ALIGNING ACCOMMODATION STRATEGIES PROCESSES
## PROBLEM STATEMENT

### NEW MEDIA ACT; ‘3-3-2’ MODEL

<table>
<thead>
<tr>
<th>Merger</th>
<th>Broadcaster</th>
<th>Task Broadcaster</th>
</tr>
</thead>
<tbody>
<tr>
<td>VARA and BNN</td>
<td>VPRO</td>
<td>NOS</td>
</tr>
<tr>
<td>AVRO and TROS</td>
<td>EO</td>
<td>NTR</td>
</tr>
<tr>
<td>KRO and NCRV</td>
<td>Max</td>
<td></td>
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</tbody>
</table>

**PROBLEM STATEMENT**

**NEW MEDIA ACT; ‘3-3-2’ MODEL**

**MICHIEL VIS**

**P5 PRESENTATION**

**RESEARCH INTRODUCTION**

**PROBLEM STATEMENT**
The most optimal accommodation situation for the Dutch public broadcasters ...

connects to the wishes of the broadcasters and NPO

...is most profitable

Identity, representativity and recognizability

Location

Functionality, presence, (media)facilities

Maximal occupation of workplaces

Minimal yearly expenses

Minimal investments and one-off costs

Minimal decrease of equity

€ 6.7 million

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RESEARCH INTRODUCTION
PROBLEM STATEMENT
A DIFFICULT PROCESS OF ALIGNING THE ACCOMMODATION STRATEGIES OF MULTIPLE ACTORS WITH DIVERGING INTERESTS AND GOALS, WITHIN A DYNAMIC POLITICAL ENVIRONMENT
MULTIPLE ACTORS STRIVING TOWARDS A DESIRED END RESULT

DYNAMIC POLITICAL ENVIRONMENT
RESEARCH QUESTION

IS THE STRATEGY-AS-FORCE MODEL A USEFUL TOOL FOR IMPROVING A COMPLEX MULTI ACTOR PROCES OF ALIGNING ACCOMMODATION STRATEGIES?
THEORETICAL FRAMEWORK

Strategy content (added value)

Strategy process (Strategy as Force)

EMPIRICAL RESEARCH

Case studies
9 broadcasters

Cross case analysis

SYNTHESIS AND REFLECTION IN PRACTICE WITH EXPERTS

Applying the Strategy-as-force model

Reflection with experts

Conclusion & Recommendations

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RESEARCH INTRODUCTION
RESEARCH DESIGN
| (1) Increase Productivity          | (1) Location selection  
|                                    | (2) Workplace innovation  
|                                    | (3) Retention human capital  |
| (2) Reduce costs                  | (4) Workplace costs  
|                                    | (5) Accommodation costs  
|                                    | (6) Facility costs  
|                                    | (7) Benchmarking  
|                                    | (8) Corporate finance  |
| (3) Control Risks                 | (9) Inflexibility real estate portfolio  
|                                    | (10) Choice of location  
|                                    | (11) Value risk  
|                                    | (12) Work environment  
|                                    | (13) Environmental aspects  
|                                    | (14) Development process  |
| (4) Increase Value                | (15) Acquisition and sale real estate  
|                                    | (16) (Re)development real estate  
|                                    | (17) Market analysis  |
| (5) Advance flexibility           | (18) Organisational flexibility  
|                                    | (19) Financial flexibility  
|                                    | (20) Technical flexibility  |
| (6) Support Culture               | (21) Workplace innovation  
|                                    | (22) Communication  |
| (7) Support PR/Marketing           | (23) Image  
|                                    | (24) Sales points  
|                                    | (25) Sales strategy  |

Journal of Corporate Real Estate Vol. 8, No. 1, pp. 38-46  

CASE EXAMPLE
MERGER VARA-BNN
VARA-mollen in Revu: 'Hipsters van BNN maken er een teringzooi van'

Door: Trine van Boest - 06/01/14, 10:30

Voor werknemers van de kersverse fusieomroep VARA-BNN lijkt de kennismaking met hun nieuwe collega's nogal zwaar te vallen. Tenminste, als we de opmerkingen van die anonieme omroepmedewerkers in de Nieuwe Revu van deze week geloven. Ze doen een boekje open over de broeikasrelatie tussen de 'geforceerde hipsters van BNN' en de 'vastgeroeste VARA-mensen met hun katzenlas-houding'.

© VARA/BNN.
<table>
<thead>
<tr>
<th></th>
<th>Increase productivity</th>
<th>Reduce costs</th>
<th>Control risks</th>
<th>Increase Value</th>
<th>Advance flexibility</th>
<th>Support culture</th>
<th>Support PR/Marketing</th>
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<tr>
<td>Accommodation strategy</td>
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<td></td>
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<tr>
<td>Key words empirical findings</td>
<td>Refurbish interior for better integration</td>
<td>Facility sharing with VARA</td>
<td>No risky investments or double costs</td>
<td></td>
<td>New ways of working</td>
<td>Refurbish interior for better integration</td>
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<tr>
<td></td>
<td>Increase productivity</td>
<td>Reduce costs</td>
<td>Control risks</td>
<td>Increase Value</td>
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<td>KRO</td>
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<td>EO</td>
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</tbody>
</table>
STRATEGY AS FORCE

STRATEGY-AS-FORCE THEORY

CASE EXAMPLE

CROSS CASE RESULTS
FORCE RELATION

INTERACTION THROUGH WHICH STRATEGIC RESOURCES ARE ADDED TO THE CAPACITY TO AFFECT OR EFFECT THE REALIZATION OF A PROJECT

Mobilization of strategic resources

Point A  Point B
Desired end result
CASE EXAMPLE
MERGER VARA-BNN
Hilversum wil VARA en BNN behouden

Door BNR Wibredactie
20 februari 2013 02:57 PM
Efficiëntieonderzoek Landelijke Publieke Omroep
Eindrapportage

Hilversum, 31 augustus 2011
Nu de Vara en BNN nog. er is ruimte genoeg in hilversum: op en buiten het Mediapark. Naar amsterdam verhuizen is enorme Kapitaalvernietiging
<table>
<thead>
<tr>
<th>Relation</th>
<th>Resource</th>
<th>Case study results</th>
<th>Mobilized by</th>
</tr>
</thead>
<tbody>
<tr>
<td>Material relation</td>
<td>Property</td>
<td>Offering attractive property alternatives</td>
<td>NPO Municipality</td>
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<tr>
<td></td>
<td>Finance</td>
<td>Media budget: merger bonus, Media budget: Licence, Friction costs subsidy</td>
<td>Ministry</td>
</tr>
<tr>
<td>Knowledge relation</td>
<td>Expertise</td>
<td>Boston Consulting Group, Rudy Stroyk, Brink Groep, Real estate broker, real estate expert, Twynstra Gudde, Bureau Rietmeyer, Real estate brokers, KPMG/PWC</td>
<td>Ministry VARA/BNN AVRO KRO/NCRV TROS EO</td>
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<tr>
<td></td>
<td>Information</td>
<td>BCG results: Financial/organisational facts of the broadcasters</td>
<td>Ministry</td>
</tr>
<tr>
<td>Deliberative relation</td>
<td>Legitimacy</td>
<td>Justification of choices</td>
<td>All actors involved</td>
</tr>
<tr>
<td></td>
<td>Commitment</td>
<td></td>
<td></td>
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<tr>
<td>Planning relation</td>
<td>Time/Result</td>
<td></td>
<td>(Ministry)</td>
</tr>
<tr>
<td></td>
<td>Instruments</td>
<td>(BCG-report)</td>
<td></td>
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</tbody>
</table>
URBAN AREA DEVELOPMENT VS REAL ESTATE MANAGEMENT
APPLYING STRATEGY-AS-FORCE
REFLECTION WITH EXPERTS
<table>
<thead>
<tr>
<th>Strategy processes/resources</th>
<th>Strategy processes/resources</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Strategic Visioning</strong></td>
<td><strong>Strategic visioning</strong></td>
</tr>
<tr>
<td><strong>Legitimacy</strong></td>
<td><strong>Legitimacy</strong></td>
</tr>
<tr>
<td>Accountability, ethics, acquiescence</td>
<td>(No) power to steer</td>
</tr>
<tr>
<td><strong>Commitment</strong></td>
<td><strong>Commitment</strong></td>
</tr>
<tr>
<td>Belief, trust, persuasiveness</td>
<td>Willingness to collaborate, share facilities</td>
</tr>
<tr>
<td></td>
<td>Willingness to combine cultures, identities</td>
</tr>
</tbody>
</table>
COMMITMENT
MOBILIZING COLLABORATION
INDICATORS

Can we create planning relations?

Can we create material relations?

Can we create deliberative relations?

Can we create planning relations?

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SYNTHESIS
APPLYING SAF
“It definitely works as an evaluation instrument. I shows why these types of projects don’t work here and one could apply the model next time or in a different environment. It would have certainly, as we are now talking about why the process was not successful, helped if that difficult process was known beforehand. Then we would not have had the ambition to steer the project.” (Henk Hagoort 2014)

“If it concerns the accommodations I don’t think using this model would have led to a better result because the power and interests were too fragmented at the time. In a later phase, and probably if the governance would change, then it could be used for real estate management issues at the Public Broadcasters as well.” (Marije Schuring 2014)
RESEARCH QUESTION

IS THE STRATEGY-AS-FORCE MODEL A USEFUL TOOL FOR IMPROVING A COMPLEX MULTI ACTOR PROCESS OF ALIGNING ACCOMMODATION STRATEGIES?
USEFUL EVALUATION TOOL FOR IMPROVING REORGANIZATION PROCESSES

MORE INSIGHT GAINED
HANDGRIP FOR PROCESS IMPROVEMENT
LESS USEFUL MANAGEMENT TOOL FOR IMPROVING REORGANIZATION PROCESSES

CULTURAL DIFFERENCES TOO LARGE; NO AMBITION AUTONOMOUS ORGANIZATION; NO LEGITIMACY
STRATEGY-AS-FORCE

NO FURTHER USE BROADCASTERS
UNIVERSITIES, HEALTH CARE OR OTHER
COMPLEX ENVIRONMENTS
DEALING WITH UNCERTAINTY
DOING NOTHING
INCREASING FLEXIBILITY
USING SCENARIO PLANNING
PROPER PR/MARKETING
PR/MARKETING MUST ADD VALUE TO PROGRAMMATIC CONTENT;
FOCUS ON INTERIOR
COLLABORATION

FORCED COLLABORATION OR BOTTOM-UP INITIATIVE

“The merger of existing broadcasters is an important step towards a public broadcasting system that retains the diversity which makes the public broadcasters this special, but at the same time is less fragmented, more efficient and better management”. (PVDA 2013)
http://www.youtube.com/watch?v=LWRfWr65rlg