

# After all, it is a people's business

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The use of communication strategies of corporations & cities in decisions on mutations in the corporation's accommodation

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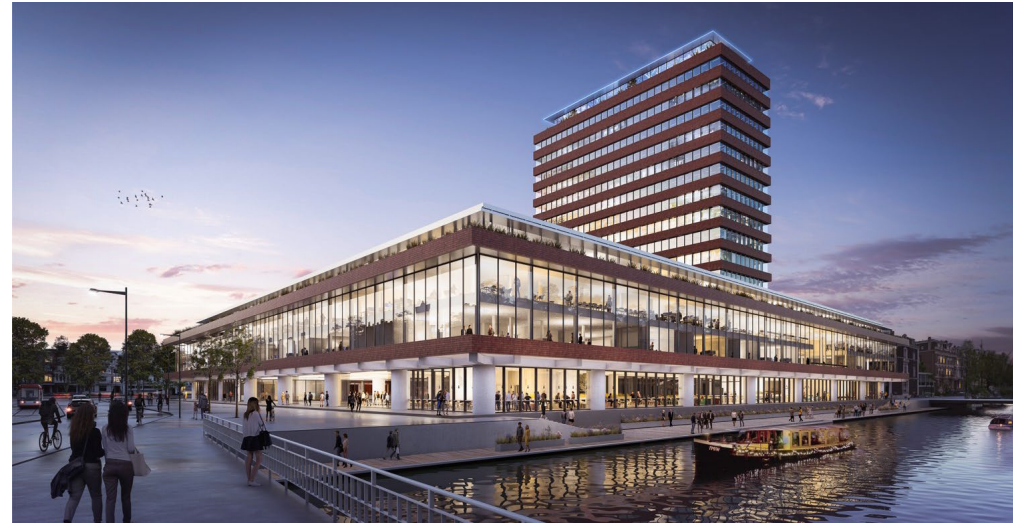
**Conclusions**

# Introduction



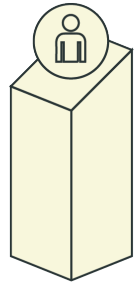
The use of communication strategies of corporations & cities in decisions on mutations in the corporation's accommodation

The use of communication strategies of corporations & cities in decisions on mutations in the corporation's **accommodation**



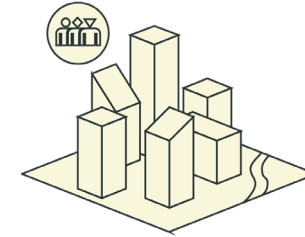
The **value** of corporate accommodation  
goes **beyond the bricks**

## Value of accommodation



### Corporations

- Execute business activities
- Enhance image
- Improve employee productivity
  
- Connect to market
- Attract talented employees

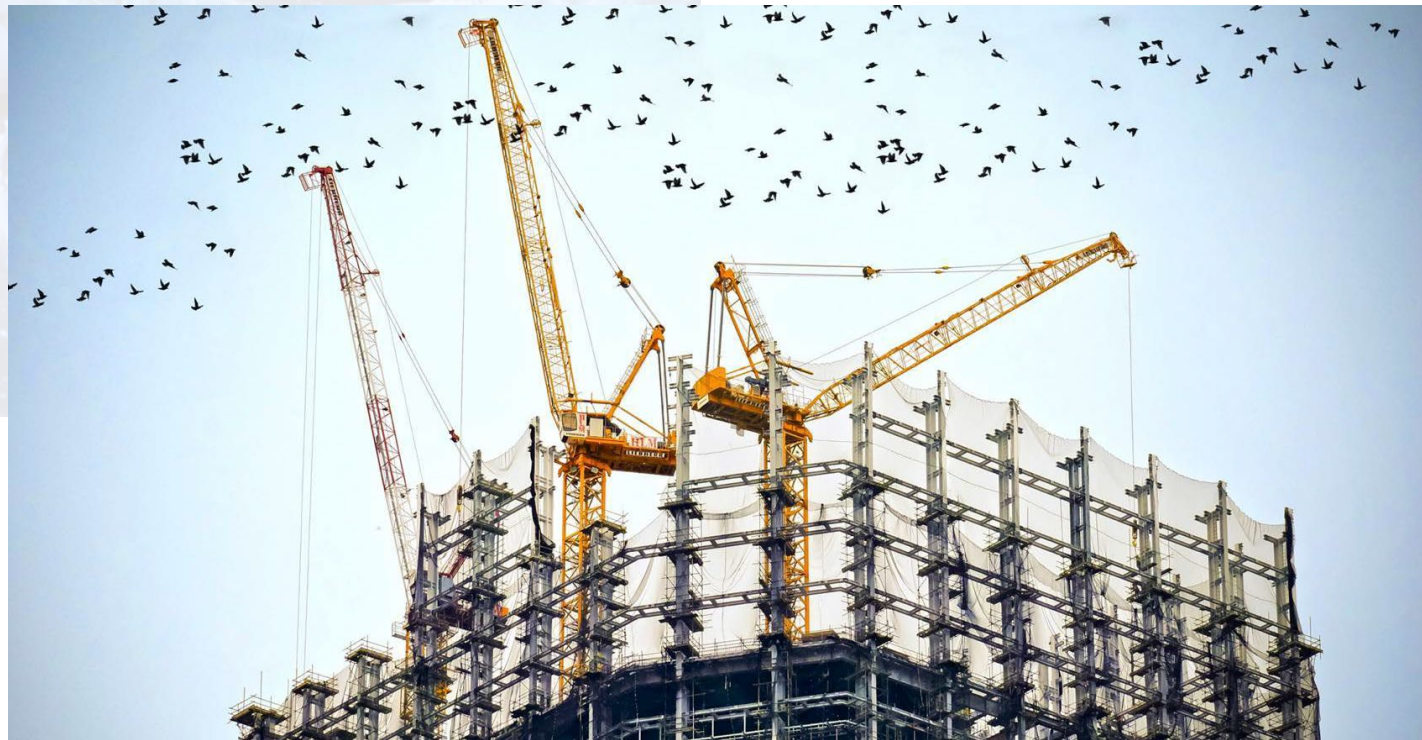


### Cities

- Support livelihood of area
- Create job opportunities in the region
- Increase expenditures on food, leisure and education

The use of communication strategies of corporations & cities in decisions on **mutations** in the corporation's accommodation







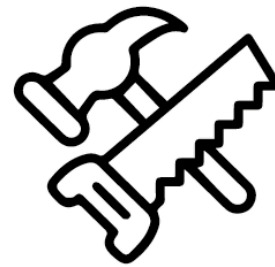
When accommodation is unsatisfactory, corporations have mutation options:



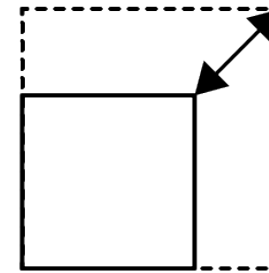
Consolidation



Maintenance



Renovation



Expansion or disposal



Relocation

When accommodation is unsatisfactory, corporations have mutation options:



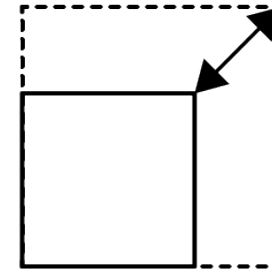
Consolidation



Maintenance



Renovation



Expansion or disposal

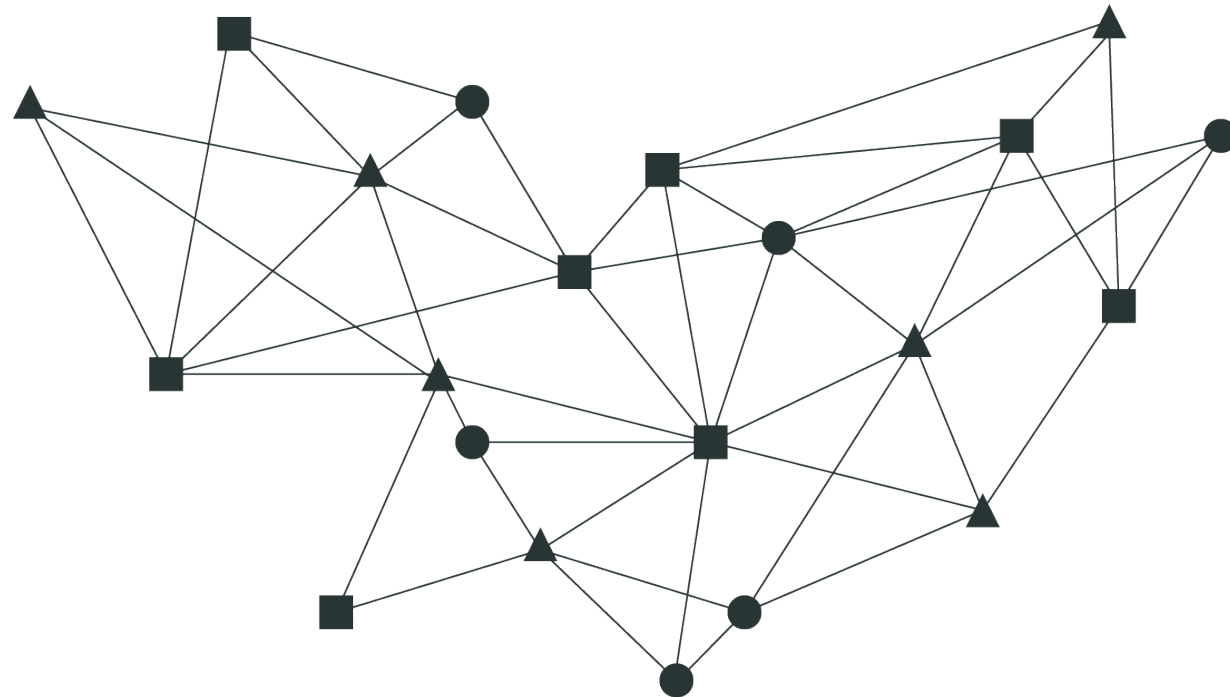


Relocation

Decisions on mutations in accommodation are considered **strategic**. Global **trends and developments** influence this decision-making

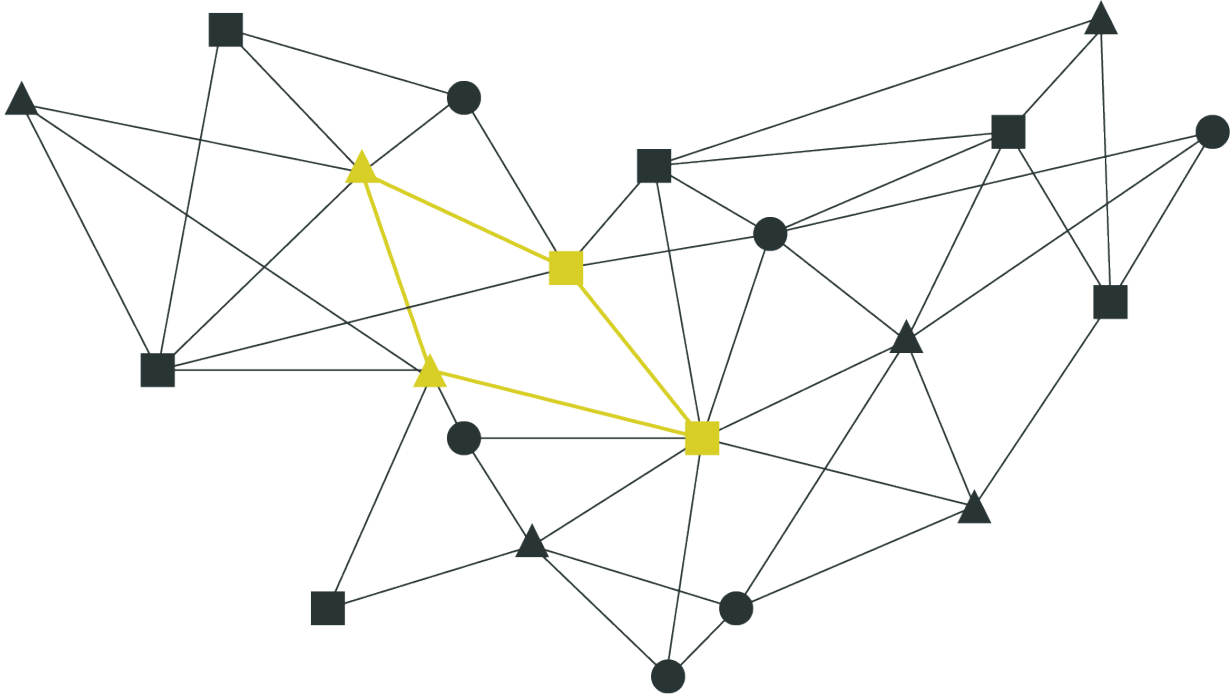
## Trends & developments

The world is becoming a **network society**, in which actors depend on each other in their decision making. Therefore communication takes place between individual actors.



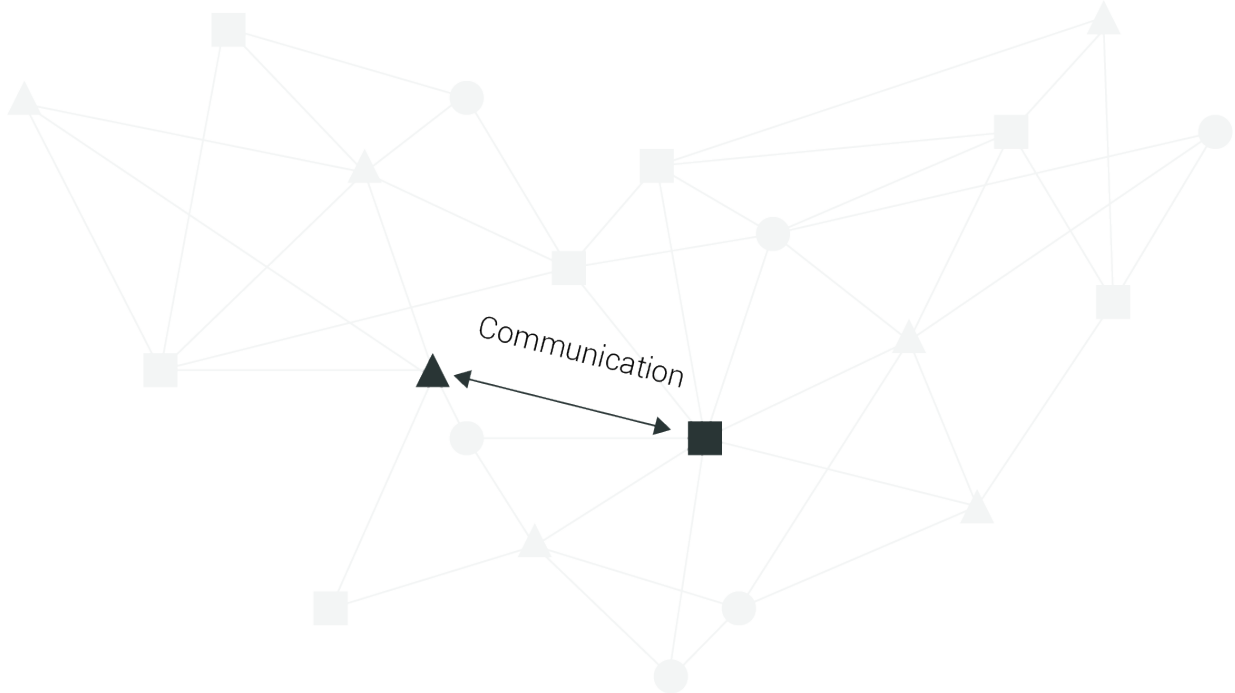
Trends & developments

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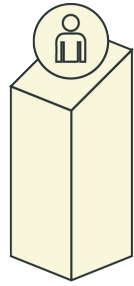
# Trends & developments

The world is becoming a network society, in which actors depend on each other in their decision making. Therefore communication takes place between **individual actors**.



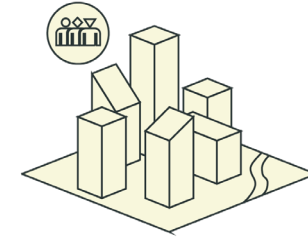
In strategic accommodation decisions,  
corporations and cities need to **communicate**  
with each other

## Communication



### Corporation

- Legal requirements needed to execute mutation
  - Building permit
  - Land-use plan change (*bestemminsplanwijziging*)



### City

- Increasing competition between cities to attract corporations



Example:  
Amazon  
Headquarters 2



Public tender in which several cities issued a bid to accommodate Amazon in their city

Current literature lacks insight into the  
**actual interaction** between actors  
in decisions on accommodation,  
realised through **communication strategies**

What is the use of communication strategies of corporations & cities in decisions on mutations in the corporation's accommodation?

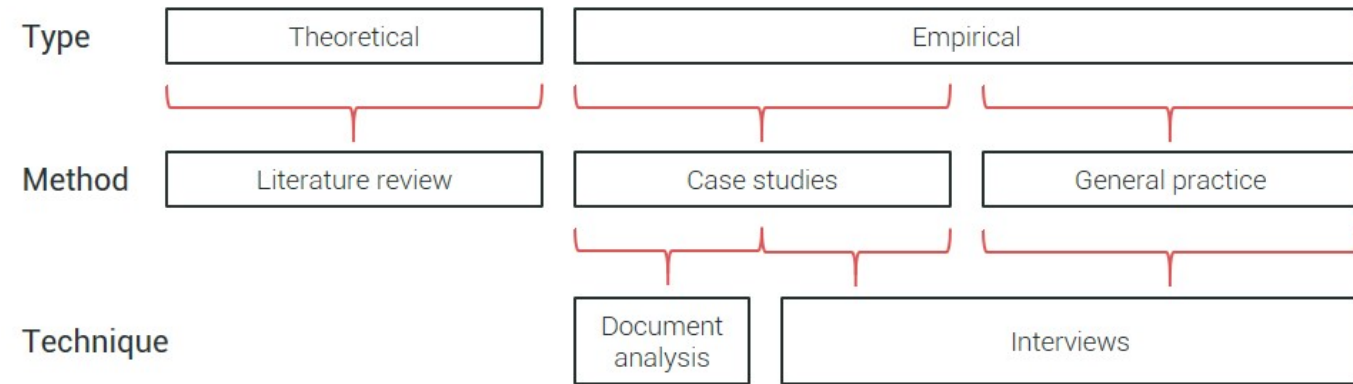
## Overview of the use of communication strategies

What is the use of communication strategies of corporations & cities in decisions on mutations in the corporation's accommodation?

Food for thought

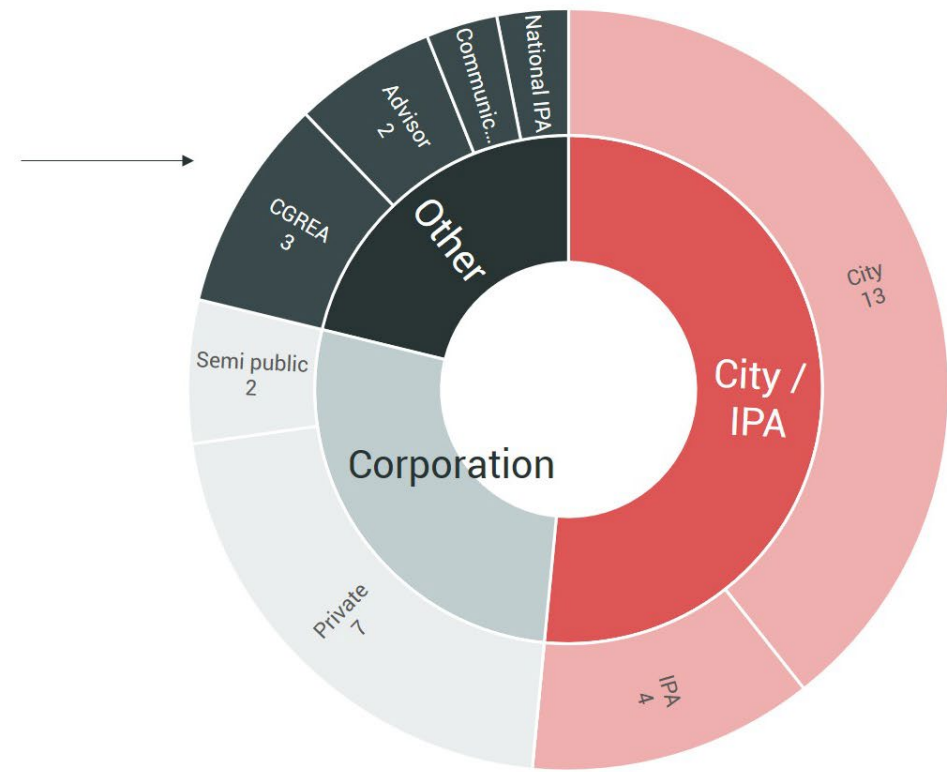
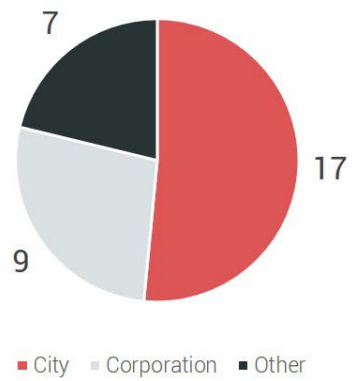
# Methodology

## Methods & techniques

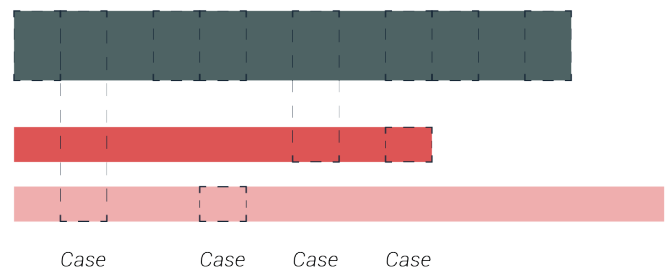


**33** interviews

14 case studies  
16 general practice  
3 combination



# Source variety



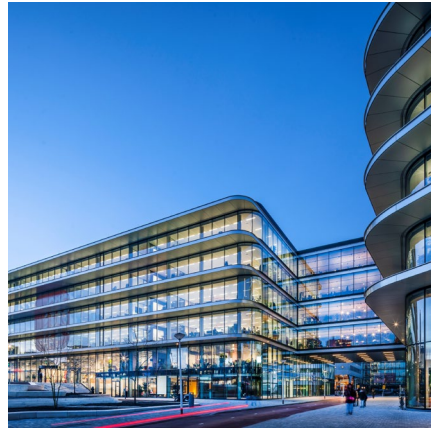
Total of data  
=  
input for analysis

- Legend**
- Document
  - Interview corporation
  - Interview city
  - Case - specific





KPN



ING

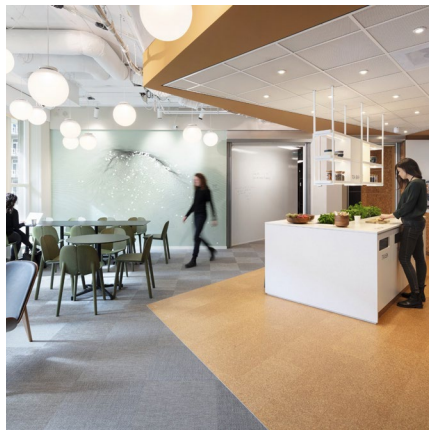


HeinekenNL

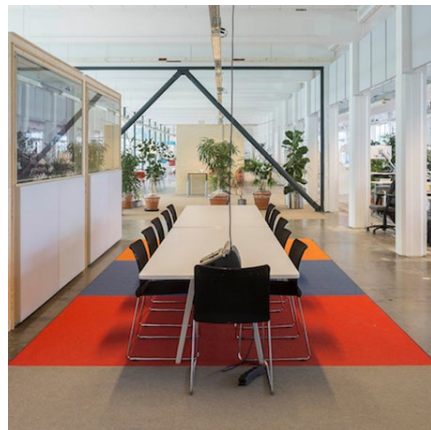


Leiden University

Cambridge Innovation Center



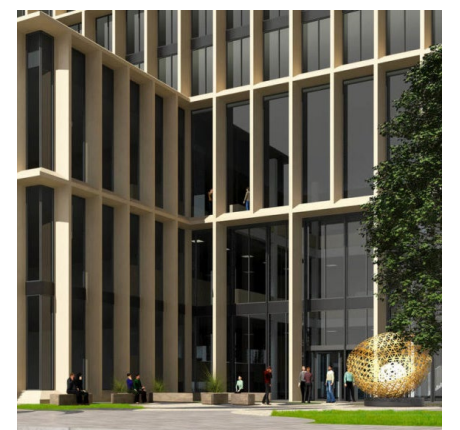
Royal HaskoningDHV

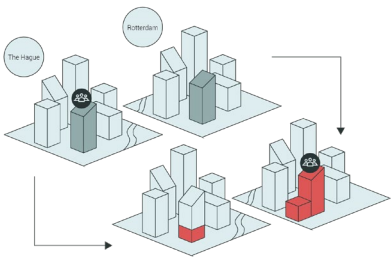


De Nederlandsche Bank

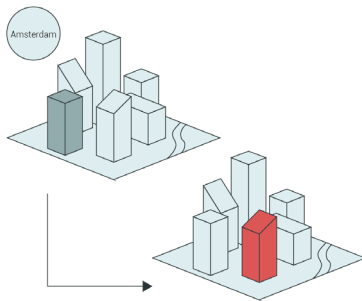


European Medicine Agency

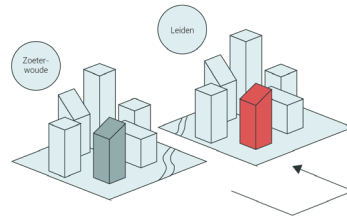




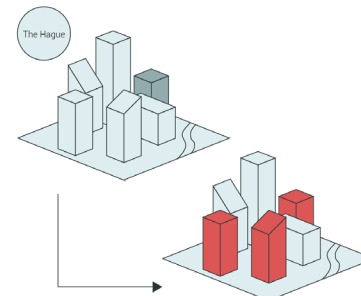
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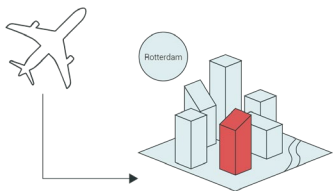


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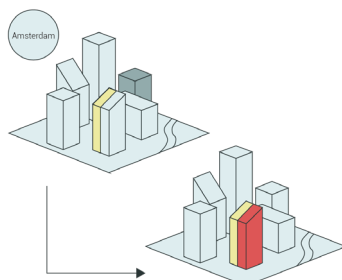


Leiden University

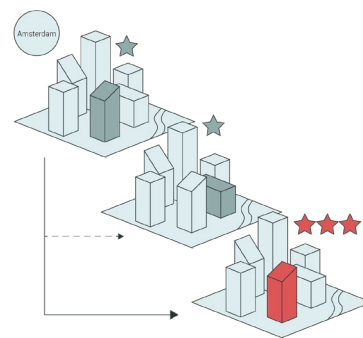
Cambridge Innovation Center



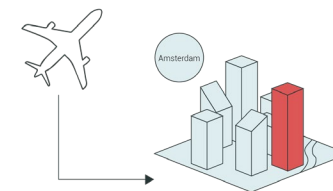
Royal HaskoningDHV



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European Medicine Agency



# Theory

# Literature review

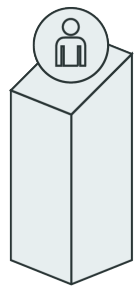
## Research domains



## Aspects decision making

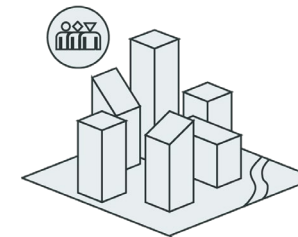
- Situations
- Motives
- Communication strategies

# Situations



## Corporations

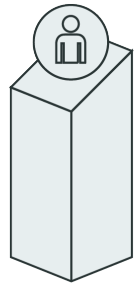
- Mutation characteristics
  - Size
  - Scope
  - Type
- Affects decision makers in corporations



## Cities

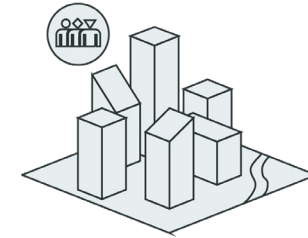
- Existing policies
  - Economy
  - Acquisition
- Political colour

Motives



Corporations

- Legally required
- Additional strategic purposes



Cities

- Quantitative growth
- Qualitative growth

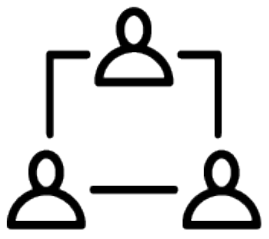
Why



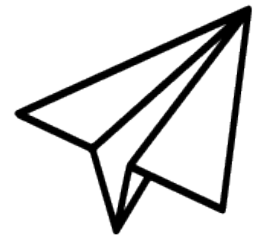
When



Who



How



What



- Why
- When
- Who
- How
- What

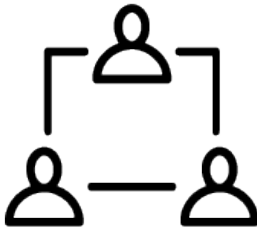
is the **motive** of communication

# Communication strategies

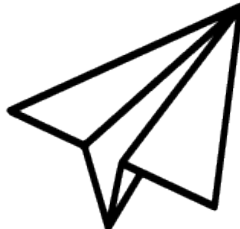
When



Who



How



What



- When
- Who
- How
- What



# Communication strategies

When



Who



How



What



- When
- Who
- How
- What

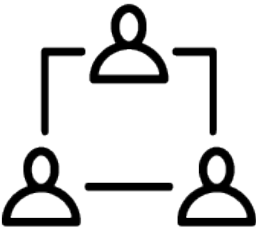
the **decision phase** in which it takes place

# Communication strategies

When



Who



How



What



- When
- Who
- How
- What

is the decision phase in which it takes place  
are the **actors** involved, **nominated** or not

# Communication strategies

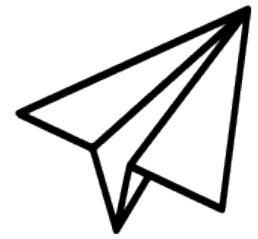
When



Who



How



What



- When
- Who
- How
- What

is the decision phase in which it takes place

are the actors involved, nominated or not

is the **channel** through which is communicated

# Communication strategies

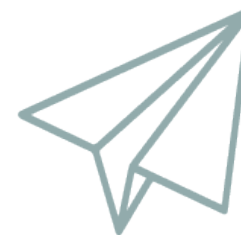
When



Who



How



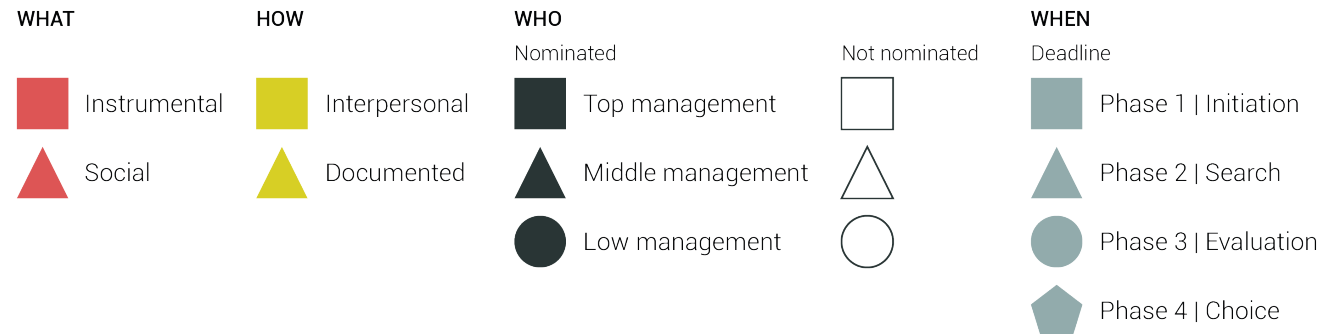
What



- When
- Who
- How
- What

is the decision phase in which it takes place  
are the actors involved, nominated or not  
is the channel through which is communicated  
is the **content** of communication

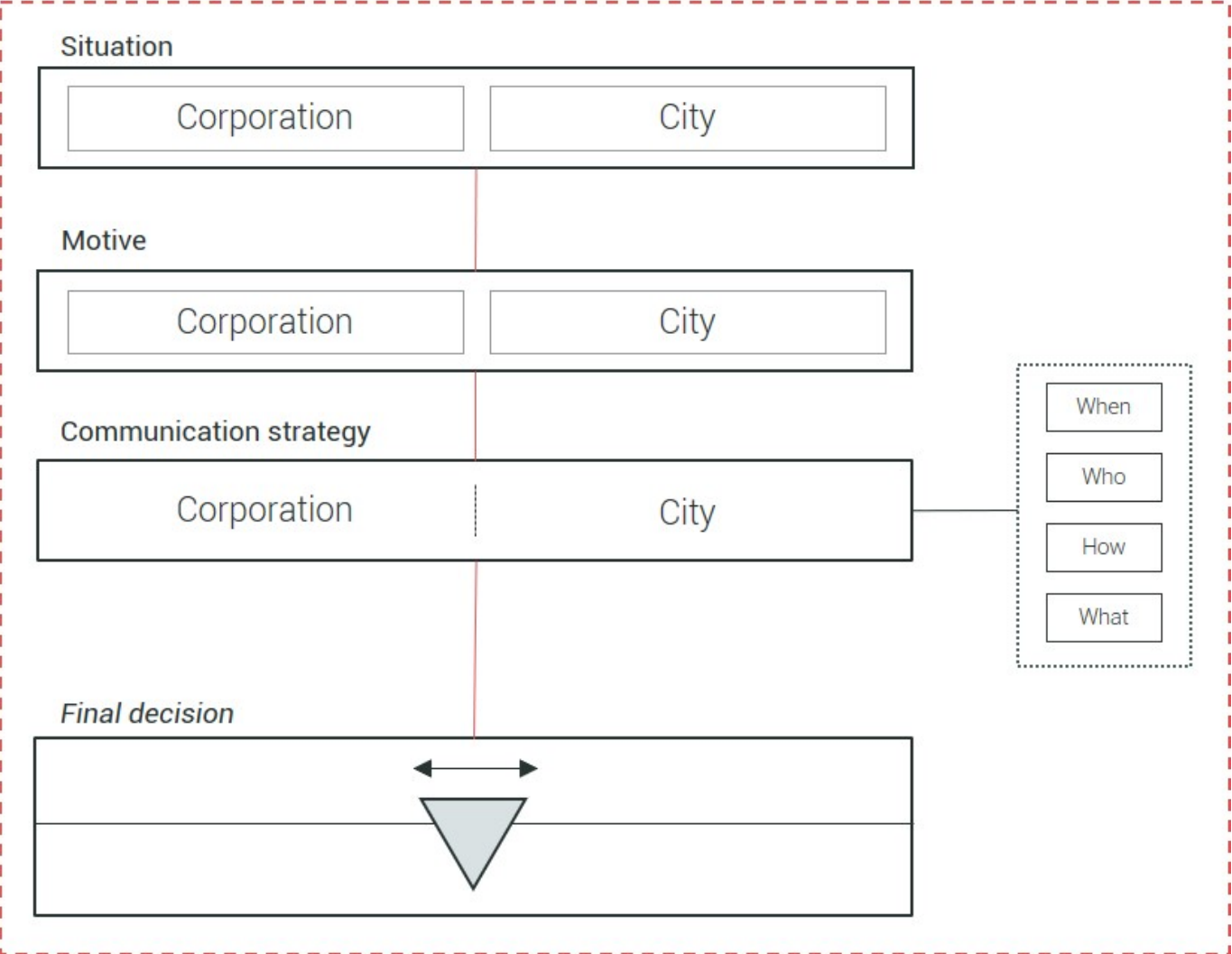
## Analytical framework [communication strategies]



- **First level values** of each component derived from literature
- Second level, more **detailed values** in empirical analysis
  - Example: top management (first level) = CEO or Mayor (second level)
- Used to arrange qualitative data and find relations between components

# Conceptual framework

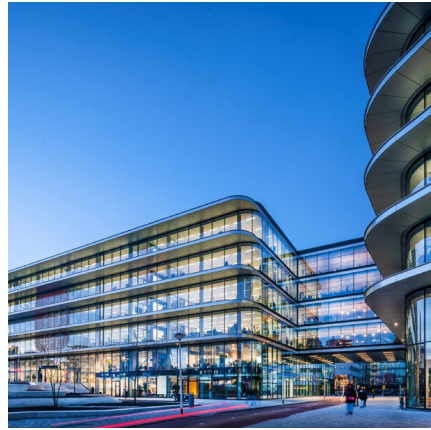
## Decision arena



# Empirical research



KPN



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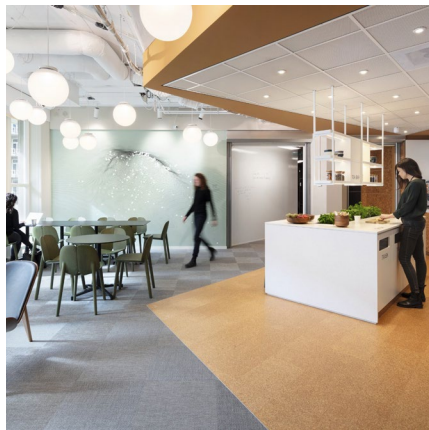


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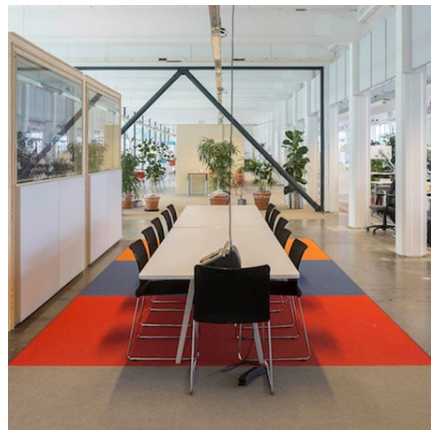


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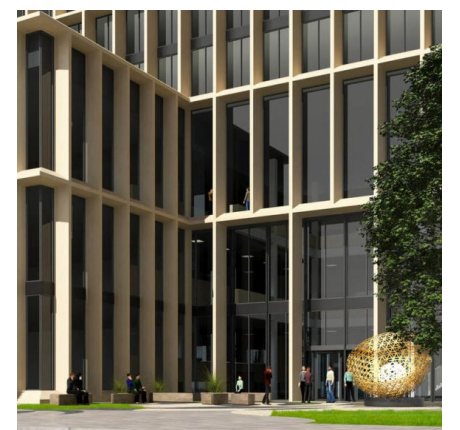
Royal HaskoningDHV



De Nederlandsche Bank

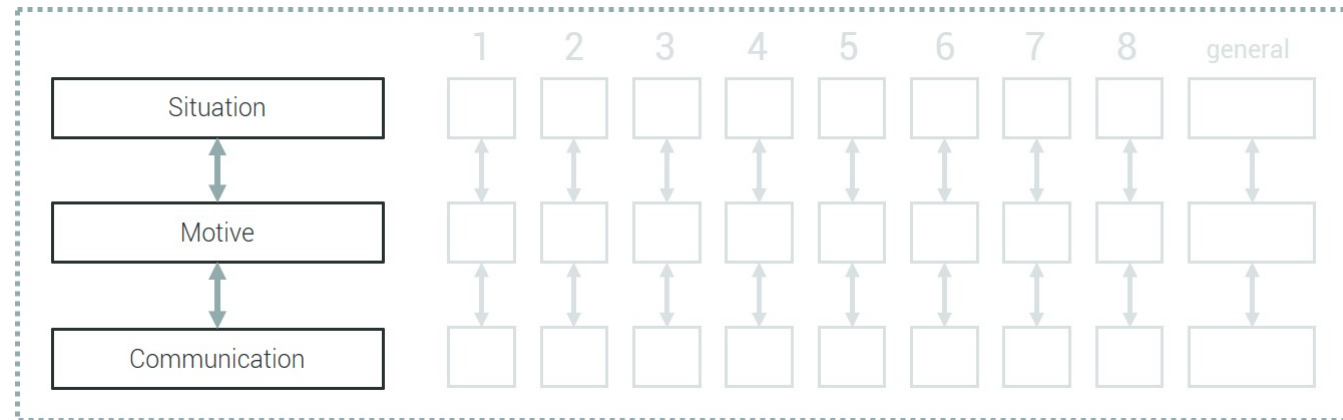


European Medicine Agency



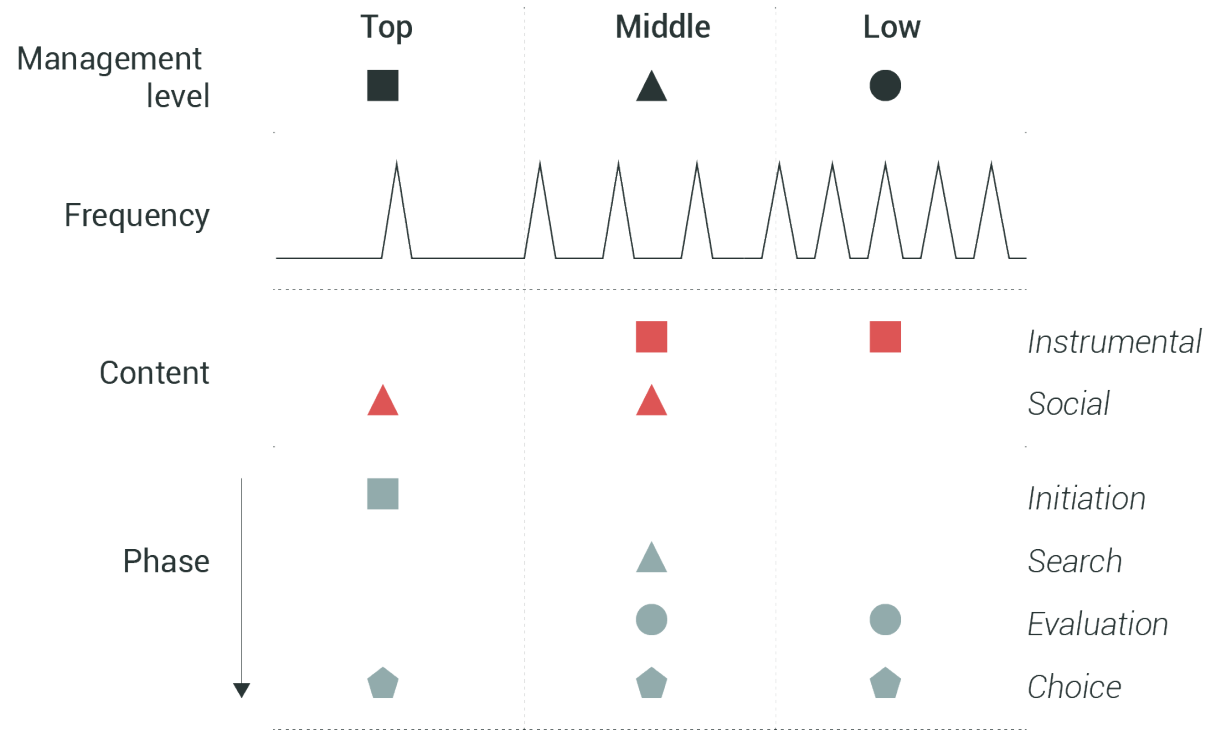


# Analysis

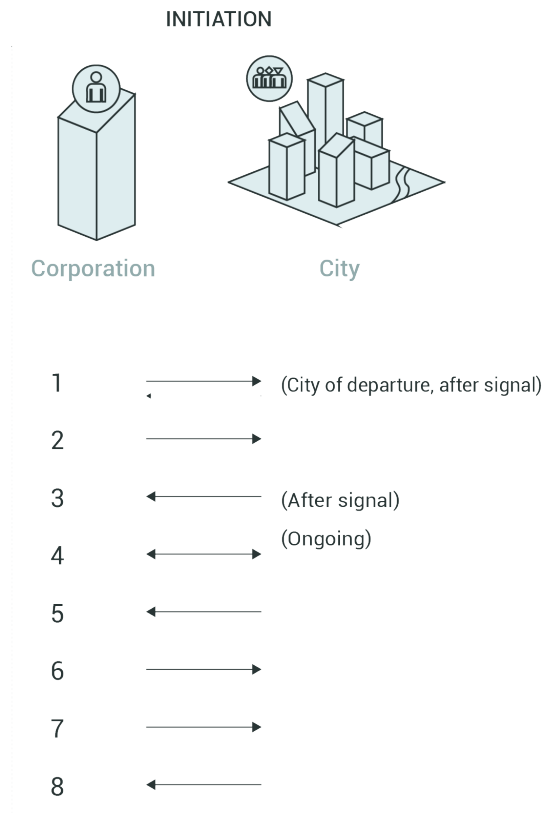
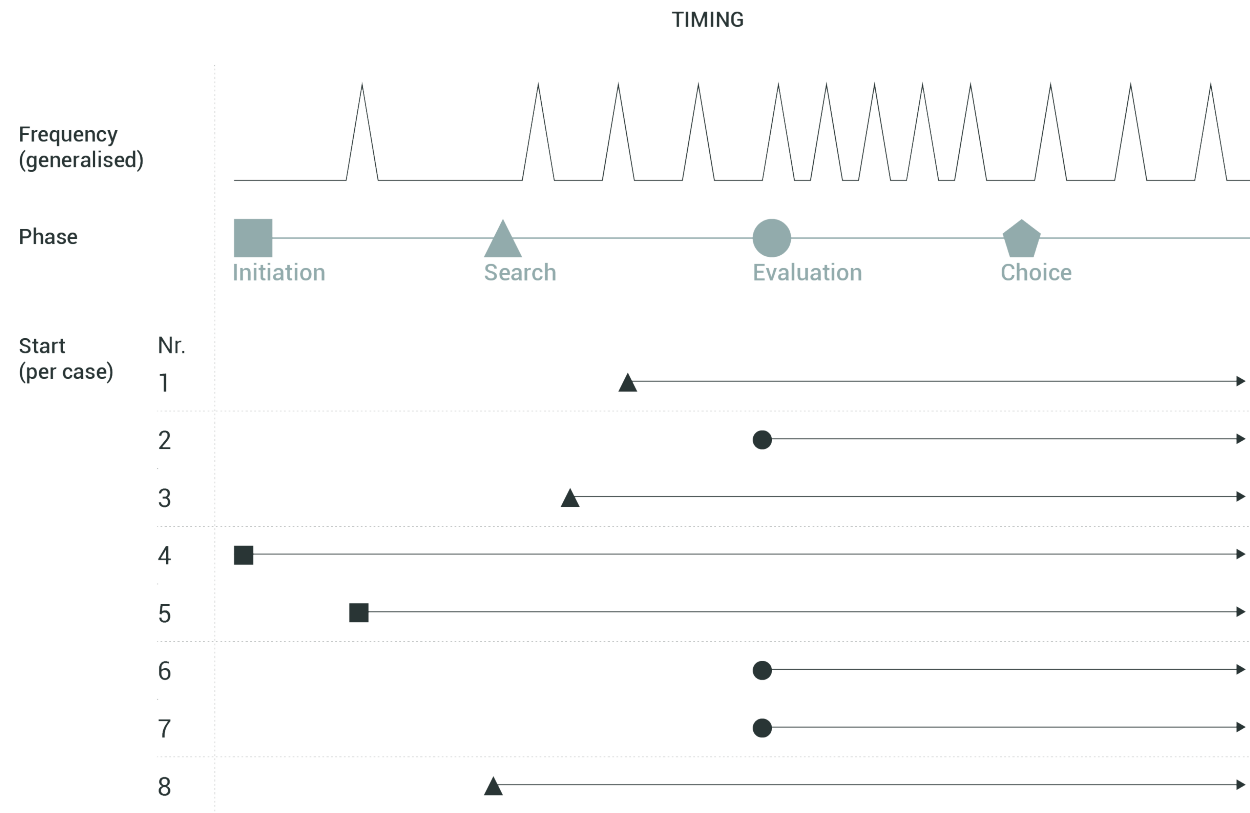


Analysing the **relations** between **situations, motives and communication strategies**, as well as **within communication strategies**, between the components *when, who, how and what*

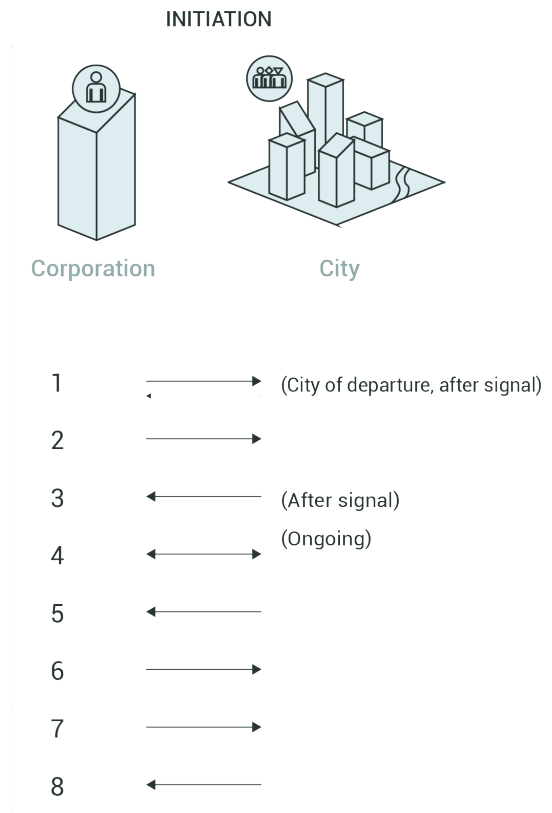
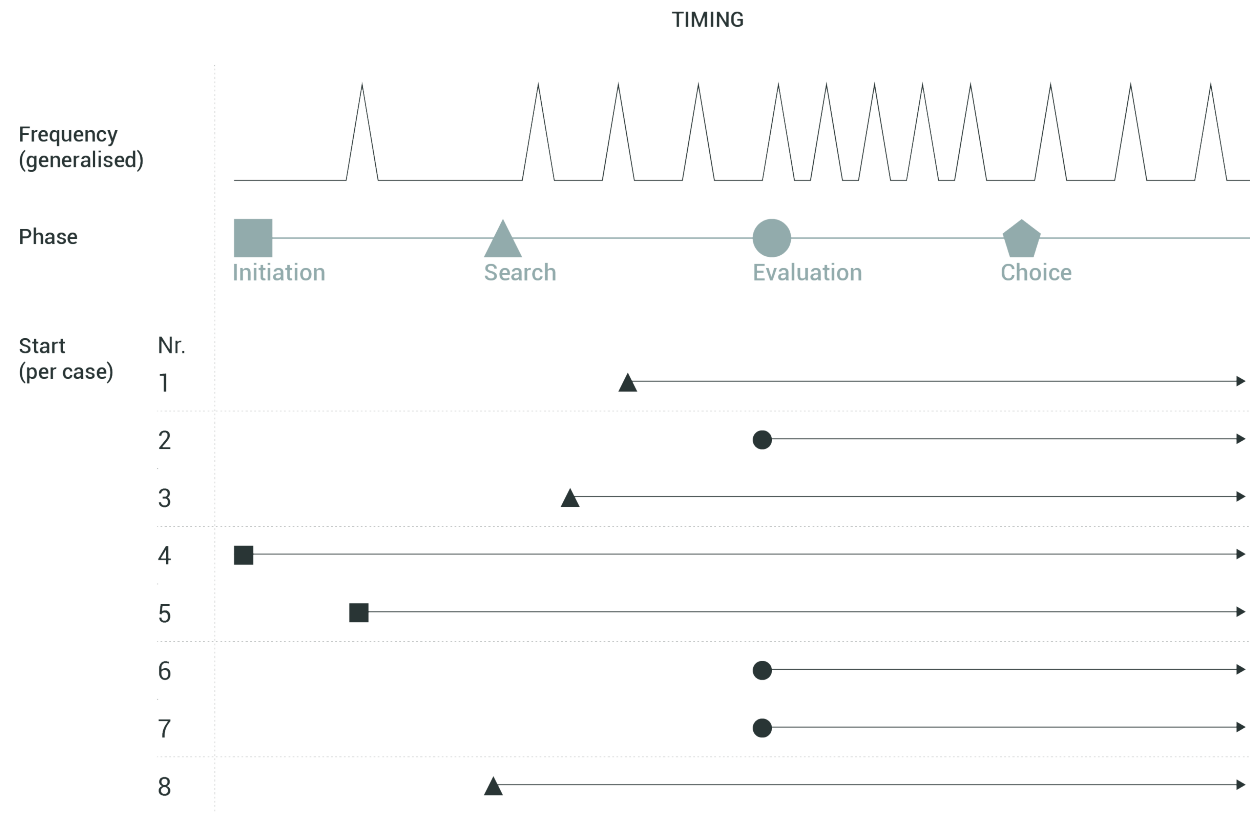
**Findings**  
 (actors, content & frequency)



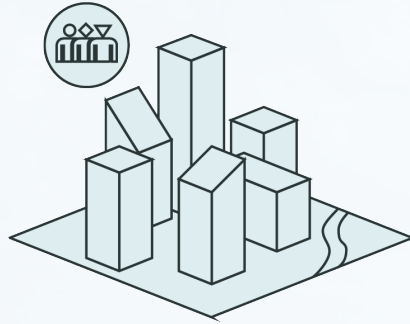
- Top management involved at start and end project, or when things escalate
- Middle management main contact person
- Lower management involved in practical matters



- When communication is **initiated by the corporation**, this starts later in their mutation process, during their **evaluation phase**



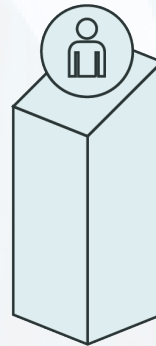
- When communication is initiated by the corporation, this starts later in their mutation process, during their evaluation phase
- In succesful cases, **cities initiate communication** already in the **first phase** of the mutation process



“You want to be in time to show them possible locations, also future ones that are not yet on the market”

Programme Manager Economic Affairs

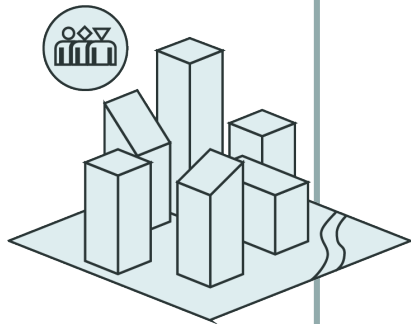
“We already knew all the locations that the city came up with ourselves”



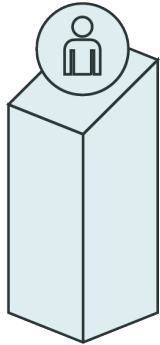
Real Estate Manager

“If the accountmanager of Leiden had not called about that location, we might be located in Amsterdam now”

Project Manager Relocation



Cities miss opportunities to **steer decisions** when communication starts in a later phase

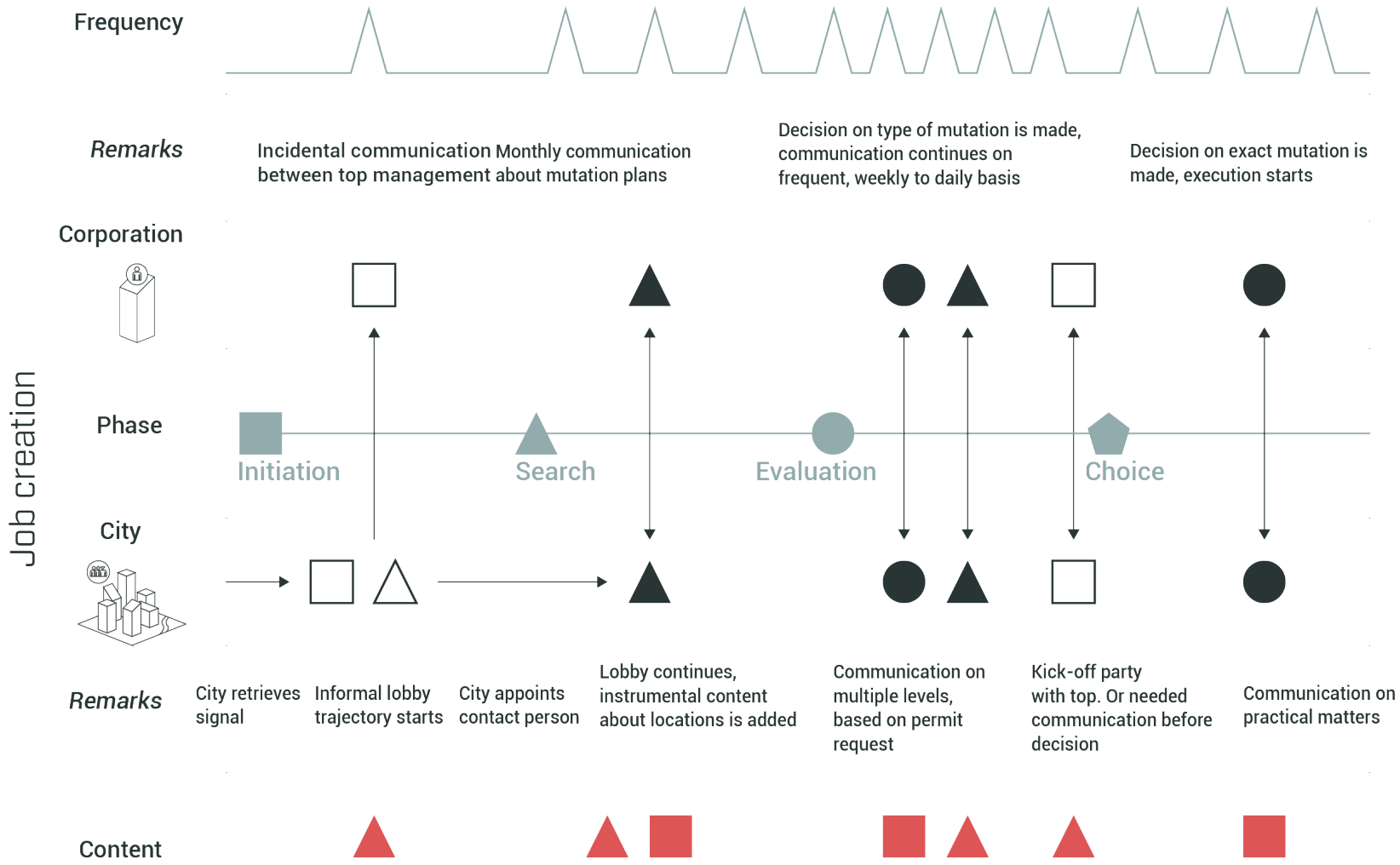


Corporations may miss out on **essential information**, such as locations, and fail to reap the benefits of **early alignment of plans** to **speed up** the process

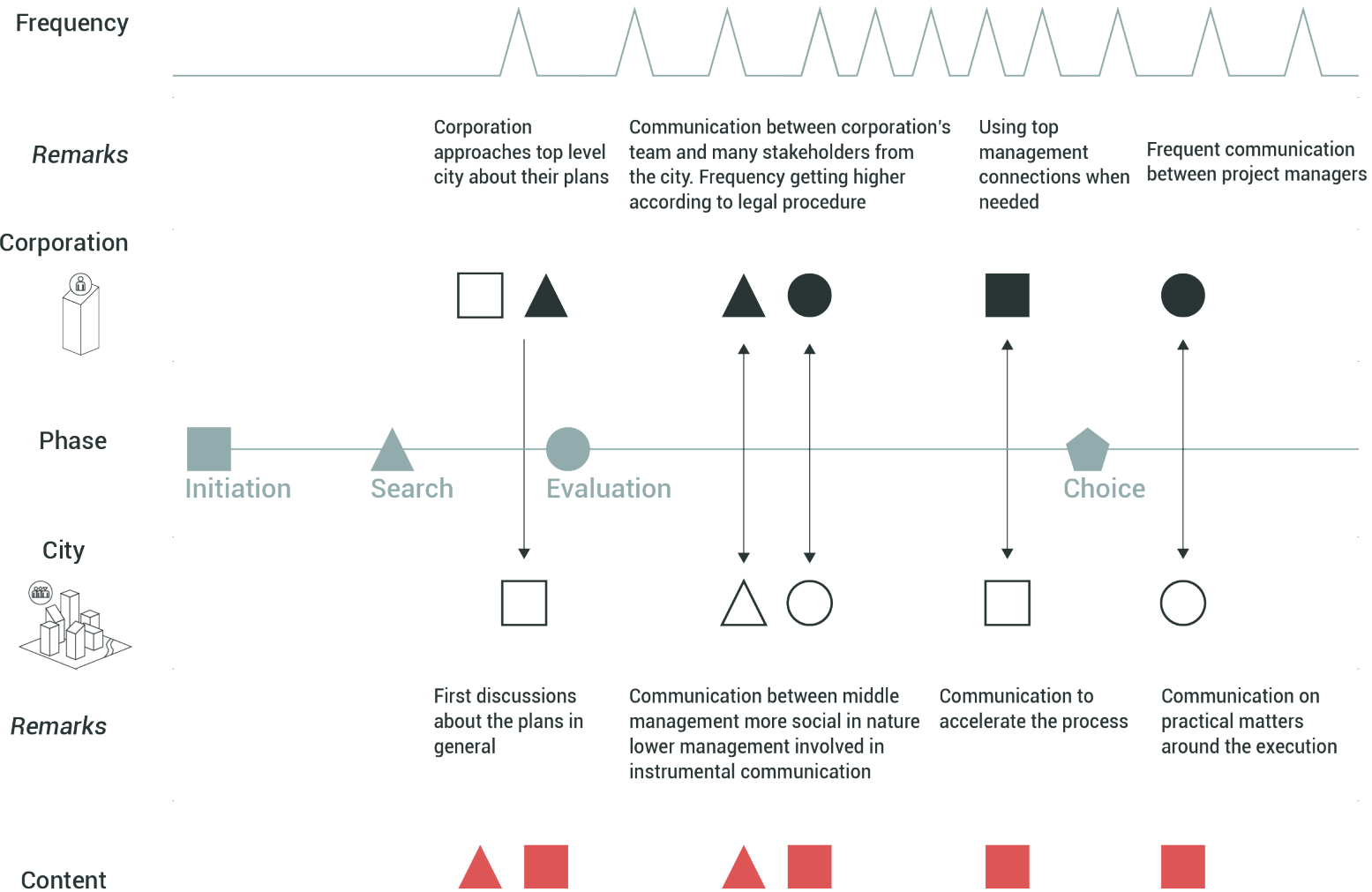




The organisation of communication differs between  
**job creation** and **job retention** cases



Job retention



Legend

- Who**
- Nominated
  - Not nominated
  - Top management
  - ▲ Middle management
  - Low management
  - Low management
- What**
- Instrumental content
  - ▲ Social content
- When**
- ⏏ On yearly to quarterly basis
  - ⏏ On about monthly basis
  - ⏏ On weekly/daily basis

# Conclusions



## The use of communication strategies

Communication is mostly **supportive** for the process, considering the *speed* or *slight preferences* at actors.  
It can be **decisive** in the provision of *crucial information*



## Food for thought

Is the **allocation** of resources for communication rightly balanced at the city to achieve a high quality built environment?  
Do corporations acknowledge the **advantages of early communication** with the city?

Contribution to &  
relation with  
body of knowledge

- **Structured overview** of communication strategies and its use in current communication practices

- **Aspects of decision making** similarly determine communication strategies
- Confirmation of importance of **connective capacity** of the individual actor
- Communication remaining **project-based** relates to the lack of informal networks, barriers between public & private still exist

This research encourages the **recognition** of **communication strategies** and **its consequences** as a **factor in decision making** on mutations in the accommodation



Relevance

- COVID-19
- Energy label C for all offices in 2023
- 'Nieuwe omgevingswet' in 2021

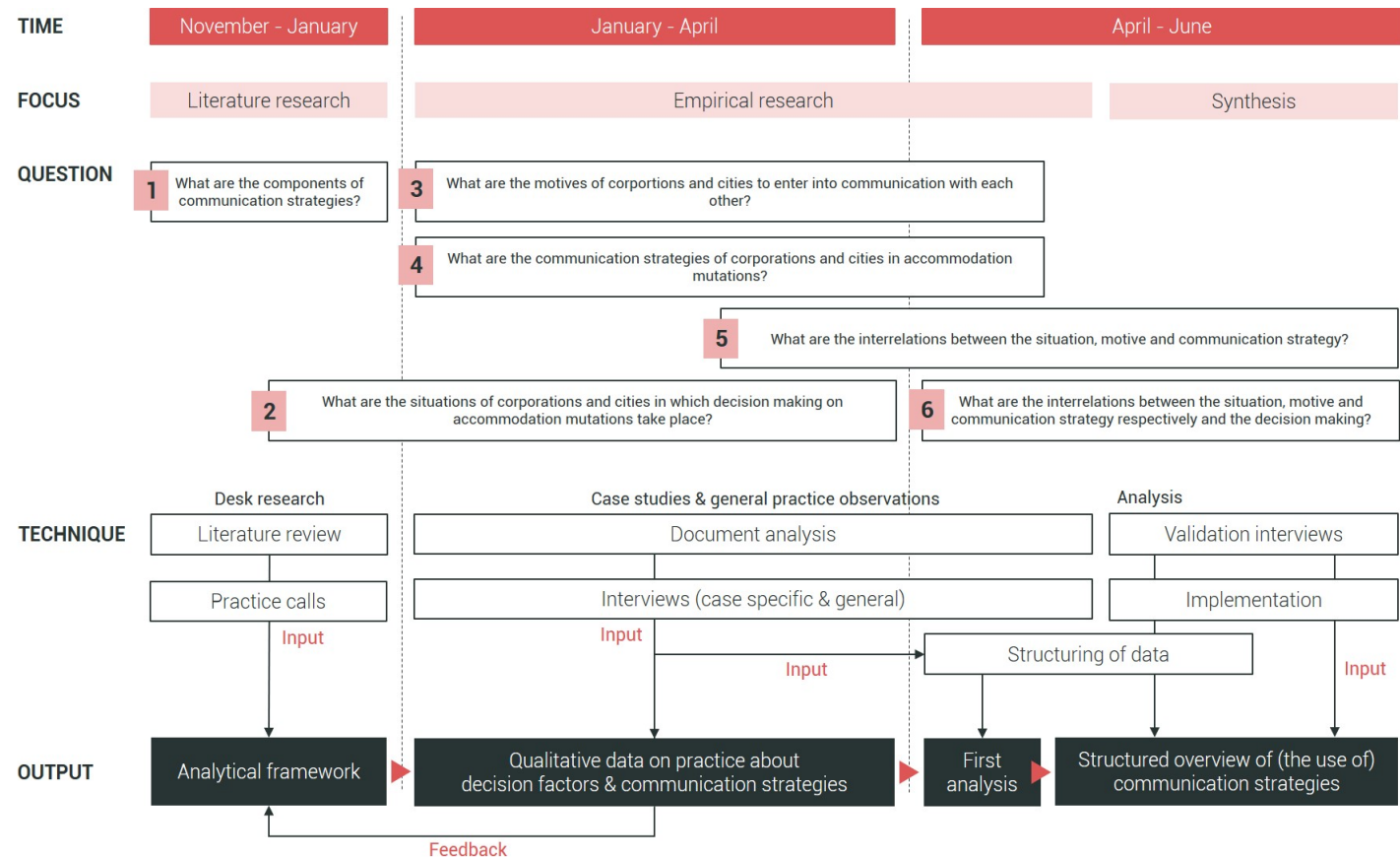




Thank you!

# Appendices

# Research framework

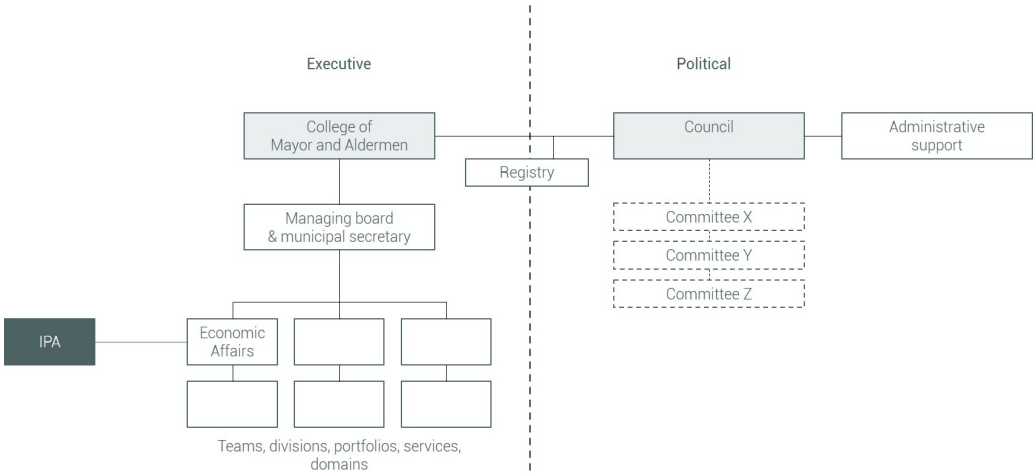
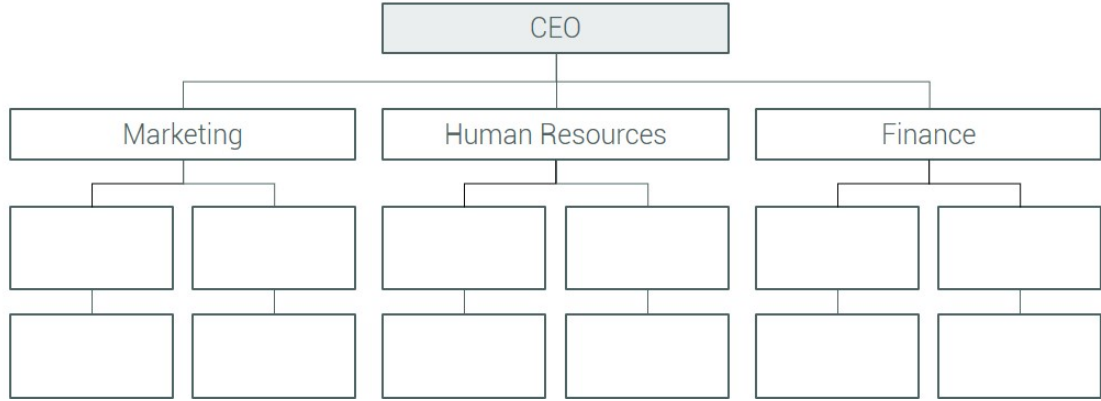


**Objectives & deliverables**

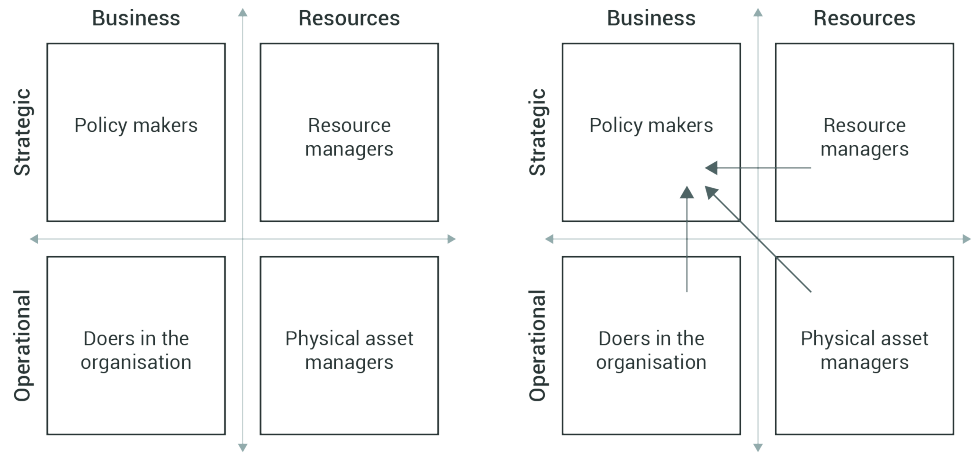
	Objective	Deliverable
1	Determining the components of communications and defining possible values of each of those components	Analytical framework for analysing communication strategies
2	Defining the aspects of the context (situation) of the decision making that are related to the decision making process	Clear and structured overview of the situations in which data takes place. A framework for this according to literature and the information, values filled in by case studies
3	Defining the different motives that organisations and cities can have for entering into communication	Clear and structured overview of the motives in which data takes place. A framework for this according to literature and the information, values filled in by case studies
4	Determining the used communication strategies in accommodation decision making, structuring the possible values	Structured overview of the components and values of communication strategies
5	Determining the way in which the situation, motive and communication strategy are interrelated	Insight into the coherence of the different aspects in the decision making
6	Determining the role that the situation, motive and communication respectively have within the decision making arena	Insight into the individual and mutual effect that the different aspects have on the decision and/or the process

# Organisational structure corporation & city

Functional structure



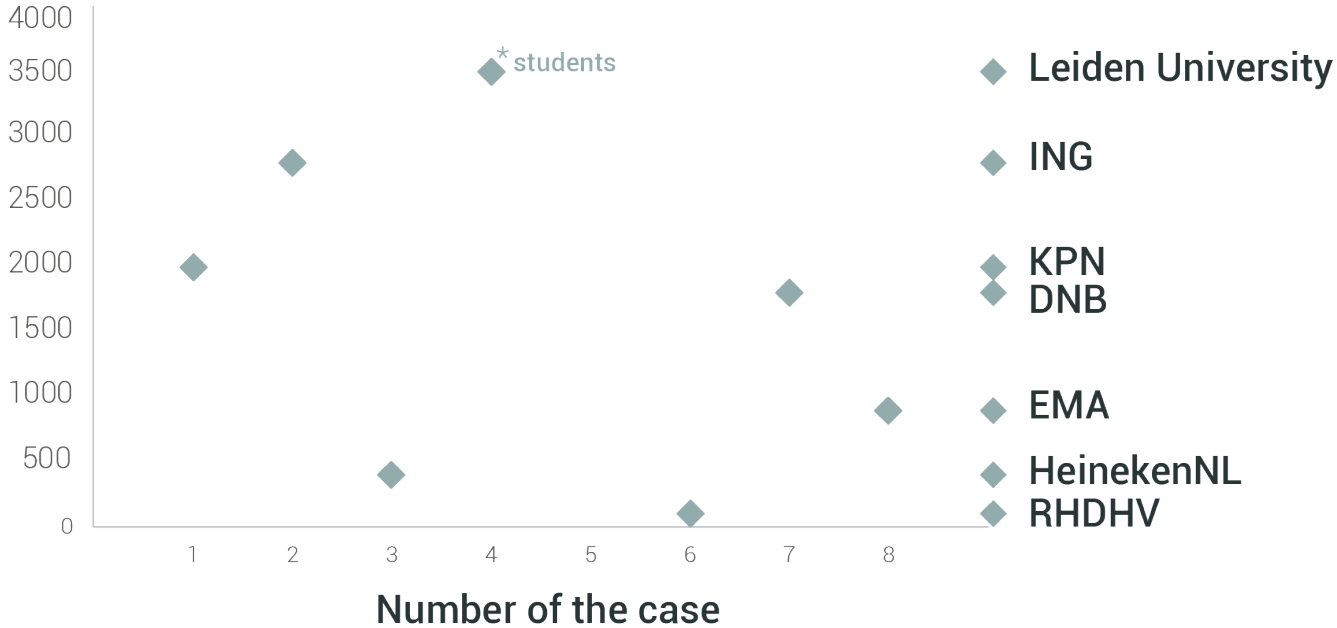
# Four vies scheme and strategy





Situations

# employees involved in mutation



Situations

Renovation



DNB

Relocation



KPN  
ING  
HeinekenNL

RHDHV  
EMA

Expansion



Leiden University  
CIC

**Local**  
(within the city)

ING  
Leiden University  
RHDHV  
DNB

**National**  
(between cities)

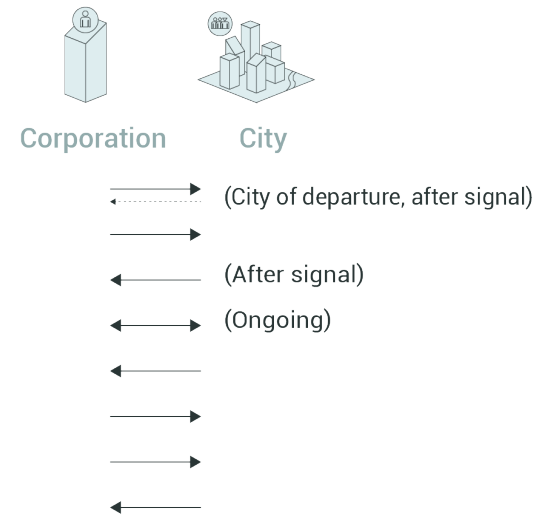
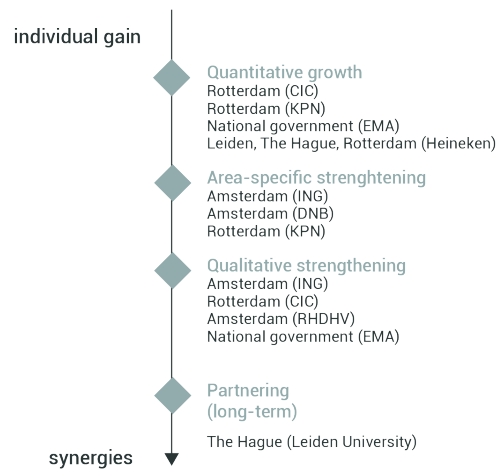
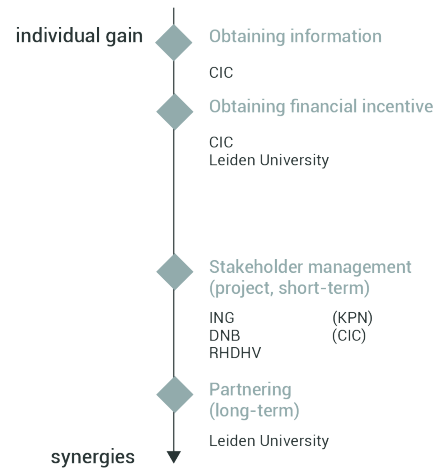
KPN  
HeinekenNL

**International**  
(to NL)

CIC  
EMA

General	None	HeinekenNL CIC	
	Building permit	KPN ING RHDHV	DNB EMA
	Land use plan change	Leiden University	
Specific	<i>Protected city scape</i>	KPN DNB	
	<i>Other</i>	RHDHV	

# Motives



# Communication strategy & priority

