan region an ideal gateway for multinationals from for example the United States. There are also a lot of EDC's (European Distribution Centres) from multinationals located around Schiphol. There are also some problems the trade and logistics cluster companies have to cope with. Examples are (road) congestion and the lack of capacity and available space in and around Schiphol. The latter results in a lower attractiveness as a metropolitan region compared to other regions.

Life sciences

This is a relatively small cluster in the metropolitan region, with around 1350 companies employing 11.500 people. Although life sciences is a relatively new phenomena in the metropolitan region compared to for example the United States, some niches (like oncology and neurosciences) are leading in the world. The major problem is currently that life sciences companies doesn't contribute much to the economic activities in the metropolitan region. Besides, companies in the cluster pay little attention to R&D. The cluster is still developing.

Food

In the Amsterdam metropolitan region the food cluster contains around 3600 companies, employing 30.000 people. Leading companies like Ahold, Heineken and Yakult are part of the food cluster. Companies within this cluster are co-operating in different initiatives. An example of such an initiative is Food Center Amsterdam, which is a private wholesale company. The trade and logistics of food are an important niche for the metropolitan

region. This has to do with the presence of a harbour, an airport and Food Center Amsterdam. A problem for this cluster is the relative self-interest of the individual companies. There is relatively little exchange of knowledge among companies and R&D doesn't play a big role.

Flowers

Greenport Aalsmeer is the centre of the flowers cluster in the Amsterdam metropolitan region. Within this cluster 1500 companies are active, employing around 14.500 employees. The level of innovation within this cluster is high. Examples of innovation are 'intelligent greenhouses' and water/energy saving. To keep the cluster vital, an undisturbed logistic connection is necessary between Aalsmeer and Schiphol. This is also necessary because Aalsmeer becomes more difficult to access by road in the future due to increasing levels of road congestion.

Tourism and conventions

In 2009, almost 6.5 million people spend one or more nights in a hotel in the Amsterdam region (Dienst O&S, 2011b). Together, those people were responsible for around 11,5 million bed nights (Dienst O&S, 2011c).

Visitors come to Amsterdam for different reasons. For example conferences and events attract a lot of (business) visitors. In 2008, 89 international conferences were held in Amsterdam (Dienst O&S, 2010a). Besides, 'normal' tourism attractions like Madame Tussauds (530.000 visitors in 2008) and NEMO (405.000 visitors) attract a lot of visitors.

Industrial tourism plays a relatively small role in overall tourism in the Amsterdam metropolitan region. Based on own calculations from our survey results, the 30 involved companies had in total around 750.000 visitors last year. This is about 15% of the total number of tourists Amsterdam had in 2009 (Dienst O&S, 2010a). However, only 30 of the 54 companies organizing company tours within the Amsterdam metropolitan region are involved in the survey. Therefore, the total number of industrial tourism visitors will be higher than 750.000.

§4.2 Industrial tourism in the Amsterdam metropolitan region

In this paragraph we start our analysis of the role of industrial tourism in the Amsterdam metropolitan region. Our analysis is divided in two different parts. We start with giving a general overview about the companies (54 in total) organizing company tours in the Amsterdam metropolitan region. We come up with characteristics about those companies like the sector they belong to, their location and characteristics about individual company tours. We also sent a questionnaire to those 54 companies, which was filled out by 30 of

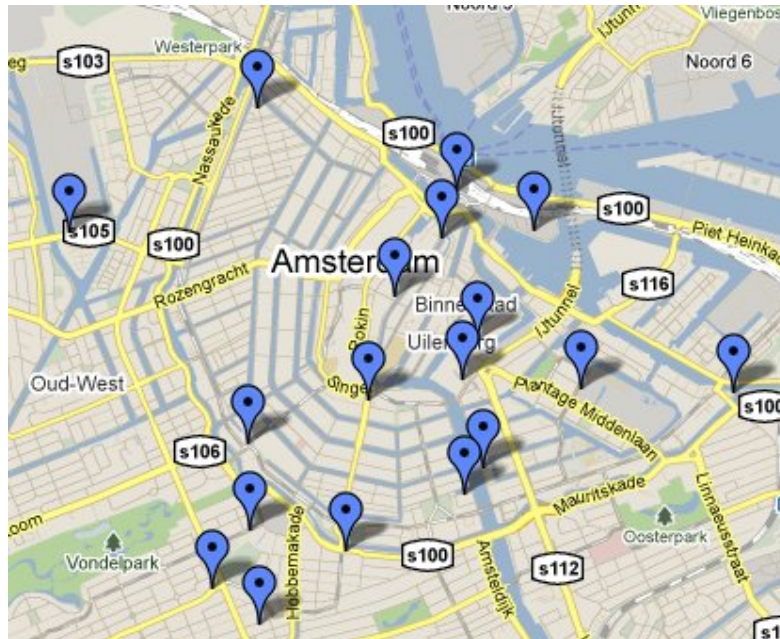
them. After the general overview about industrial tourism in the Amsterdam metropolitan region, we continue with an analysis of those survey results. We end this chapter in the next paragraph by giving our conclusions about industrial tourism in the Amsterdam region.

Figure 4.1 Companies in the Amsterdam metropolitan region offering company tours



In Figure 4.1, an overview is given of the companies organizing company tours in the Amsterdam metropolitan region. Figure 4.2 (next page) takes a closer look to the Amsterdam city itself. Figures 4.1 and 4.2 are shown to give a general overview of the locations of the different companies. In §4.2.2 we discuss the locations of the different companies more in detail.

Figure 4.2 Companies located in the city centre offering company tours



§ 4.2.1 Which companies offer company tours in the Amsterdam metropolitan region?

An interesting fact of organizing company tours is that it is done by a wide range of companies. There is one main similarity among the companies involved: the revenues from organizing company tours are not their main income stream.

We have chosen to investigate companies in the Amsterdam metropolitan region. This means we also surveyed companies in the surroundings of Amsterdam, for example companies in IJmuiden or Amstelveen. Besides the fact that not every company is located in Amsterdam, also the size of the companies involved differs considerably. It differs from very small companies like farmers to large multinationals like Heineken and Tata Steel. In figure 4.3, some of the companies involved are shown.

Figure 4.3

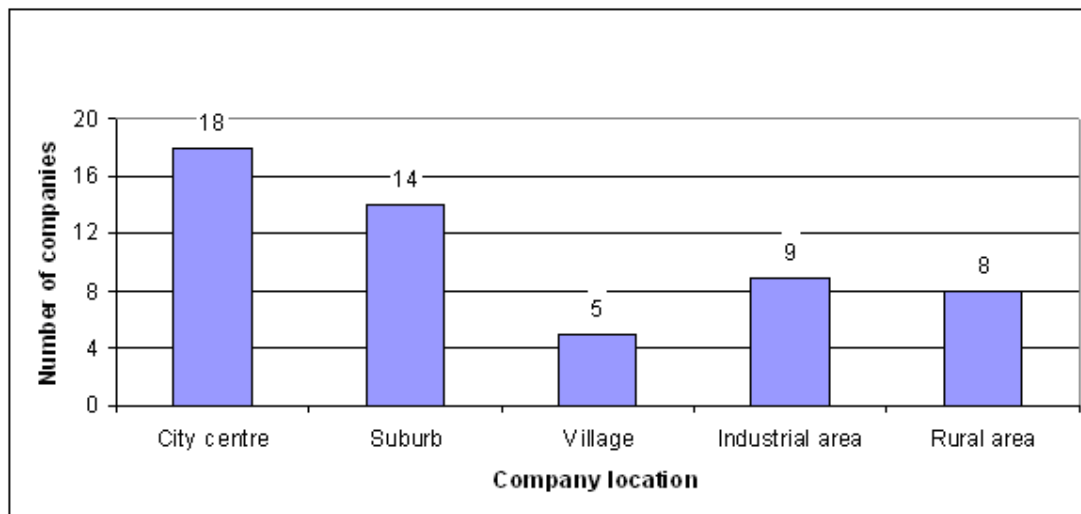
| Sector | Examples |
|---------------------|---------------------------------|
| Culture | Carre, Schouwburg Amstelveen |
| Food | Heineken, Food Center Amsterdam |
| Logistics | FloraHolland Aalsmeer |
| Industry | Tata Steel |
| Media/Entertainment | Telegraaf |
| Other | HVC Groep |

As mentioned, industrial tourism is widespread among different types of companies in the Amsterdam region. Several companies belong to so called controversial sectors. An example of a 'controversial' company is for example the HVC Groep mentioned in figure 4.3. This company is charged with waste collection and processing. Besides, there are companies involved with the production of manmade or luxury products. An example of the latter is Gassan Diamonds, which is a company trading in diamonds. Furthermore, industrial tourism takes place during big infrastructural projects. For example the North-South metroline, which is currently being built, can be visited.

§4.2.2 Location vs cluster type

When a company decides to organize company tours, a couple of things must be kept in mind. A company's location plays an important role in the amount of visitors the company receives. For the 54 companies in our data sample, a classification is made into 5 different locations: city centre, suburb, village, industrial area and rural area. In figure 4.4, the locations of the 54 companies offering company tours in the metropolitan area are shown.

Figure 4.4



Although figure 4.4 gives an insight on the distribution of companies among the different locations in the Amsterdam metropolitan area, it doesn't say anything about the individual companies' location. Because it is complicated to define every individual companies' location, we decided to classify the 54 individual companies into the clusters they belong to. This is shown in figure 4.5. Figure 4.6 is a combination of figure 4.4 and 4.5, which shows the relation between location and cluster type.

As mentioned in §4.1.2, there are 8 clusters in the Amsterdam metropolitan region: Financial & business services, ICT, Food, Creative industry, Flowers, Life Sciences, Tourism & Conventions and Trade & Logistics. Because none of the 54 companies belong to the clusters Life Sciences or ICT, those clusters were excluded from figure 4.5.

Figure 4.5

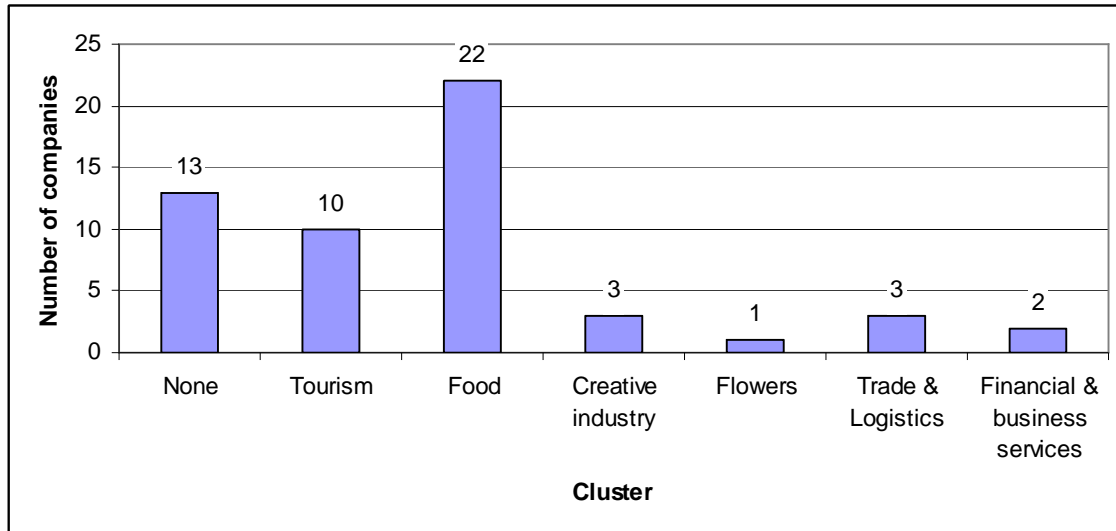
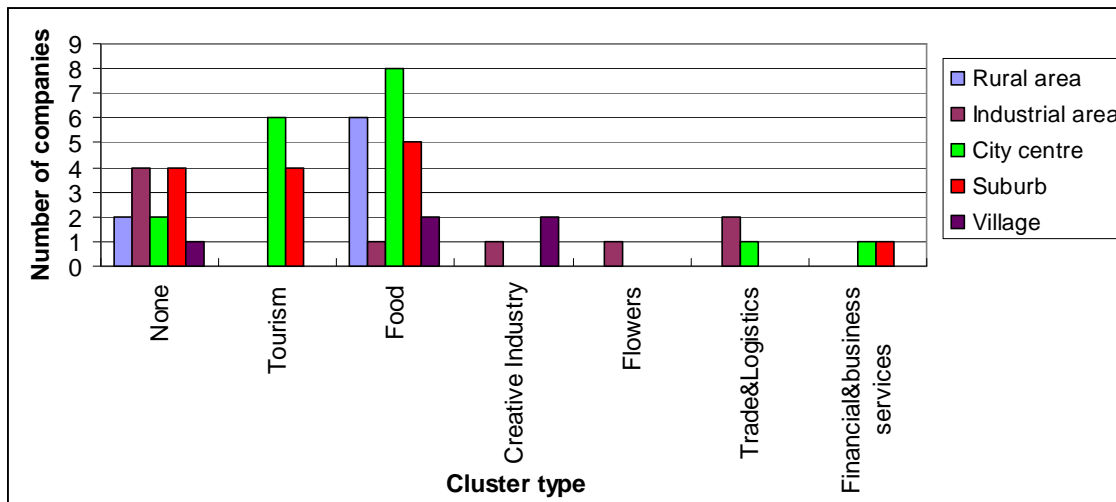


Figure 4.6



Some interesting things come up from figures 4.5 and 4.6. Over half of the companies organizing company tours in the Amsterdam metropolitan region belong to the food or tourism cluster. Regarding those two clusters, most of the companies are located in the city centres or suburbs of the cities in the metropolitan region. Examples of companies within those clusters are theatres and breweries. When we consider the rural area in the

metropolitan region, those areas contain mainly food related companies. Among the 54 companies from our sample, mainly farms are represented in the rural areas. There is also a relative large group of companies which cannot be classified into one of the eight different clusters in the Amsterdam metropolitan region. Finally there are relatively few companies among the sample in clusters like Creative Industry and Financial & business services. This is due to the fact that only a couple of companies in those clusters organize company tours.

§ 4.2.3 Company tour characteristics

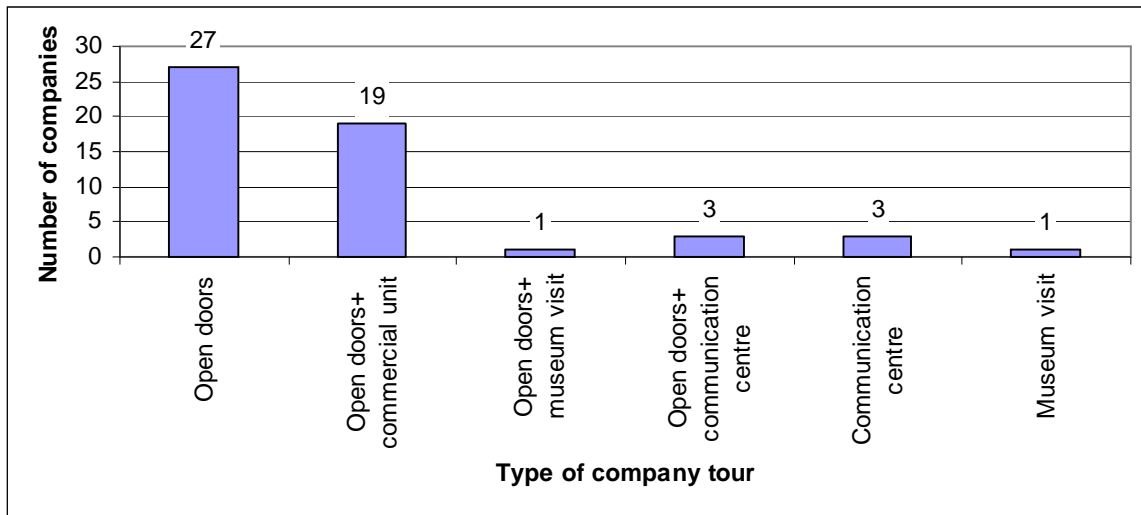
After having discussed the location of the companies, we continue with some characteristics of the company tours organized by the 54 involved companies. We discuss the following characteristics of the individual company tours:

- type of company tour
- company tour only for specific visitor group(s)
- presence of an agreement with Industrial Tourism Amsterdam
- possibility to extent the visit with extra activities
- Visiting hours
- Whether the company tour is given in multiple languages
- Whether is it a self-guided tour or not

Type of company tour

Company tours have different appearances. There is the so called 'open doors' company tour. Visitors are guided through the company, which isn't adjusted for the company tour. Besides there are companies who use visitor centres (also known as communication centres) to show their production processes. Furthermore there are companies who use company tours mostly as a commercial activity. So called commercial units are for example a souvenir shop or a tasting in case of beverage related companies. Finally, some companies combine current en past activities by combining a company tour with a museum visit. Such a museum visit has more to do with industrial heritage. In table 8 is shown which type of company tour the 54 companies offer. In practice, different types of company tours are combined as shown in figure 4.7.

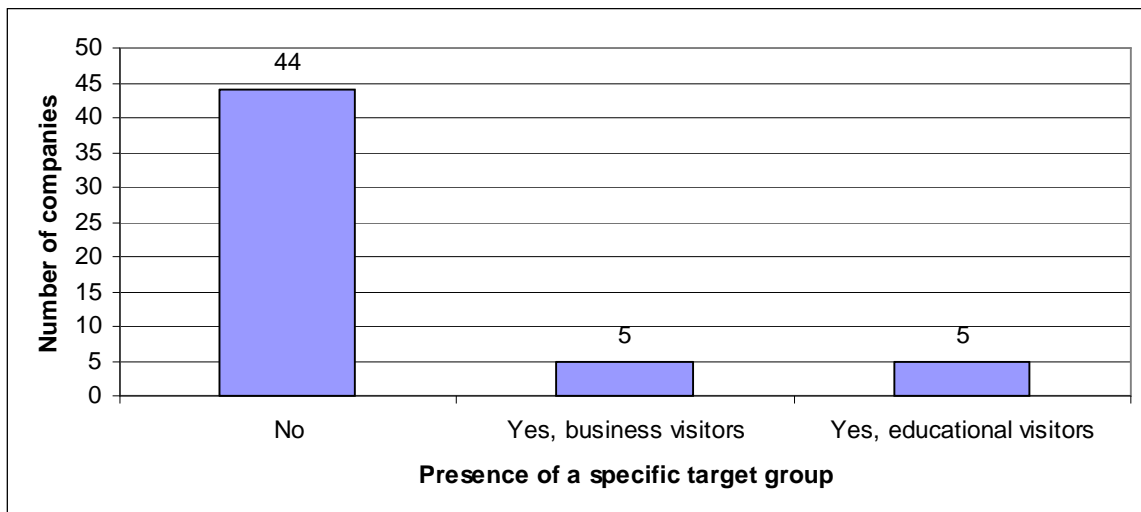
Figure 4.7



Company tour only for specific visitor group(s)

Sometimes, companies decide to organize company tours only for a specific target group. Three different types of visitors are distinguished. Companies receive visitors for educational reasons and for business reasons. The third group of visitors are other visitors, like tourists. Most companies in our data sample do not focus on a specific target group and are therefore open to all types of visitors. Figure 4.8 shows the presence of a specific target group for the 54 companies in our data sample.

Figure 4.8



Presence of an agreement with Industrial Tourism Amsterdam

As mentioned in chapter 1, Industrial Tourism Amsterdam plays an important role in the organization of company tours by individual companies. From our data sample we found out that only 11 out of 54 companies do have an agreement with Industrial Tourism Amsterdam. This can be explained by the fact that within our data sample, a lot of companies are relatively small or receive relatively few visitors. As a result of this, the costs for such an agreement are probably higher than the benefits obtained from it. As a result of this only a minority of the companies does have an agreement with ITA.

Possibility to extent the visit with extra activities

When companies decide to start organizing company tours, the company tour itself is not the only point of decision. Companies often have the possibility to extent the visit with extra activities, in other words to offer extra arrangements. Mostly, for such arrangements needs to be paid so it is an extra income stream for the involved companies. Such arrangements differ from offering a cup of coffee/tea to organizing workshops or tastings. Besides, the presence of a souvenir shop is a way to earn extra money as a company. Considering our data sample, 31 out of 54 companies offer additional activities besides the organization of a company tour. As we mentioned, a considerable amount of companies are tourism or food related. This explains the relatively high number of companies offering additional activities. Food related companies offer for example a tasting as additional service. Otherwise, tourism related companies (for example theatres) mostly have a souvenir/gift shop. Other examples from additional services delivered by companies from the data sample are a workshop to learn to blow glass or to paint.

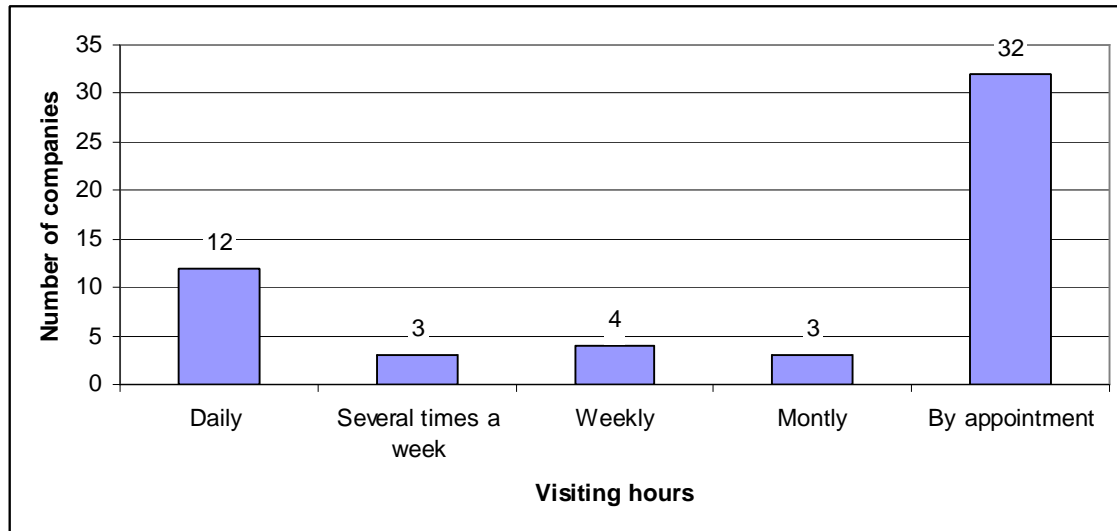
Visiting hours

The visiting hours of a company say a lot about the importance of organizing company tours for the companies' strategy. Some companies open their doors only a couple of times a year, while others are open on a daily basis. When a company opens its doors only a couple of times a year, it probably receives because its visitors only during special open days. Outside those open days, the company is closed for visitors. Other companies have implemented company tours within their company's strategy by using it as an additional income stream. Those companies can be visited more often.

A lot of companies, especially the smaller ones only organize company tours by appointment. Reasons therefore are: the production process may not be disturbed, there is a lack of time to organize more company tours, there is no priority for organizing more

company tours etc. In figure 4.9, we classified the companies from our data sample into different visiting hour categories.

Figure 4.9



What is striking is the relatively high number of company visits an appointment is necessary for. On the other hand, there are 12 companies with daily visiting hours. Those companies are mostly located in the Amsterdam city centre or suburbs, for example strong brands like Ajax and Heineken who attract a lot of (foreign) visitors. Visiting hours are partly based on the popularity of a company tour. Popular company tours result in an increased demand from potential visitors. Within the Amsterdam metropolitan region there are big differences among the companies regarding the popularity of the company tour. This results in different interests for companies regarding their company tours. For companies with frequent visiting hours, organizing company tours has more priority than for companies with relatively few visiting hours.

Multi-language company tour

Another interesting aspect of the company tour is the question whether the company tour is given in multiple languages. Organizing company tours in multiple languages improves the attractiveness of the company tour for international visitors. Regarding our data sample, 11 out of 54 companies offer company tours in multiple languages. Most of those 11 companies offer company tours in both Dutch and English. Besides, there are companies which organize company tours in for example German or French (FloraHolland). Some companies decided to organize company tours in languages similar to the origin of large groups of visitors. An example are company tours given by Gassan Diamonds in Chinese and Japanese.

Presence of a self-guided company tour

When companies start organizing company tours, the question arises whether the company tour is self-guided or not. Mostly, self-guided tours are difficult to implement. A relatively large area needs to be available, because production processes may not be disturbed. From our data sample, only FloraHolland Aalsmeer does organize a self-guided company tour within its own company. Visitors follow a route through the company and are informed by billboards in different languages. Furthermore there are two companies within our data sample (Lucas Bols and Heineken), who offer a self guided tour through a so called communication centre, better known as visitor centre. Finally, Verkade Zaandam does organize self-guided tours through their museum, to learn about the history of Verkade. This is more an example of industrial heritage tourism. Only 4 of the 54 companies organize self-guided tours. The rest makes use of guides for their company tours.

§4.2.4 Survey results and analysis

We mentioned the different interests individual companies have in organizing company tours. During the analysis in this paragraph our focus is on those different interests.

Characteristics of companies involved in the survey

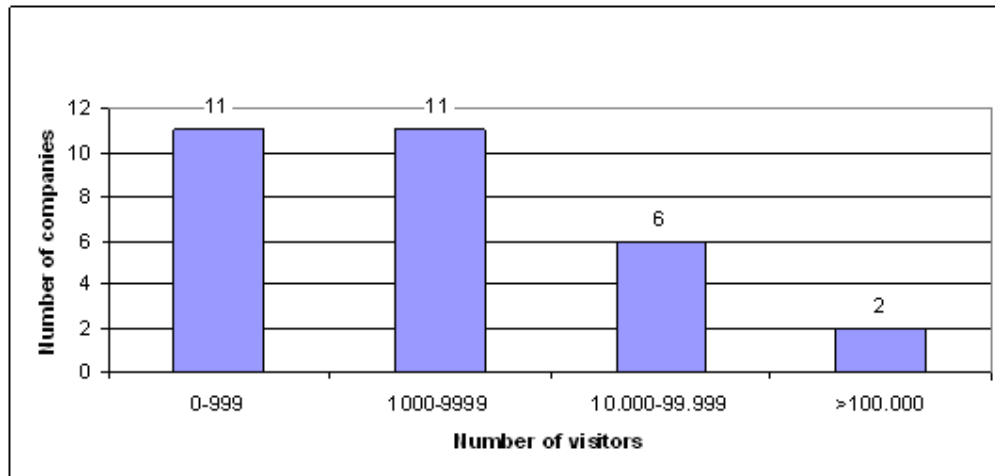
We already came up with some characteristics about the 54 companies from our data sample. In this paragraph we take a closer look at the 30 companies involved in the survey.

Besides the type of the company discussed in §4.2.1, also the size of the companies involved is interesting. 14 of the companies involved have over 100 employees working full time within their company. Besides, there are 9 companies with up until 10 employees working fulltime, while the remaining 7 companies have between 11 and 50 employees working fulltime. This shows that the size of the companies regarding the number of employees differs considerably. Some companies are family owned businesses, whereas there are also multinationals involved. Examples are Heineken, with 65.000 employees in 2010 (Heineken, 2011) and Tata Steel with 81.000 employees in 2009 (Tata Steel, 2010).

Probably most interesting about the involved survey companies is the amount of visitors they receive because of their company tours. What is striking is the relative big differences among the companies involved. This has several reasons. For example the lack of space or time to organize a lot of company tours. Furthermore, organizing company tours has a relatively low level of priority for some companies. Another reason

is that some companies only organize company tours for certain types of visitors, like business visitors. Figure 4.10 shows how the amount of visitors is distributed among the companies.

Figure 4.10



As figure 4.10 shows, 2 companies receive over 100.000 visitors a year. Those two companies are Heineken (400.000 visitors) and FloraHolland Aalsmeer (100.000 visitors a year). Heineken is a strong brand worldwide, attracting a lot of foreign visitors to their company tour. Besides, the Heineken company tour is being part of the ITA arrangements. This influences the amount of visitors in a positive way, because ITA promotes the company tours of involved companies through their marketing channels. FloraHolland Aalsmeer also attracts a lot of visitors. According to their own website (FloraHolland 2011), visitors have a look in the auction halls, where they get an overview of the auction process. It is a self-guided tour, but guides are available for visitor groups. The popularity of this company tour is explained by the fact that the Netherlands is famous because of its flowers. This is illustrated by the popularity of the Keukenhof, a flower exhibition which receives a lot of visitors each year. Besides, at FloraHolland Aalsmeer, information is available in 4 different languages. Furthermore this company tour is being part of ITA's arrangements.

It might be surprising that Tata Steel doesn't receive over 100.000 visitors. This has to do with the fact that company tours are only organized for people looking for a job within Tata Steel. This explains the relatively low number of visitors (15.000 visitors a year) to Tata Steels company tour.

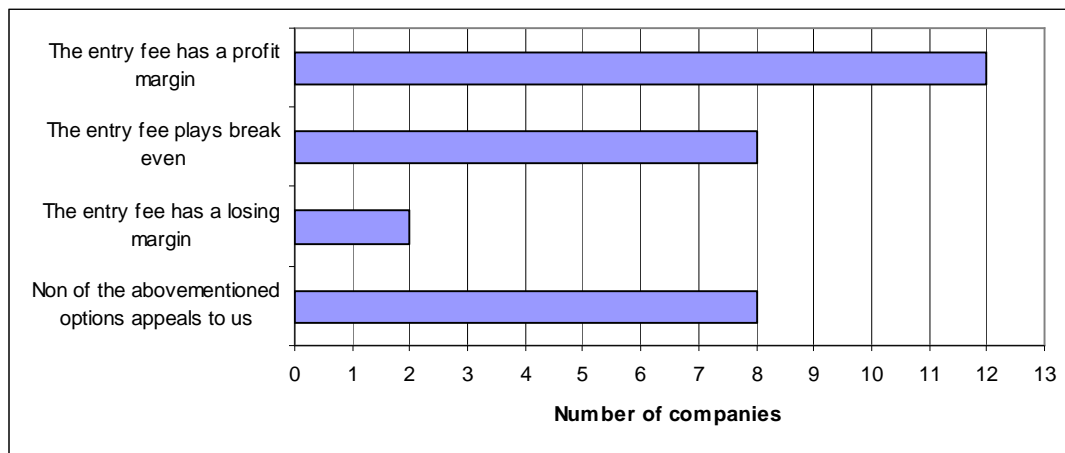
Analysis of the survey results

Monetary benefits

Two major monetary benefits came up in chapter 3. Companies organizing company tours earn money from the entry fees and on site sales. Regarding the entry fee, we asked the companies to react on the following statement:

Which of the following descriptions do you like most?

Figure 4.11



As figure 4.11 shows, 8 of the involved companies answered that none of the descriptions about the entry fee appeals to them. From their websites we found out that those companies do not charge an entry fee. Those companies offer free company tours. Those companies are mostly medium and small sized companies giving company tours from an educational perspective. Among those companies are the Afval Energie Bedrijf, the HVC Groep (both charged with waste collection and processing). Those companies try to create an improved level of awareness among visitors about waste collection and processing.

Besides the free company tours, there are also companies which entry fee has a profit margin. As mentioned in figure 4.11, this holds for 12 companies. From those 12 companies, 9 companies responded positively on an additional statement we came up with: 'the objective of organizing company tours is to generate additional revenues'. An interesting fact about those 9 companies is that 7 of them belong to the food or tourism cluster. For those types of companies it is easier to combine the company tour with on

site sales than for other types of companies. It is easier to offer additional services like for example a tasting (in case of a food related company). Those additional services are mostly offered in an arrangement, which is a combination of a ticket for the company tour and participation in a tasting. An example of such a company tour is vineyard Saalhofs company tour. Such arrangements are more expensive than normal company tours, which explains the entry fee with a profit margin mentioned in figure 4.11. We mentioned in literature that for most companies, organizing industrial tourism activities isn't that beneficial in a monetary way. Regarding our survey sample, the distinction between companies belonging to the food/tourism cluster and companies in other clusters need to be made. For the companies in the food/tourism cluster generating additional revenues by means of offering additional services is an important objective. For companies in other clusters this is a less important objective.

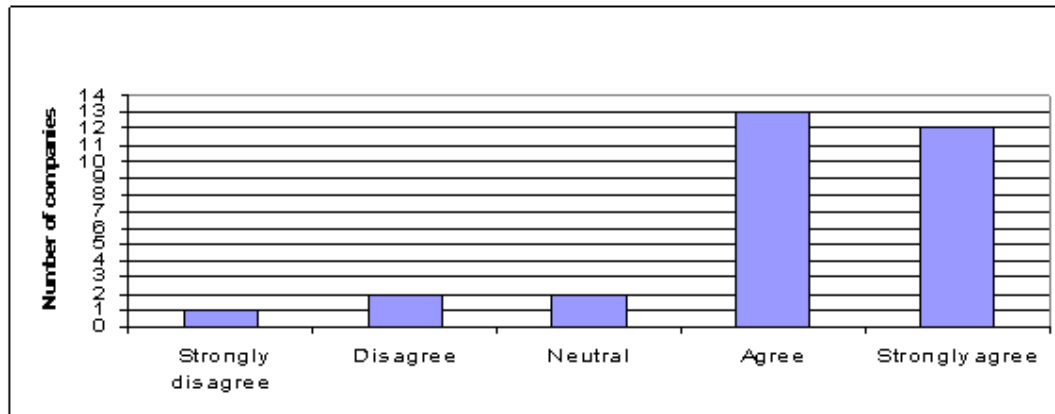
Furthermore, a strong brand name has a positive influence to on site sales. Examples are Heineken and Ajax. Especially Ajax earns a lot of money from merchandising, like the sale of shirts. Furthermore, there are 2 companies which entry fee has a losing margin. For one of the companies, theatre Carre, this is probably best explained by the fact that they employ 6 fulltime guides. This results in high wage costs, which are difficult to cover by the asked entry fee plus on site sales.

Non-monetary benefits

In chapter 3 we came up with a couple of non-monetary benefits. First of all, the marketing role of organizing company tours. Company tours are used to reinforce the bond between company/brand and visitor/potential buyer. An important variable within the marketing literature is image. An improved image is one of the potential non-financial benefits of organizing company tours. Therefore, we asked the companies to respond to the statement on the next page.

The objective of organizing company tours within our company is creating an improved image for our goods and/or services

Figure 4.12

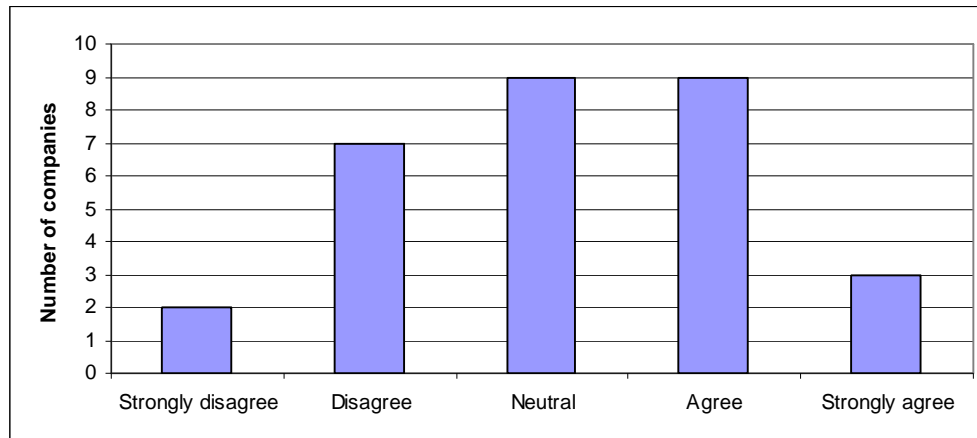


As showed by figure 4.12, 25 out of 30 companies agreed or strongly agreed with the statement. In practice, creating an improved image for your goods or services is certainly an important objective of organizing company tours. Organizing company tours are an option to decrease the differences between identity and image of the company. Through contacts with visitors, the company becomes more aware of its image and it can adapt its identity if necessary.

It is probably more interesting to discuss the companies who disagreed with this statement. From our survey results we found out that both Tuschinski and Carre disagreed with the statement and brewery 't Koelschip Almere strongly disagreed. From their survey answers it became clear that their goal is that visitor become familiar with their product/brand. It's more about image building instead of image improvement. Besides using company tours as a marketing tool, another objective of organizing company tours is to become more attractive as a potential employer. We asked the involved companies to respond to the statement on the next page.

The objective of organizing company tours within our company is creating an improved image as a potential employer

Figure 4.13



The survey results in figure 4.13 show some interesting differences. For a group of 9 companies creating an improved image as potential employer isn't an objective of organizing company tours. 6 of those companies belong to the tourism or food cluster. We mentioned the objective of generating additional revenues being important for those companies. For those companies, their focus is less on their role as potential employer. Besides there are 2 companies (strongly) disagreeing with the statement. The Afval Energie Bedrijf (charged with waste collection and processing) and PWN (charged with purification of water) mostly guide school children. Both companies want to learn the school children something about their work. Those company tours have more of an educational perspective, with less focus on the companies' role as potential employer. Finally, for the Telegraaf Media Groep the role as potential employer isn't an objective in organizing company tours. They mostly receive subscribers of their newspaper. They organize company tours because they want to give their subscribers a look behind the scenes.

There is also a group of 9 companies responding neutral to the statement. For most of those companies, other objectives are more important, especially regarding food and tourism related companies. Besides, in case of the North/South metroline the municipality of Amsterdam hosts the visitor centre and tours, but the actual work is done by other companies. This makes the image of the municipality of Amsterdam as potential employer less important.

Considering the companies responding positive to the statement, there are 3 companies strongly agreeing with the statement: Ajax, Food Center and Tata Steel. Regarding Tata Steel, this choice is quite logical. They only organize company tours for job seekers, so creating an improved image as a potential employer is their main objective. Food Center Amsterdam organizes company tours only for branch related visitors. Because of their branch relatedness, visitors have affinity with food. Therefore they are interesting as potential employees. This explains the fact that Food Center Amsterdam strongly agrees with the statement.

It is more difficult to explain the fact that Ajax strongly agrees with this statement. Maybe job seekers (for the non-football related jobs) get a better understanding of the 'Ajax world', although we cannot say this with certainty. Regarding the football related jobs, organizing company tours probably works as a catalyst. After visiting an Ajax company tour, children are probably more enthusiastic about Ajax or even dream about a football career within Ajax. As a result of this they possibly want to take part in the Ajax talent days (Ajax, 2011), which are special days to select new talent for the Ajax academy. Ajax uses company tours in an indirect way to become (more) attractive as a potential employer.

The remaining 9 companies agreeing with the statement, mostly belong to different clusters. Nevertheless, it is interesting to see the different interests for those companies. Heineken uses its 'Heineken Experience' to create a positive feeling among its (foreign) visitors. This helps Heineken to become more attractive as a potential employer, because people who visited Heineken remember their positive feeling about the brand and off course the delicious taste of Heineken beer. However, there are also companies struggling with negative perceptions in the minds of people or a bad image. As a result of this, it is probably difficult to recruit new employees. Examples of such companies are waste collection and processing companies, like de Meerlanden. Company tours within such companies might change the perception in de minds of people, which eventually may result in becoming more attractive as a potential employer.

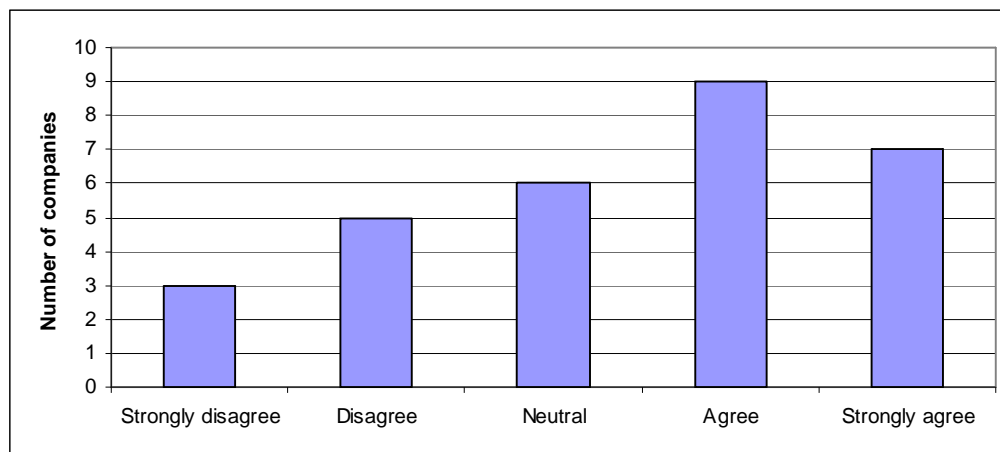
As we saw, some companies are negative or neutral about creating an improved image as potential employer through organizing company tours. Due to different circumstances, not every visitor might be a potential employee on the short term. Some companies receive for example only schoolchildren as visitors, which are potential employees, but not on the short term. Another example is the language problem. Only 11 of the 54 companies organizing industrial company tours in the Amsterdam metropolitan region offer multi-language company tours. When a company wants to improve its image as

potential employer through organizing company tours, it is important to know the maximum distance between company and potential employee. A multi-language company tour is necessary in case of potential employees coming from abroad to visit the company tour. An example from our survey sample is Tata Steel, organizing multi-language company tours for potential employees from all over the world.

In chapter 3, we argued that industrial tourism plays a role in propagating the corporate social responsibility (CSR) of a company. Therefore we asked the involved companies in our survey about their opinion regarding this issue. We asked them to respond on the following statement:

A goal of organizing company tours is to create an improve image regarding corporate social responsibility

Figure 4.14



As figure 4.14 shows, for about half of the companies creating an improved image regarding corporate social responsibility is an objective in organizing a company tour. Regarding those 16 companies some interesting characteristics come up. Most of those companies are producing goods. The importance of CSR to those companies is explained by the fact that polluting production processes are more visible in case of the production of goods compared to the production of services. An example is the emission of greenhouse gasses. Another reason why CSR is important for companies is that some companies suffer from a negative perception in the minds of people with regard to environmental issues. Examples among the survey companies are De Meerlanden and HVC Groep, both charged with waste collection and processing. Waste collection and processing in general does have a bad image. By means of organizing company tours, those companies try to change the visitors' perceptions of the company.

Among the companies agreeing with the statement, there are 7 companies belonging to the food cluster. Especially for food related companies CSR behaviour is of utmost importance. Nowadays, there is a growing interest from consumers for products with sustainability labels, biological products, healthy food etc. An example of a sustainability label is the MSC label for sustainable fishing (MSC, 2011). When a companies' product does have a sustainability label, it probably influences the market and turnover of that product positively. By means of organizing company tours, companies show that they deserve the sustainability label for their product, by showing their responsible way of producing.

There are also 14 companies disagreeing or responding neutral to the CSR objective of organizing company tours. Among those 14 are mostly companies belonging to the tourism clusters like theatres, but also football club Ajax and the libraries in Amsterdam and Almere. What most of those companies have in common is their focus on service related activities. We saw earlier that companies charged with the production of goods were mostly agreeing with the statement. Due to their way of producing, CSR plays a more important role in those companies' strategy compared to service related companies.

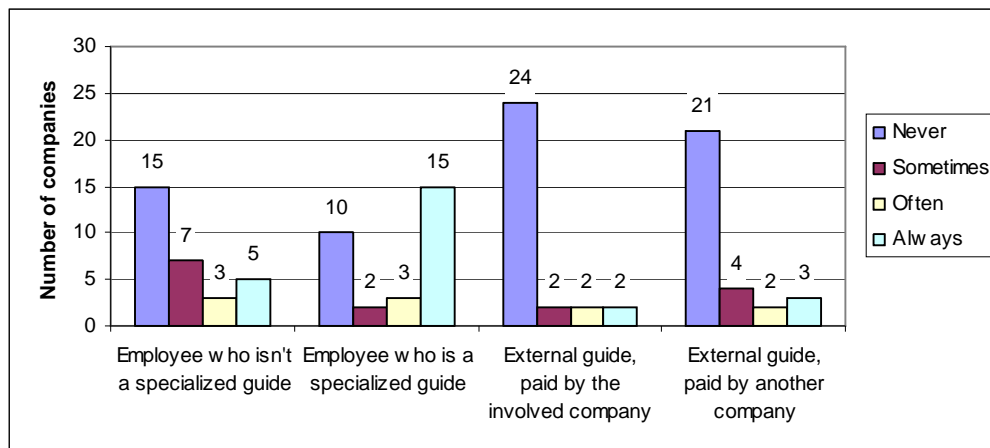
In §3.3.4 we discussed the contribution of public relations to industrial tourism. We argued that a good public relations strategy needs 3 qualities: it must have a high credibility, the ability to catch buyers off guard and it needs dramatization. Analyzing the public relations strategy of the survey companies, Internet and especially the companies' websites play an important role nowadays. Regarding the credibility of public relations, companies have the possibility to offer virtual company tours, pictures of the company tour or company tour reports on their website. The ability to catch buyers off guard is expressed by the amount of different arrangements additional to the company tour that can be booked on most of the companies' websites. We discussed such arrangements earlier regarding food or tourism related companies. Another example is Gassan Diamonds, which offers for example company tours combined with a stay in selected hotels (Gassan Diamonds, 2011) Besides, the website of a company is the perfect place for dramatization and overacting regarding the 'fantastic company tour'. Some examples from different companies websites: 'be enchanted by diamonds' (Gassan Diamonds), 'four levels of interactive experience in the former brewery will plunge your chin deep into the fascinating world of Heineken!' (Heineken), 'make your dream come true and enjoy a guided tour through the Amsterdam Arena' (Ajax), 'House of Bols is the interactive way to experience the dazzling world of cocktails and bartending' (Lucas Bols).

Monetary costs

We discussed the monetary costs in §3.4. We came up with two different types of monetary costs, namely the wage costs, investment costs and the costs for road signage. The latter are dependent on the location and visibility of the involved company.

It's very difficult to calculate the exact amount of monetary costs for every individual survey company without detailed information. An individual company has different options in choosing their type of guides. By knowing those types of guides, it is possible to give an insight in the wage costs. This is necessary to become as cost-efficient regarding the wage costs as possible. We asked the involved survey companies which type(s) of guides they make use of. The results are shown in figure 4.15.

Figure 4.15



The cheapest option in terms of wage costs for companies is a self-guided company tour. By means of billboards, visitors are guided along a certain route. Within our survey sample 4 companies (FloraHolland Aalsmeer, Heineken Experience, Lucas Bols and Verkade Zaandam) decided to organize self-guided tours for individuals. It should be noted that a visit to Verkade Zaandam is a visit to the companies' museum, which is more related to industrial heritage tourism.

When we consider figure 4.15, there are 5 companies which always make use of own, unspecialized employees to arrange the company tour. Due to their enthusiasm and knowledge of the company, the guides are probably able to deliver a good company tour without training. This probably holds for 3 of the 5 companies which are food related: distillery the Ooievaar, vineyard the Amsteltuin and vineyard Saalhof. The other 2 companies are service related (Openbare Bibliotheek Amsterdam and Schouwburg

Amstelveen). Regarding Schouwburg Amstelveen, the theatre tour is done by employees from the technique department. The tour through the library is done by library employees as part of their total job.

Besides, half of the involved survey companies always make use of specialized guides for their company tours. Among those companies are Heineken and FloraHolland Aalsmeer. As mentioned, both companies have self-guided tours for individuals. However, for visitor groups it's possible to hire a guide for the tour. Both companies receive a considerable amount of foreign visitor groups, which especially benefit from a personal guide. Nevertheless, such guides are more expensive, because of extra costs for training, and probably language courses or courses to learn about the culture and habits of foreign visitors.

Hiring external guides isn't that popular among most of the survey companies, as shown in figure 4.15. This has to do with the fact that hiring external guides is the most expensive option compared to (un)trained own employees as guide. However, using external guides also has advantages. Especially regarding unspecialized guides, guiding is probably only part of their total job. By hiring external guides, own employees are able to fully focus on their other work, instead of combining their work with guiding visitors. When we consider the results from our survey, 5 companies do always make use of external guides. 2 of them (Tuschinski and Lucas Bols) are directly hiring the external guides. The other 3 companies (Ajax, Afval Energie Centrale and HVC Groep) hire the external guides through an external organization, for example an agency. Using own employees would put much pressure on them, or force the company to hire new employees. This is especially the case for companies with a lot of visitors, for example Ajax or Lucas Bols. Using an agency is probably the most efficient but also most expensive option to cope with this problem.

Besides there is the option to make use of different types of guides. This is for most companies probably the best option in terms of cost efficiency. Visitor numbers and types of visitors vary over time. Costs are saved for example when company tours are organized only by appointment (we mentioned earlier this is often done in practice) or with a minimal amount of visitors instead of fixed moments for company tours.

Non-monetary costs

We mentioned three types of non-monetary costs in §3.5: safety risks, risk of spying and the slowdown of the production process. Considering our survey companies, different measures were taken to minimize those possible non-monetary costs. Examples are FloraHolland Aalsmeer, where you walk over a gallery through the auction complex. This minimizes the safety risks for visitors. Besides, the slowdown of the production processes is minimal, because employees aren't disturbed in their work. Another option is to receive visitors in visitor centres, like for example Heineken and Lucas Bols do. This results in none or minimal non-monetary costs because visitors are kept away from the real production process. A disadvantage of visitor centres is the potential lack of a real company experience.

Another option which is used quite often is to organize company tours at times there is no or little 'production'. Good examples are the company tours through theatres in the Amsterdam metropolitan region. Most theatres organize company tours during day time or once a week on Saturday. The disturbance of the theatre performances is minimal, because in most theatres the performances are during evening hours. In general, it must be said that non-monetary costs are difficult to measure. Besides, it is very difficult for a company to organize company tours without disturbing the companies' other activities at all.

§4.3 Statistical analysis

Besides the qualitative analysis in this thesis, we try to support the analysis by some statistical analysis. Therefore we decided to focus on the question whether there is correlation between some of the variables in our data set. We focused on the connection between individual types of visitors and revenues for the involved company. Besides, we investigated whether there is a connection between the entry fee margin and on site sales. In this thesis we mentioned that some companies offer packages to their visitors with an entry ticket and additional services, which results in higher entry fee profit margins. In this statistical analysis we investigate whether there is a connection between higher entry fee margins and on site sales. Therefore we made the following pairs of variables, as shown in Figure 4.16 on the next page.

Figure 4.16

| | |
|--|-------------------------------------|
| Educational visitors-Entry fee margin | Other visitors- Catering revenues |
| Business visitors-Entry fee margin | Educational visitors-Other revenues |
| Other visitors-Entry fee margin | Business visitors-Other revenues |
| Educational visitors-Sell of products | Other visitors-Other revenues |
| Business visitors-Sell of products | Entry fee margin-Sell of products |
| Other visitors-Sell of products | Entry fee margin-Catering revenues |
| Educational visitors-Catering revenues | Entry fee margin-Other revenues |
| Business visitors-Catering revenues | |

To calculate the correlations between the different pairs of variables we used Kendall's tau-b in SPSS. Because we have data on a ratio scale (the visitors) and data on an ordinal scale (the other variables), Spearman's rho is a good correlation coefficient. However, according to Field (2005), using Kendall's tau-b gives a better estimate of the correlation compared to Spearman's rho in case of a small data set with a large number of tied ranks. Our data set is small (n=28) and contains a relative high number of tied ranks. We decided to exclude two outliers (two companies with the highest numbers of visitors) from the data set because they result in a bias in the correlation.

In figure 4,17, the correlation between the different types of variables are shown. In the appendices, a more detailed overview is given. Although most of the correlations in figure 4.17 aren't significant or correlated strong, some interesting things appear. We mentioned the importance of generating additional revenues by food and tourism related companies in the analysis of company tours organized by companies in the Amsterdam metropolitan region. Although our data sample is small, the importance is reflected in our statistical analysis. When we consider 'other visitors' (which mostly are tourists), there is a significant positive correlation (although not very strong) with 'sell of products'. An increase in the sell of products is for 32% explained by an increase in the number of other visitors. There is also a significant positive correlation of 'other visitors' with 'catering revenues. An increase in the catering revenues is for 34% explained by an increase in the number of other visitors. This shows the importance of on site sales for companies receiving a lot of 'other visitors' like tourists or excursionists. Those companies are notably tourism or food related.

Figure 4.17

| Variables | Sample size | Kendall's tau-b correlation | Sig. |
|---|-------------|-----------------------------|---------|
| Educational visitors-entry fee margin | N=28 | -0,091 | 0,545 |
| Business visitors-entry fee margin | N=28 | 0,193 | 0,217 |
| Other visitors- entry fee margin | N=28 | -0,178 | 0,247 |
| Educational visitors- sell of products | N=28 | 0,235 | 0,129 |
| Business visitors- sell of products | N=28 | -0,004 | 0,981 |
| Other visitors- sell of products | N=28 | 0,327 | 0,038* |
| Educational visitors- Catering revenues | N=28 | 0,164 | 0,293 |
| Business visitors- Catering revenues | N=28 | 0,102 | 0,529 |
| Other visitors- Catering revenues | N=28 | 0,340 | 0,032* |
| Educational visitors- Other revenues | N=28 | -0,146 | 0,359 |
| Business visitors- Other revenues | N=28 | -0,028 | 0,867 |
| Other visitors- Other revenues | N=28 | -0,215 | 0,186 |
| Entry fee margin- Sell of products | N=28 | 0,350 | 0,040* |
| Entry fee margin- Catering revenues | N=28 | 0,460 | 0,007** |
| Entry fee margin- Other revenues | N=28 | -0,048 | 0,784 |

* Correlation is significant at the 0,05 level (2-tailed)

** Correlation is significant at the 0,01 level (2-tailed)

The statistical analysis also confirms our analysis results about the role of additional services offered by companies. An example of an additional service is a package, which is sold mostly as a combination of an entry ticket and additional services like for example a cup of coffee or a lunch. Nevertheless, for such packages need to be paid extra compared to buying an entry ticket only. This results in higher entry fee profit margin which is also shown by our statistical analysis. Especially the correlation between 'entry fee margin' and 'catering revenues' is very significant, although the correlation itself isn't very strong. This is quite logical, because additional services like catering are relatively easy to implement in the company tour strategy. It is even possible to source the catering out. Furthermore there is a significant correlation between 'entry fee margin' and 'sell of products' which is explained through what we mentioned above.

When we consider all the correlations we made it is shown that only a few variables are significantly correlated. This is probably due to the small sample of 28 companies involved in this statistical analysis. Furthermore, what is striking about the business visitors is that they seem to be uncorrelated to the revenue side of company tours. There is little or no correlation with entry fee margin and on site sales/catering. This is explained by the fact that business visitors often are allowed to visit a company for free. Besides, due to the business background of the visit, business visitors aren't that much interested in on site sales compared to for example tourists or excursionists.

§ 4.4 Conclusion

In chapter 4 we analysed the survey results of the survey we held among companies in the Amsterdam region. We focused in the survey on the benefits of organizing company tours, because costs play a relatively minor role in organizing company tours compared to the benefits. Besides, companies probably don't want to share detailed cost information. The analysis made a couple of things clear. Regarding the objectives of organizing company tours we introduced (both financial and non-financial), a top 3 ranking can be made:

- 1 Creating an improved image for our goods and/or services
- 2 Creating an improved image as a potential employer
- 3 Generating additional revenues (important objective for companies belonging to the food or tourism cluster, less important for companies in other clusters)

Organizing company tours is mostly used to create an improved image for a company. This is the main conclusion of our analysis. Other goals are less clear. Generating additional revenues is an important objective for companies in two specific clusters: the tourism cluster and the food cluster. This was also proved by the statistical analysis we made. For companies in other clusters this objective is less important.

Creating an improved image as potential employer seems to be less important for companies in our survey sample than what is expected from literature. This has to do with the overrepresentation of food and tourism related companies. For companies belonging to those two clusters, generating additional revenues and the marketing role of company tours are more important objectives.

§5.1 Introduction

Within this research, the role of company tours in relation to individual companies' strategies is investigated. Our focus is on companies which are industrial tourism orientated. The research focused on the different interests companies have in organizing company tours in relation to their companies' strategy. Therefore our research question is:

What is the added value of organizing company tours in relation to the individual companies' strategy?

To answer this research question we made use of some sub-questions which are answered in §5.2-§5.5

§5.2 What is industrial tourism?

Investigating literature about industrial tourism showed that industrial tourism has different appearances. We found out that industrial tourism lacks a clear, single, uniform definition. There are on the one hand companies which produce only goods and services for the market and on the other hand there are companies which produce goods and services only for tourists.

Companies which offer industrial tourism are trying to combine both the market orientation and the tourist orientation.

Due to the different appearances of industrial tourism, it is like an umbrella and is subdivided into different subcategories. Industrial tourism is about visiting operational firms, but it does also refer to visiting industrial heritage (non-operational firms). Our focus is on company tourism visits, better known as company tours. Company tourism visit offers a great potential to companies, especially because companies can choose from different types of company tours. Examples are 'open doors', visitor centres and commercial units. Company tours are an opportunity to strengthen the kind of 'covenant' between the customer and the brand (or company).

§5.3 What are the different interests for the individual company regarding the organization of company tours?

Individual companies have different interests regarding the organization of company tours. Company tours are a marketing tool, to promote the companies' activities or to improve the companies' image. Nevertheless, company tours are also an added value in relation to the individual companies' strategy in other ways. Examples are earning money (by selling tickets and on-site sales) and using company tours to increase your attractiveness as potential employer. However, organizing company tours is not that beneficial from a monetary point of view for most of the companies. Creating an improved image as potential employer is more important as objective. Besides, company tours contribute to themes that are important for companies nowadays. An example is the role of human resource. By means of a company tour, employees have the possibility to show how proud they are of their work. It probably results in happier employees, being more an asset than a cost for the involved company. Besides, it might encourage their productivity. Company tours are also a method to show corporate social responsibility as a company. This is especially interesting for companies who suffer from a bad image or negative perception in the minds of people. Finally, company tours are used by companies as a PR tool. Company tours are credible and have the ability to catch buyers off guard (for example by means of a commercial unit). Besides, dramatization is sometimes part of the company tour due to overacting guides or announcements about the company tours on the companies' website.

Companies need to deliberately think about organizing company tours because there are costs involved in organizing company tours. In general the monetary costs are relatively small compared to the other monetary and non-monetary costs and benefits. Nevertheless, costs must be kept in mind regarding the interests an individual company has in organizing company tours. Costs and benefits need to be compared in the decision making process before starting company tours.

§5.4 How are company tours organized by the individual company in the Amsterdam metropolitan region?

Based on the characteristics of the 54 company tours in the Amsterdam metropolitan region some interesting conclusions can be drawn. Company tours are often a combination of a company visit and a visit to a commercial unit like a souvenir shop. Most of the involved companies don't focus on a specific target group of visitors. For most companies, company tours seem to be no priority. For example, most of those company tours can only be done by appointment and only in Dutch. This shows that companies probably try to minimize the disturbance in the production process due to the

company tour. Besides, the majority of the companies don't have an agreement with Industrial Tourism Amsterdam, which is an important promotion tool for their company tours.

§5.5 How are company tours used in practice by individual companies in the Amsterdam metropolitan region?

We mentioned the importance of company tours as a useful tool for companies regarding the different interests they have. Based on our survey results, conclusions can be drawn about the use of company tours in practice by individual companies in the Amsterdam metropolitan region.

The main conclusion from our field research is the added value of company tours as a marketing tool. The majority of the survey companies see company tours as an added value to their current marketing strategy.

Especially for companies in controversial sectors or with a bad image, company tours are useful to show the 'real situation' to visitors.

Besides there is the role of company tours in improving a companies' image as potential employer. From practice it came up that there is a relatively big group agreeing with the statement that company tours are a possibility to improve your image as potential employer. Those companies are mostly organizing company tours for branch related visitors or for jobseekers. However, there is also a relatively big group disagreeing or neutral. For the companies in that group, other objectives have a higher priority.

We also investigated whether company tours contribute to the companies' strategies in terms of monetary benefits. Only 12 out of 30 companies sell entry tickets with a profit margin. However, in the Amsterdam metropolitan region something interesting came up regarding the role of monetary benefits. We found out that in the survey sample, all the companies belonging to the food or tourism cluster see generating additional revenues as an objective of organizing company tours. What is even more striking is that all those companies sell their entry tickets with a profit margin. This shows that they are able to generate those extra revenues due to offering additional services. Those additional services are for example a tasting or the possibility to visit a souvenir shop. This is also statistically confirmed by the positive and significant correlation between entry fee margin and on site sales. Offering additional services is especially interesting for companies which receive a majority of 'other visitors' (which are notably tourists). This is statistically supported by the positive significant correlation between other visitors and on

site sales. A high level of on site sales is partially explained by a large amount of other visitors. Furthermore, strong brands like Ajax increase their on site sales due to merchandising (selling football shirts etc.).

Company tours are also used in practice as a support to nowadays popular themes as corporate social responsibility (CSR), human resource (HR) and public relations (PR). An example is the role of company tours regarding the CSR behaviour of food related companies. Due to the nowadays growing interest from consumers for products with a sustainability labels, biological products, healthy food etc, company tours are a possibility to show the CSR way of producing goods to the visitors. Furthermore, company tours help companies in controversial sectors like waste collection and processing to show those companies' CSR behaviour. For them, organizing a company tour is a way to show a 'real company experience', which should ideally change the current (mostly negative) perception in the minds of the people.

§5.6 Recommendations for further research

Although this thesis discussed a lot of aspects of industrial tourism, some aspects should be discussed more extensively in future researches. Especially the cost aspect of company tours need to be investigated more intensive. Within this research not much attention is paid to the costs due to the lack of detailed information. In general, companies don't like sharing cost related information. Nevertheless by means of extensive field research there might be possibilities in the future for researchers to find out more about the costs of organizing company tours in the Amsterdam metropolitan region. Examples of such costs are the insurance costs and its relation with safety risks. Another interesting future research object related to the costs is to compare the costs of organizing company tours with the costs of other marketing instruments.

The main conclusion of our research is that company tours are mostly used as a marketing tool. For future research it might be interesting to find out to what extent company tours contribute to the companies marketing strategy. Does the organization of company tours results in higher turnovers on the long term? And to what extent is this dependent on the type of company or sector it belongs to? Those kind of questions are interesting future research questions.

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Appendices

Appendix A

Enquete Bedrijfsrondleidingen

Als onderdeel van mijn scriptie die onderzoek doet naar de bijdrage van industrieel toerisme (het aanbieden van toeristische activiteiten door bedrijven die toerisme niet als hoofddoel hebben) aan het behalen van de doelstellingen van een bedrijf, houd ik een enquête onder bedrijven in de Amsterdamse regio die rondleidingen aanbieden om inzicht te krijgen in hoeverre industrieel toerisme en dan met name het aanbieden van rondleidingen een rol speelt binnen hun bedrijf. De vragen zullen zich richten op het aanbieden van rondleidingen en hoe bedrijven daar mee omgaan, aangezien dit naar mijn mening de meest bekende vorm van industrieel toerisme is binnen bedrijven. Deze enquête omvat 14 vragen en het invullen van deze enquête kost u ongeveer 10 minuten. Alvast hartelijk dank voor uw medewerking.

Enquete Bedrijfsrondleidingen

De eerst vier vragen van deze enquête zijn niet zozeer gericht op het geven van rondleidingen, maar meer op uw bedrijf zelf.

* = Verplicht een waarde in te vullen

1.

Wat is de naam van uw bedrijf?*

.....

2.

Tot welke sector behoort uw bedrijf?*

Levensmiddelen

Logistiek

Cultuur

(Maak)industrie

Media/entertainment

Financieel/economisch

Anders nl,

.....

3.

Wat is de omvang van uw bedrijf (aant al FTE's)?*

1-10

10-50

50-100

100+

4.

Wat is de post code van uw bezoekadres?*

.....

Nu zullen twee vragen volgen aangaande het type bezoekers van uw rondleidingen

5.
Hoeveel bezoekers ontvangt u naar schatting per jaar?

Educatieve bezoekers

.....

Zakelijke bezoekers

.....

Toeristen

.....

Geef bij vraag 6 aan wat u voorkeur heeft wat betreft elk type bezoeker. U vult 'meer' in indien u meer bezoekers van een bepaald type wenst, u vult 'minder' in indien u minder bezoekers van een bepaald type wenst en u vult 'hetzelfde' in als de huidige situatie voor u de ideale situatie is.

6.
Kunt u aangeven hoe voor u idealiter de indeling in aantallen bezoekers eruit ziet?

Educatieve bezoekers

.....

Zakelijke bezoekers

.....

Toeristen

.....

De volgende 3 vragen gaan over de aanbodzijde; de rondleidingen zelf. Hierbij gaat vraag 8 in op het type gidsen en vraag 9 op de vraag welke doelgroep door welk type gids wordt rondgeleid.

7.
Hoeveel rondleidingen worden er naar schatting per jaar gegeven?*

.....

8.
Door wie worden de rondleidingen gegeven?

| | Nooit | Soms | Vaak | Altijd |
|---|-------|------|------|--------|
| Door een medewerker die niet gespecialiseerd/ opgeleid is voor het geven van rondleidingen (bijvoorbeeld een productie-medewerker of een managementlid) | | | | |
| Door een medewerker die wel gespecialiseerd/ opgeleid is voor het geven van rondleidingen (bijvoorbeeld een communicatie/PR medewerker) | | | | |
| Door een externe gids die door ons bedrijf wordt ingehuurd en betaald (bijvoorbeeld ex-medewerkers, studenten of freelancers) | | | | |
| Door een externe gids die door een ander bedrijf of organisatie betaald wordt (bijvoorbeeld door een bedrijf dat arrangementen voor bedrijfsrondleidingen aanbiedt) | | | | |

9.
Welk type gids geeft welk type bezoekers rondleidingen? (meerdere antwoorden mogelijk)

| | Educatieve bezoekers | Zakelijke bezoekers | Toeristen |
|--|----------------------|---------------------|-----------|
| Een medewerker die niet gespecialiseerd/opgeleid is voor het geven van rondleidingen (bijvoorbeeld een productie-medewerker of een managementlid) | | | |
| Een medewerker die wel gespecialiseerd/opgeleid is voor het geven van rondleidingen (bijvoorbeeld een communicatie /PR medewerker) | | | |
| Een externe gids die door ons bedrijf wordt ingehuurd en betaald (bijvoorbeeld ex-medewerkers, studenten of freelancers) | | | |
| Een externe gids die door een ander bedrijf of organisatie betaald wordt (bijvoorbeeld door een bedrijf dat arrangementen voor bedrijfsrondleidingen aanbiedt) | | | |

De volgende 2 vragen behandelen opbrengsten uit bedrijfsrondleidingen

10.

Welk van de volgende omschrijvingen spreekt u het meest aan?*

- De entreprijs heeft een winstgevende marge
- De entreprijs is kostendekkend
- De entreprijs is verliesgevend
- Geen van de bovenstaande opties is op ons van toepassing

11.

Heeft u naast entreegelden nog andere inkomsten gerelateerd aan uw bedrijfsrondleiding?

| | Geen extra inkomsten | Minder dan €1000 omzet | €1000-€5000 omzet | Meer dan €5000 omzet |
|---|----------------------|------------------------|-------------------|----------------------|
| Verkoop van producten (bijvoorbeeld souvenirs of monsters) | | | | |
| Catering (aanwezigheid van een restaurant/gelegenheid om eten/drinken te kopen en mee te nemen) | | | | |
| Anders | | | | |

Nu volgen 2 vragen over de reden(en) waarom u rondleidingen aanbiedt

12.

Wat is voor u als bedrijf de belangrijkste reden om rondleidingen aan te bieden?*

.....

13.

Het geven van rondleidingen binnen ons bedrijf heeft als doel:

| | Zeer mee oneens | Mee oneens | Neutraal | Mee eens | Zeer mee Eens |
|--|-----------------|------------|----------|----------|---------------|
| Het genereren van extra inkomsten | | | | | |
| Het creëren van een verbeterd imago voor onze producten en/of diensten | | | | | |
| Het creëren van een verbeterd imago aangaande maatschappelijk verantwoord ondernemen door ons bedrijf (bijvoorbeeld het creëren van een 'groen' imago) | | | | | |
| Het creëren van een verbeterd imago als potentiële werkgever | | | | | |
| Het vergroten van het enthousiasme onder werknemers om bezoekers met hun werk te laten kennismaken | | | | | |

Hartelijk dank voor uw medewerking aan deze enquête.

Mocht u geïnteresseerd zijn in de resultaten van mijn onderzoek dan kan ik u t.z.t. een digitale versie van het eindresultaat toesturen.

Wanneer u een mail stuurt naar wouterbregman36@hotmail.com met dit verzoek, dan zorg ik dat u een digitale versie krijgt toegestuurd.

Met vriendelijke groet, Wouter Bregman
Master Urban, Port and Transport Economics
Erasmus Universiteit Rotterdam

Appendix B

Companies organizing company tours in the Amsterdam metropolitan region

| | |
|--|----------------------------|
| United Decor | De Telegraaf |
| Breugems Brouwerij | Afval Energie Bedrijf |
| Theater de Vest Alkmaar | Heineken |
| Ajax | Carre |
| Euronext | Tuschinski |
| Het Muziektheater | Bloemenveiling Aalsmeer |
| Forbo Flooring | Gassan Diamonds |
| Distilleerderij A. Van Wees De Ooijevaar | Distilleerderij Janssens |
| Distilleerderij De Liefde | Bols |
| Bierbrouwerij De Prael | Glasblazerij van Glas |
| De Nederlandsche Bank | Olymisch Stadion |
| Noord/Zuidlijn | Lassie Rijst |
| Verkade | Dagjemaken |
| Puur Water en Natuur (PWN) | HVC Groep Alkmaar |
| Schouwburg Amstelveen | Stadsschouwburg Amsterdam |
| Concertgebouw Amsterdam | Verfmolen 'de Kat' |
| Brocacef DC Amsterdam | Food Center Amsterdam |
| Imkerij Polderbijen | Hartstocht Melkveehouderij |
| Openbare Bibliotheek Amsterdam | Tata Steel |
| Brouwerij 't IJ | Kaasboerderij Clara Maria |
| Kaas en Klompenmakerij Rembrandts Hoeve | Beemsterwijngaard |
| Kaasboerderij Catharina Hoeve | Smit Bokkum Palingrokerij |
| Yakult | Wijndomein de Koen |
| Wijndomein de Sloopgaert | Wijngaard Westfriesland |
| Wijngaard de Amsteltuin | Wijngaard Saalhof |
| Brouwerij 't Koelschip | Bibliotheek Almere |
| Stadsschouwburg Haarlem | Meerlanden Afvalverwerking |

Appendix C

Survey companies

| | |
|---------------|---|
| respondent 1 | Polderbijen |
| respondent 2 | Cultuur in Voorraad |
| respondent 3 | Schouwburg Amstelveen |
| respondent 4 | Koninklijk Theater Carré |
| respondent 5 | Ajax |
| respondent 6 | HVC Groep locatie Alkmaar |
| respondent 7 | Openbare Bibliotheek Amsterdam |
| respondent 8 | Beemsterwijngaard |
| respondent 9 | Heineken Experience |
| respondent 10 | Telegraaf Media groep |
| respondent 11 | FloraHolland Aalsmeer Bloemenveiling |
| respondent 12 | Food Center Amsterdam |
| respondent 13 | Hartstocht |
| respondent 14 | TATA Steel IJmuiden |
| respondent 15 | Van Wees distilleerderij de Ooievaar |
| respondent 16 | Stichting Brouwerij de Prael |
| respondent 17 | Het Concertgebouw te Amsterdam |
| respondent 18 | Dagjemaken.nl |
| respondent 19 | Afval Energie Bedrijf |
| respondent 20 | Lucas Bols BV |
| respondent 21 | De Amsteltuin |
| respondent 22 | Wijngaard Saalhof |
| respondent 23 | Wijndomein de Slootgaert |
| respondent 24 | Brouwerij en distilleerderij 't Koelschip |
| respondent 25 | De nieuwe bibliotheek |
| respondent 26 | Stationsplein 7, informatiecentrum Noord/Zuidlijn en Stationseiland |
| respondent 27 | Stichting Breugems Brouwerij |
| respondent 28 | PWN. Puur Water en Natuur |
| respondent 29 | Theater De Vest |
| respondent 30 | De Meerlanden |

Appendix D Correlations between different variables

Figure 4.18

| | | | Educational_visitors | Entry_fee_margin |
|-----------------|----------------------|-------------------------|----------------------|------------------|
| Kendall's tau_b | Educational_visitors | Correlation Coefficient | 1,000 | -,091 |
| | | Sig. (2-tailed) | . | ,545 |
| | | N | 28 | 28 |
| | Entry_fee_margin | Correlation Coefficient | -,091 | 1,000 |
| | | Sig. (2-tailed) | ,545 | . |
| | | N | 28 | 28 |

Figure 4.19

| | | | Business_visitors | Entry_fee_margin |
|-----------------|-------------------|-------------------------|-------------------|------------------|
| Kendall's tau_b | Business_visitors | Correlation Coefficient | 1,000 | ,193 |
| | | Sig. (2-tailed) | . | ,217 |
| | | N | 28 | 28 |
| | Entry_fee_margin | Correlation Coefficient | ,193 | 1,000 |
| | | Sig. (2-tailed) | ,217 | . |
| | | N | 28 | 28 |

Figure 4.20

| | | | Other_visitors | Entry_fee_margin |
|-----------------|------------------|-------------------------|----------------|------------------|
| Kendall's tau_b | Other_visitors | Correlation Coefficient | 1,000 | -,178 |
| | | Sig. (2-tailed) | . | ,247 |
| | | N | 28 | 28 |
| | Entry_fee_margin | Correlation Coefficient | -,178 | 1,000 |
| | | Sig. (2-tailed) | ,247 | . |
| | | N | 28 | 28 |

Figure 4.21

| | | | Educational_visitors | Sell_of_products |
|-----------------|----------------------|-------------------------|----------------------|------------------|
| Kendall's tau_b | Educational_visitors | Correlation Coefficient | 1,000 | ,235 |
| | | Sig. (2-tailed) | . | ,129 |
| | | N | 28 | 28 |
| | Sell_of_products | Correlation Coefficient | ,235 | 1,000 |
| | | Sig. (2-tailed) | ,129 | . |
| | | N | 28 | 28 |

Figure 4.22

| | | | Business_visitors | Sell_of_products |
|-----------------|-------------------|-------------------------|-------------------|------------------|
| Kendall's tau_b | Business_visitors | Correlation Coefficient | 1,000 | -,004 |
| | | Sig. (2-tailed) | . | ,981 |
| | | N | 28 | 28 |
| | Sell_of_products | Correlation Coefficient | -,004 | 1,000 |
| | | Sig. (2-tailed) | ,981 | . |
| | | N | 28 | 28 |

Figure 4.23

| | | | Other_visitors | Sell_of_products |
|-----------------|------------------|-------------------------|----------------|------------------|
| Kendall's tau_b | Other_visitors | Correlation Coefficient | 1,000 | ,327* |
| | | Sig. (2-tailed) | . | ,038 |
| | | N | 28 | 28 |
| | Sell_of_products | Correlation Coefficient | ,327* | 1,000 |
| | | Sig. (2-tailed) | ,038 | . |
| | | N | 28 | 28 |

*. Correlation is significant at the 0.05 level (2-tailed).

Figure 4.24

| | | | Educational_visitors | Catering_revenues |
|-----------------|----------------------|-------------------------|----------------------|-------------------|
| Kendall's tau_b | Educational_visitors | Correlation Coefficient | 1,000 | ,164 |
| | | Sig. (2-tailed) | . | ,293 |
| | | N | 28 | 28 |
| | Catering_revenues | Correlation Coefficient | ,164 | 1,000 |
| | | Sig. (2-tailed) | ,293 | . |
| | | N | 28 | 28 |

Figure 4.25

| | | | Business_visitors | Catering_revenues |
|-----------------|-------------------|-------------------------|-------------------|-------------------|
| Kendall's tau_b | Business_visitors | Correlation Coefficient | 1,000 | ,102 |
| | | Sig. (2-tailed) | . | ,529 |
| | | N | 28 | 28 |
| | Catering_revenues | Correlation Coefficient | ,102 | 1,000 |
| | | Sig. (2-tailed) | ,529 | . |
| | | N | 28 | 28 |

Figure 4.26

Correlations

| | | | Other_visitors | Catering_revenues |
|-----------------|-------------------|-------------------------|----------------|-------------------|
| Kendall's tau_b | Other_visitors | Correlation Coefficient | 1,000 | ,340' |
| | | Sig. (2-tailed) | . | ,032 |
| | | N | 28 | 28 |
| | Catering_revenues | Correlation Coefficient | ,340' | 1,000 |
| | | Sig. (2-tailed) | ,032 | . |
| | | N | 28 | 28 |

*. Correlation is significant at the 0.05 level (2-tailed).

Figure 4.27

Correlations

| | | | Educational_visitors | Other_revenues |
|-----------------|----------------------|-------------------------|----------------------|----------------|
| Kendall's tau_b | Educational_visitors | Correlation Coefficient | 1,000 | -,146 |
| | | Sig. (2-tailed) | . | ,359 |
| | | N | 28 | 28 |
| | Other_revenues | Correlation Coefficient | -,146 | 1,000 |
| | | Sig. (2-tailed) | ,359 | . |
| | | N | 28 | 28 |

Figure 4.28

Correlations

| | | | Business_visitors | Other_revenues |
|-----------------|-------------------|-------------------------|-------------------|----------------|
| Kendall's tau_b | Business_visitors | Correlation Coefficient | 1,000 | -,028 |
| | | Sig. (2-tailed) | . | ,867 |
| | | N | 28 | 28 |
| | Other_revenues | Correlation Coefficient | -,028 | 1,000 |
| | | Sig. (2-tailed) | ,867 | . |
| | | N | 28 | 28 |

Figure 4.29

Correlations

| | | | Other_visitors | Other_revenues |
|-----------------|----------------|-------------------------|----------------|----------------|
| Kendall's tau_b | Other_visitors | Correlation Coefficient | 1,000 | -,215 |
| | | Sig. (2-tailed) | . | ,186 |
| | | N | 28 | 28 |
| | Other_revenues | Correlation Coefficient | -,215 | 1,000 |
| | | Sig. (2-tailed) | ,186 | . |
| | | N | 28 | 28 |

Figure 4.30

Correlations

| | | | Entry_fee_margin | Sell_of_products |
|-----------------|------------------|-------------------------|------------------|------------------|
| Kendall's tau_b | Entry_fee_margin | Correlation Coefficient | 1,000 | -,350' |
| | | Sig. (2-tailed) | . | ,040 |
| | | N | 28 | 28 |
| | Sell_of_products | Correlation Coefficient | -,350' | 1,000 |
| | | Sig. (2-tailed) | ,040 | . |
| | | N | 28 | 28 |

*. Correlation is significant at the 0.05 level (2-tailed).

Figure 4.31

Correlations

| | | | Entry_fee_margin | Catering_revenues |
|-----------------|-------------------|-------------------------|------------------|-------------------|
| Kendall's tau_b | Entry_fee_margin | Correlation Coefficient | 1,000 | -,460'' |
| | | Sig. (2-tailed) | . | ,007 |
| | | N | 28 | 28 |
| | Catering_revenues | Correlation Coefficient | -,460'' | 1,000 |
| | | Sig. (2-tailed) | ,007 | . |
| | | N | 28 | 28 |

**. Correlation is significant at the 0.01 level (2-tailed).

Figure 4.32

Correlations

| | | | Entry_fee_margin | Other_revenues |
|-----------------|------------------|-------------------------|------------------|----------------|
| Kendall's tau_b | Entry_fee_margin | Correlation Coefficient | 1,000 | -,048 |
| | | Sig. (2-tailed) | . | ,784 |
| | | N | 28 | 28 |
| | Other_revenues | Correlation Coefficient | -,048 | 1,000 |
| | | Sig. (2-tailed) | ,784 | . |
| | | N | 28 | 28 |