

Business mobility for SMEs in The Netherlands

Exploring needs, challenges, and opportunities for a scalable proposition

MSc thesis | Thomas Noordzij

The problem

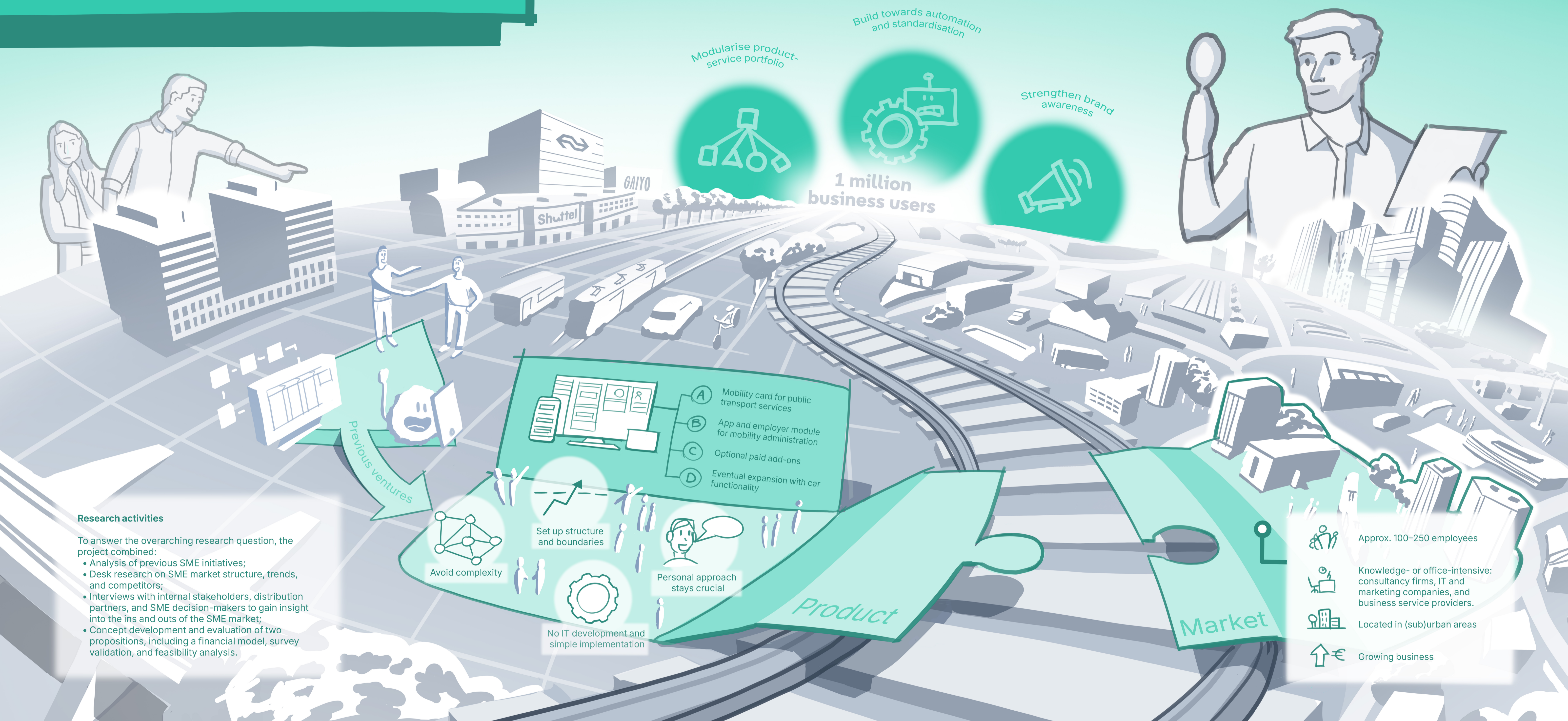
The client company — a corporate mobility provider — aims to grow toward one million business users in the Netherlands. Therefore, the desire is to expand the focus beyond large enterprises and public tenders and include small and medium-sized enterprises (SMEs). However, earlier internal initiatives to serve SMEs failed to scale due to unclear target definitions, complex products, and lack of internal ownership. The question arose: Is it desirable and feasible to enter the SME market with a scalable proposition?

Main findings

Most SMEs see mobility as a practical necessity rather than a strategic priority. They value simplicity, continuity, and cost control and show limited willingness to invest in complex digital tools. Only the upper SME segment (100–250 employees) shows stronger alignment with the client's existing offer.

Strategic recommendations

1. Focus first on larger SMEs (100–250 employees). Pilot a standardised “SME Standard” product for this segment, define strict service boundaries, and test scalable pricing before expanding further.
2. Hold off on smaller SMEs (2–100 employees). They are highly price-sensitive; first strengthen automation, self-service, and marketing capabilities before re-entering this segment.
3. Strengthen internal foundations. Simplify and modularise the product, standardise processes, and build a more personal yet scalable brand foundation for future SME growth.



Thomas Noordzij
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Committee Dr.ir. S. (Suzanne) Hiemstra-van Mastrigt
 Ir. S. (Sijja) Bakker-Wu

Company Anonymous

