SHARED VALUE CREATION IN URBAN AREA DEVELOPMENT

Exploration & Advice

P5 REPORT

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Personalia

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Preface

This report is the final step of my studies at the Delft University of Technology. Through the finalization of this report, I will obtain my master's degree in Management of the Built Environment.

Fascinated by architecture and engineering I started my study career. Being in constant contact with architects, I was almost certain that I wanted to graduate as an Architect. Though during my internship at an architecture firm this fascination changed, during meetings with, among others, property developers. I became interested in their role in the process. After talking extensively with one of the developers about their line of duty I became more than fascinated. I had a new career direction I wanted to pursue.

Now many coffees and interesting conversations with my fellow students later, I'm at the end of my educational career as a student. On the one hand, it is sad to leave this beautiful architecture faculty behind but with many opportunities ahead I'm excited to start my career.

Enjoy reading!

Ricky van Honschoten
6 December 2019

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Executive summary

Introduction

Capitalism is under siege. As the famous economist and business strategist Michael Porter note. Business practice is overflown with an increasing number of societal and environmental concerns, trumping economic activity and trapping businesses in a vicious cycle in which taking responsibility is repaid with taking even more responsibility.

On the other hand, these societal concerns cannot be ignored and need to be addressed. As shelter, water, food, and welfare must be provided to a growing population in a durable and future proof manner.

Urban development practice is burdened with this same complex problem. Businesses are confronted by an increasing number of public sustainability regulations and with neo-liberal influences shifting more responsibilities towards the market. Scholars raised their concerns if the public social value can be safeguarded by the market.

However, business practice proofed to be capable of taking their social responsibility and even found a way to contribute to both society and their business performance, linking their social behavior towards their corporate reputation. This phenomenon is called CSR (Corporate Social Responsibility) benchmarking, in which social reporting and labeling are used to enhance their client base. The danger, however, is that these activities are often better displayed in these reports than performed. Besides, these reports primarily enhance the environmental concerns and leave the 'softer' aspects of sustainability ill addressed.

These limits of the CSR-benchmarking concept are mainly caused by the intrinsic perception of businesses towards these social activities. Social activities are seen as a costly practice and with the 'enterprise culture' still present many businesses today. These activities are not likely to be performed.

This problem became the starting point of this research. Can this intrinsic perception of businesses towards social activities be changed?

The Shared Value Creation (SVC) concept fitted this question with its aim to turn corporate social activities from a costly practice into a value-creating activity. By exploring the concept of SVC this study aims to change this business perception towards social activities and eventually contribute to creating sustainable urban areas.

Research questions

The following research question is addressed in this research: *"How can the concept of Shared Value Creation contribute to creating sustainable urban areas?"*

Related sub-questions:

1. How can the Shared Value Creation concept be defined and operationalized within the context of urban area development?
2. What are the possibilities and limitations of the Shared Value Creation concept in urban area development?
3. Which public and private preconditions are needed to successfully integrate the shared value concept into urban development practice?

Methodology

This study focusses on the utility of the SVC concept in sustainable urban development processes. As this concept is not yet researched within the context of urban development an exploratory research approach is taken. In this exploration the sub-questions aim to understand the phenomenon through an examination of the interpretations of its participants. Meaning the adoption of a qualitative study approach.

The research design is built as followed. First, a literature review is performed addressing the definition and creation of a conceptual framework, sub-questions 1. Second, a case study is performed, considering assessing the conceptual model in two urban cases. Within the case study research, several techniques are used, web and document research to find the information needed to pre-analyze the case. Afterward, semi-structured interviews are used to elaborate on this analysis and gather the primary case data. Third, a cross-case analysis method is used to identify the similarities and differences between the cases. The fourth step, synthesis, consider the interpretations of the findings and compares the research findings with

theory findings. The fifth and last step, expert meeting, considers reflecting on the findings and interpretations made using additional interviews and the use of an expert panel. Step 2 to 5 form the foundation for answering sub-question 2 & 3. An overview of the research design is provided in Figure (ES) 1.

Findings

The concept of Shared Value Creation can best be defined as 'seeking business value in solving social issues' and can be identified, in urban development, in three ways. The first angle considers urban 'products'. Seeking business value in social solutions bettering urban products. The second angle is the urban 'process' angle. Seeking business value in social solutions bettering the processes to establish urban products. The last angle, 'partnerships', is found by collaborating and forming partnerships to turn social business issues of a single company into mutual opportunities in bettering processes or products.

To operationalize the concept and to perform a so-called, SVC-assessment. A conceptual model was built. To scope the model towards a reasonable number of values. The model is sampled towards one type of business, the property investment business. The investment business was most likely to find these connections between social and business value. Due to it is their long-term commitment to an area. Figure (ES) 2, shows the assembled conceptual model. Displaying on one side the social value factors of the investor's social (wellbeing) strategy and on the other side the business value factors of the investor's business strategy (daily operation). In the center of the model are the above-mentioned ways to identify these connections; products, processes, and partnerships.

After assessing the model in two urban cases, the Blue District case (Utrecht) and the Floriade case (Almere). Findings show that in each of the segments connections could be found;

1. Products: This pillar can be recognized in urban development as innovations that better the quality of life for its local community. Type of innovations could, for instance, consider, products that stimulate social interaction or stimulate shared use. In total five innovations typologies where found.
2. Processes: The process pillar regards the management of quality of life regarding the community and the urban environment. Innovations in this angle could concern, for instance; concept & community or neighborhood collectives. In total four solution typologies were found
3. Partnerships: The partnership pillar is in hindsight not the end, but a mean to create social innovation. By collaborating with, for instance, neighboring industry, public institutions or a local entrepreneur, process or product innovations can be established. In total six types of collaborations where found.

Furthermore, findings showed that while identifying these products, process, and partnerships. Two search areas should be considered. The urban hardware, concerning solutions in the urban environment (place) and the urban software, concerning solutions in the urban community (people).

Mapping the connections of each solution towards the predetermined value factors an impact distribution could be made visible.
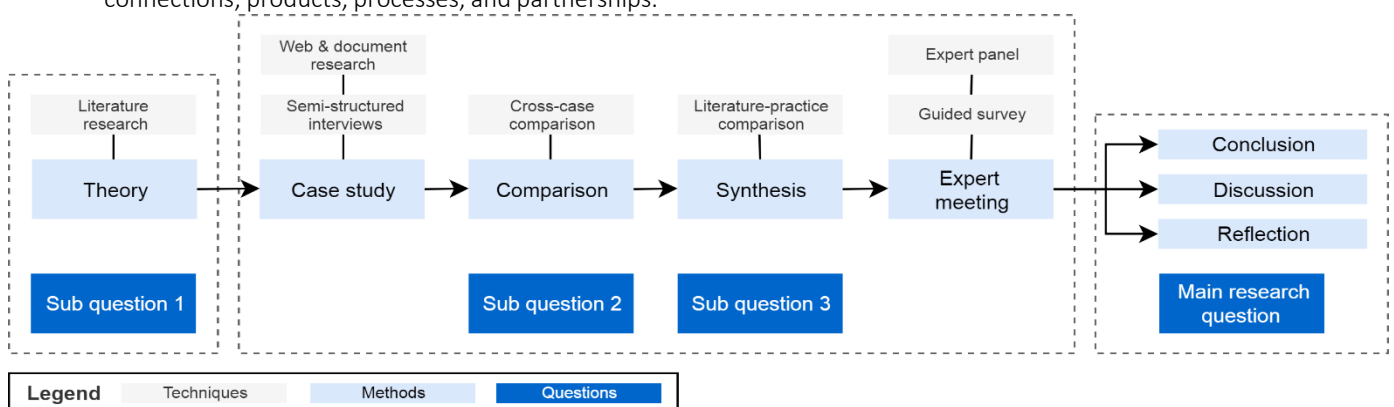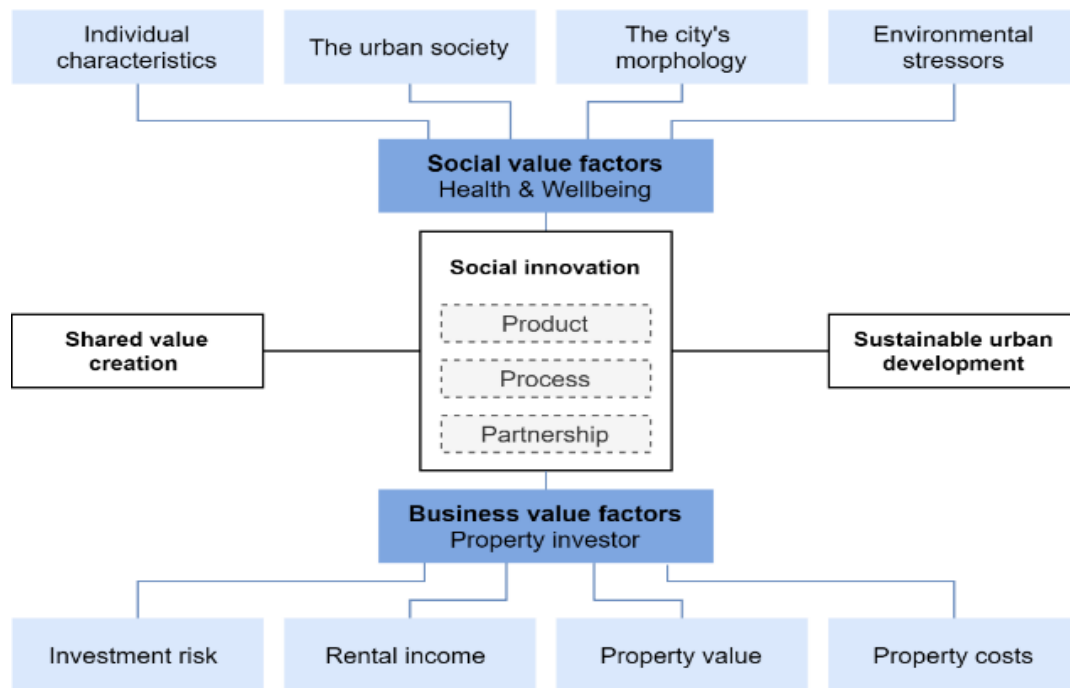

FIGURE (ES) 1: RESEARCH DESIGN

FIGURE (ES) 2: SVC FRAMEWORK

Moreover when these connections per solution are summed up a prioritization could be established, quantifying the SVC-potential of these solutions (Table (ES) 1).

The results of this prioritization show that especially urban design solutions as separating mobility streams and stimulating movement through design have much-shared value potential. But also social activism and local entrepreneurship solutions are well connected to the social and business value factors. Other innovations as educational facilities solutions are less mentioned to be connected to the value factors.

Reflecting on the Model, several possibilities where found. The central opportunity that the SVC concept provides is to show the intersection between social and financial performance measurements. Upon these insights, strategic business decisions can be made, as prioritizing the solutions or strategically selecting innovations to enhance a certain social or business value. Furthermore, based on this information specific connections could be selected to further explore, quantify and validate the business potential of a certain social solution. This step is in SVC literature described as 'building a business case'. After which the following steps concern measuring the performance and gaining insight from its outcomes.

Aside from the potential the SVC concept there are also limitations to consider surrounding the concept and the assembled model.

First of all, the shortcomings of the model. The SVC framework is the first draft and still needs further reflection in considering: the weight of the values, cost of innovations, the weight of the innovations, the specificity of the solution typologies, e.g. The model is, therefore, more a 'quick scan' of the SVC-connection assessment. Moreover, the model only addresses the potential connection and not the actual value (~~10% less~~ mutations rate / ~~20% more~~ safety).

The limitations found surrounding the concept are above all; the difficulty of the concept. Preventing business and research from adopting the concept and its wide definition suggesting that this assessment can be performed in any type of business. However, considering the connections found. Primarily businesses with a long-term value character should consider the SVC assessment.

Expert meeting

Aside from the utilization potential of the concept. The urban context as a host of the concept needed to be discussed. The case analysis already provided some idea of the possibilities and limitations of the urban context as host. However, these observations needed to be confirmed. Therefore two additional

studies were used to create an understanding of the utility of the urban context as host.

First of all, the innovations found are discussed a second time over. Only this time from a demand-side perspective. This creates a better understanding of how social innovations are perceived by potential end-users. The findings of this study were used to support the interpretations of the case study.

Secondly, an expert panel discussion was organized to confirm the interpretation made and to identify if these interpretations are applicable, relevant and generalizable. This panel was organized with four experts from urban practice.

The following interpretation was discussed and confirmed by the panelist.

- Statement 1: Traditional thinking and roles within urban development practice need to change to stimulate social innovation.
- Statement 2: A more flexible public policy should be installed to increase the feasibility of social innovation
- Statement 3: Early adoption of social concepts in the urban development process is crucial for the feasibility of these concepts.
- Statement 4: The right target group and scale are important for the effectiveness of the initiatives.
- Statement 5: Late involvement of investors and end-users in urban area development creates a mismatch between initiative and user.

Findings of the panel discussion revealed foremost, that social business practice in urban development is often confronted with inflexible public procedures, lack of private budget and lack of communication within the development process. Causing social activities to be forgotten, neglected or to be aborted.

To overcome these barriers the panelist suggested that, more dialogue between public and private stakeholders is needed, especially in the early stages of the development process. Discussing social issues and their social and business value potential. Outcomes of this dialogue can be used to formulate a joint vision and establish preconditions for a development tender. The intention thereby is that both public and private parties work towards a mutual or shared goal to enhance certain values. Furthermore, the aspect of flexibility is repeatedly proposed as a key precondition for running successful social processes.

Conclusion

"How can the concept of Shared Value Creation contribute to creating sustainable urban areas?"

By exploring the phenomenon of Shared Value Creation (SVC) in urban area development. It can be concluded that the SVC concept could contribute to the creation of sustainable urban areas. The word 'could' is used because of the confines of the research findings.

The SVC concept proved to be a potential contributor to changing the perception of business towards corporate social activities. By proving that, aside from reputational value, there is business value to be gained through the performance of social activities for the property investment business.

Social solutions	SVC typology	Shared value	Social value (Urban wellbeing)	Business value (Property investor)
1. Social urban design	Process	17*	10	7
2. Social activism & entrepreneurship	Product	13	6	7
3. Shared spaces	Process	13	7	6
4. Social interaction	Product	12	6	6
5. Neighborhood collectives	Process	8	5	3
6. Shared use concepts	Product	6	3	3
7. Mixed living	Product	6	3	3
8. Concept & community management	Process	5	3	2
9. Educational facilities	Product	4	3	1

* Number of connections mentioned

TABLE (ES) 1: PRIORITIZATION SOCIAL SOLUTIONS

Though it should be considered that this research is the first attempt and only validates the potential existence and not the actual business impact. Further research is needed to validate and quantify this business impact.

Discussion

This research pioneered a new angle within urban development in which an extension of the corporate social responsibility (CSR) literature in urban development is found. This new angle in urban development is defined as the opposite of CSR, CSO (corporate social opportunity). A field in which corporate social activities are not perceived costs for business, but as a value-creating activity. The explored concept of SVC is in this CSO field a means to find these CSO's.

However, the SVC concept is a difficult concept with a lot of potentials, but also a lot of barriers. This makes it hard for practice and science to embrace the concept. The message of this research is therefore not to emphasize this concept but on the underlying philosophy of seeing this overlap between business value and social value and indeed study this new field of corporate social opportunities.

Validation

- **External validity**
  To establish external validity replication of the case studies and an expert panel to generalize findings is used. The external validity herein only considers the panel findings.

- **Construct validity**
  Construct validity is realized through data triangulation, creating a chain of evidence through interpretation clarity. Furthermore, data from both the case findings as the panel findings is shared review by the informants. Researcher triangulation is not realized in this study.

- **Internal validity**
  This is an exploratory research thus the causal relationship test is not applicable. The inference is not airtight due to vagueness of the SVC concept rival explanations are possible.

- **Reliability**
  Case study protocol: interview protocol, survey format, panel protocol in appendix
  Case study database: interviews and transcripts available.

Recommendations

Recommendations for practice

- Identify overlap between social and business performance
- Investor as a central actor
- Seek proof of business value in social innovations
- Focus on soft and cross-phase solutions
- Rethink development procedures

Recommendations for research

- The rise of social enterprises
- The transition towards a social economy
- Validating SVC connections
- The field of Corporate Social Opportunities

Introduction

- Introduction
- Relevance
- Problem analysis
- Problem statement
- Research questions
- Scope of the research

1 Research proposal

1.1 Introduction

'Act responsibly', a strong message sent from the United Nations to companies worldwide. Asking companies to embrace, support and enact core values in the areas of human rights, labor standards, the environment, and anti-corruption (RICS, 2018). This message combined with the aftermath of the financial crisis of 2008 brought about a change in the way society looks at companies. In recent years businesses have been looked at as a major cause of economic, social and environmental problems and are perceived to be thriving at the expense of the broader community (Loosemore, 2016; Puaschunder, 2017). This weakened trust in the way businesses operates led to political action trumping market competitiveness and economic growth. Business is trapped in a vicious cycle, where society blames businesses for not taking their social responsibility and where businesses are held even more responsible when they try to solve these issues (Porter & Kramer, 2011).

Within the Dutch construction industry, the same vicious cycle is noticeable. The public (social) culture of creating sustainable places, which is characterized by long-term commitment and long-term value creation are directly contradicting the current private (business) culture of short-term revenues and opportunistic behavior (Buskens & Heurkens, 2016, Adams & Tiesdell, 2012). This complex interest gap is difficult to overcome and forms a basis for public mistrust towards private parties in taking responsibility for creating economic-viable, social-responsible, environmental-friendly urban places (Henderson, 2010; De Jonge, 2007).

Even though there are signs of change, as more social market behavior is noticeable (Huijbregts, 2017; Potters & Heurkens, 2015). There is still a lot of ground to be covered to fully transform the traditional business culture into a sustainable one. Many companies are locked into the idea that contributing to society is a charitable gesture and not a value-creating activity (Moon & Parc, 2019). Thus sustainable development is not seen as an opportunity but rather as a responsibility, involving, costs, regulations and liabilities (Andelin, et al., 2015; Buskens & Heurkens, 2016). To fully break this vicious cycle a new way of thinking is needed where businesses embrace social issues and turn them into added value for the company.

This new way of thinking has been recognized and defined by Porter & Kramer as the concept of ''Shared Value Creation' (SVC) (Porter & Kramer, 2011). SVC is described as "A new way to achieve economic success" and focuses on the connection between social and economic value (Porter & Kramer, 2011). The concept of SVC is not unfamiliar within the market context and is currently even describe as one of the most relevant topics in the field of contemporary business (Moon & Parc, 2019). The concept brought forth promising results (Aakhus & Bzdak, 2012; Savitz & Weber, 2007). Especially in the food industry by enhancing marketing success through addressing social issues (Diamond, *et al.*, 2014).

By examining the three pillars of Shared Value Creation ('reconceiving products and markets', 'redesigning productivity in the value chain', and 'enabling cluster development') (Porter & Kramer, 2011). This research explores how SVC thinking could contribute to creating sustainable urban development Projects (SUDP's). Providing insight into the possibilities and limitations of the use of SVC in SUDP's and recommendations for future directions.

1.2 Relevance

1.2.1 Societal relevance

Over the past years, the topic of sustainability has become a subject of significance. Especially with the introduction of the 'Paris climate pact' the urgency to transform the built environment into a more sustainable one has become more pressurized. (Ministerie van Economische Zaken en Klimaat, 2018). Social problems can no longer be ignored and due to the aftermath of the 2008 financial crisis, society became more aware of the impact a company's production process can have on the environment (Loosemore, 2016; Puaschunder, 2017).

Nowadays society demands transparency in corporate behavior and consequently, the concept of Corporate Social Responsibility (CSR) came to existence (Huijbregts, 2017). Although this renewed market behavior seems

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to have a positive impact on sustainable development and more important brought about a wave of private social initiatives (Huijbregts, 2017). The intrinsic market perception of social activities seen as a burden has not changed. Resulting in an increasingly continuously tightening and complex development market where public parties are stacking legislation and market parties are unable to establish are reasonable business case (Kersten, et al, 2019).

1.2.2 Scientific Relevance

The scientific relevance stems from combining SVC literature with urban area development literature. In existing literature much has been written about Shared Value Creation and the use thereof in businesses (Diamond, et al., 2014; Aakhus & Bzdak, 2012; Savitz & Weber, 2007). However, Shared Value Creation in urban area development is yet an undiscovered combination. This research explores the use of SVC in urban development by operationalizing the SVC concept and placing it in the context of urban development practice. By which this study can reflect upon this combination practically and scientifically. Providing inside in the relevance of this exploration.

Furthermore specific to the discipline of urban area development. This research contributes to the body of knowledge of private sector-led urban development by touching upon the subject of market behavior in urban area development. But also contributes to the body of knowledge of the under-researched aspect of sustainable private sector-led urban development. By addressing the shared value concept as a market tool for identifying sustainable business opportunities within urban area development (Heurkens, 2016).

To conclude this research can be seen as unique interdisciplinary research that touches upon several new aspects in both urban literature and SVC literature.

1.2.3 Utilization potential

Following the shared value philosophy. Humanity is at the beginning a new era of doing business. By implementing SVC into SUDP's. This research helps to create a better understanding of the possibilities and limitations of this new way of doing business and provides insight into the possibilities and limitations of this concept in urban area development.

The utilization potential of this research therefore based on the SVC concept as a new way of thinking and incorporating social activities. If the research shows promising results this exploration could be widely used to enhance social corporate strategies and help in creating more sustainable urban areas.

1.3   Problem analysis

The problem statement of this research is built upon three situations that show the current role of social practices within urban development.

1.3.1   The incompatible value system

Dutch urban planning practice is characterized by its state-market relationship. Whereas before the 21st century this relationship was more hierarchical and based on restrictive planning. After the 21st century, this relationship changed more into a network-oriented relationship with the emphasis on development planning. This shift towards development planning called for new ways of organizing urban development and consequently Public-Private Partnerships (PPP's) came into existence. These collaborations between public and private institutions took on different forms over the years as the number of influence and involvement of the private side increased (Heurkens, 2018; Heurkens et al., 2015). PPP models evolved from Public sector-led towards Private sector-led urban development (Figure 1). Turning government structures, typified by permitted planning and development planning, into governance structures, based on coalition planning, incorporating organizational, legal, and financial aspects for the cooperation into PPP agreements (Heurkens, 2018).
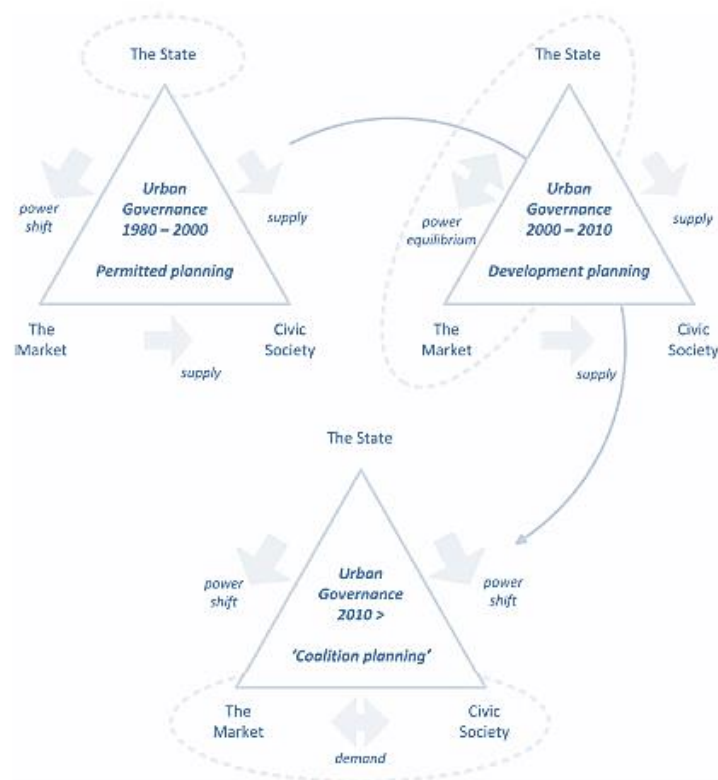
FIGURE 1: GOVERNANCE SHIFTS WITHIN PUBLIC-PRIVATE PARTNERSHIPS (HEURKENS, 2012).

Although PPP's create a more collaborative approach towards urban development projects. The traditional interest of public and private parties in these coalitions remains unchanged. Within these PPP's, involved actors have to deal with an 'incompatible value system', which can be described as the contradiction of private (commercial) interest against public (societal) interest (Heurkens, 2012). Public parties strive to create sustainable urban development projects who are equitable and lasting (Williams & Dair, 2007). However private parties participate mainly upon the basis of commercial interest (Loosemore, 2015).

This incompatible value system combined with the power shift towards private actors causes concern for realizing sustainable urban development projects. Can private parties safeguard social values as collectivism, collective service access, and equality? These questions drive a basis for mistrust among public parties and accordingly increased governance to safe keep these values (De Jonge, 2007). Consequently, private parties are concerned about the increasing number of sustainability regulations pressing their business cases; recent regulations minimizing peripheral development and stimulating inner-city development are raising project uncertainty (Kersten, et al, 2019). Stricter environmental codes quality standards resolving in high construction costs (Gebiedsontwikkeling, 2018). A growing scarcity of development sites (Deloitte, 2017). All these factors are contributing to a continuously tightening development market.

1.3.2 Uncertain value of social investments

The 'enterprise culture' is still strongly present in many companies (Moon & Parc, 2019; De Zeeuw, 2018). Financial performance is the main driver for businesses and many social initiatives do not live up to the commercial expectations needed for viable business (Loosemore, 2015). This creates the mindset that CSR is more of a burden rather than an opportunity. Especially among companies who feel that their products are not related to pressing societal concerns. CSR is more a must to strengthen public relations, but offers no, to limited benefit for their business (Panayiotou, *et al.*, 2009).

The same issue is noticeable in urban area development. Private parties are aware that sustainability is an important part of future area developments. However, the incentive to go one step further and actively commit to sustainable area development is still lacking. This reluctance seems to be due to the idea that sustainable or social interventions are often perceived as a cost item and uncertainty as to what real value can provide for businesses (Heurkens & Buskens, 2016).

1.3.3 The benefits and limits of CSR benchmarking

The question of whether market parties can safeguard social values and how to find business value in social activities is partly found in the example of CSR benchmarking trend. This private initiative drives a wave of sustainable behavior aside from public influence. Prove of this increase is noticeable from the number of companies signing United Nations global compact and specifically to the number of certificates assembled to benchmark sustainability (Wang, et al., 2016; Huijbregts, 2017).

The reason behind this rapid increase in social behavior and certificates is bound to its added reputational value. As the research title of Tetrault, et al., (2019) states "Doing good and looking even better", seems to be the motto a lot of companies are adopting nowadays. Although the significance of this reputational value differs per industry, the correlation between CSR investment and reputational value is found. The danger in this link is that these reports are often an opportunistic display of the actual social activities a company undertakes. This phenomenon is called 'greenwashing'. Consumers cannot detect how green or social the product is because of vague statements without clarification (Lee, et al., 2018). Thereby there is also doubt about the trustworthiness of some green labels and certificates. For instance in the Nordic green certificates among energy companies (Kaller, et al., 2018).

1.3.4 Social sustainability ill addressed

Besides, this responsible business activity seems to only enhance the environmental aspects of sustainability. Addressing topics like energy efficiency and the use of sustainable resources in real estate. The more 'softer' aspects are mostly not addressed, because of its difficulty to measure and steer them (Heurkens & Buskens, 2016). Dempsey, et al. (2011) and Eizenberg & Jabareen (2017) continue that the fields of urban policy, planning, and development practices focus on environmental sustainability, but tend to neglect the social sustainability angle. This leaves social sustainability as an under-addressed topic within urban sustainability from as well the private as the public side.

1.4 Problem statement

Based on the performed analysis the following problem statement is formulated:

'Corporate social activities are a costly practice and only willingly performed to strengthen public relations and corporate image. By exploring the concept of Shared Value Creation this research aim to seek business value in these corporate social activities and contribute to changing this perception of businesses towards these activities.'

1.5 Research questions

To answer the problem mentioned in section 1.4, the following research questions are posed.

Main research question
How can the concept of Shared Value Creation contribute to creating sustainable urban areas?

Research sub-questions
- Sub question 2: How can the concept of Shared Value Creation be defined and operationalized within the context of urban area development?
- Sub question 2: What are the possibilities and limitations of the Shared Value Creation concept in urban area development?
- Sub question 3: Which public and private preconditions are needed to successfully integrate the shared value concept into urban development practice?

1.6 Scope of the research

To provide an answer on how shared could contribute to sustainable urban area development practice Figure 2. More information is needed on what this concept means within the context of urban area development. However, urban development management is a discipline that concerns a broad scope of activities that cannot all be addressed within the timespan of this research. Therefore one small sample field is chosen to explore the concept of SVC in practice. This sample could then be used to draw lessons for the wider context of sustainable urban development management. The scoping of these activities is further discussed in Section 2.3 'Conceptual framework'.
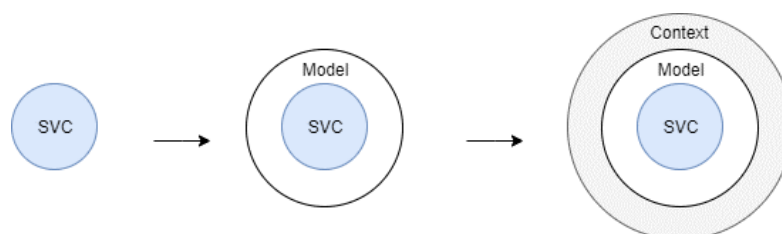

FIGURE 2: RESEARCH SCOPE

Theory

- Shared Value Creation
- Shared value criticism
- Conceptual model
- Assessment process

2 Theory

To understand how Shared Value Creation (SVC) can help in sustainable urban development practice. A better understanding is needed of what Shared Value Creation is and what means within the context of urban area development. Section 2.1-2.3 considers the definition and operationalization of SVC. Section 2.4-2.8 addresses the creation of a conceptualized framework to assess shared value in urban development practice.

2.1 Shared Value Creation

SVC is described as "a new way of doing business" (Porter & Kramer, 2011). Other than a conventional business, SVC recognizes that not only economical needs but also societal needs define markets. It also recognizes that social harm could results in internal business costs, for instance in energy loss or a waste of materials. This interdependency between business and community is the basis of the SVC concept. The concept of SVC if defined by Porter & Kramer (2011) as; "policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates". Within this concept there are three areas described where policies and operating practices could be found; 'Reconceiving products and markets', 'Redesigning productivity in the value chain' and 'Enabling cluster development'. Figure 3, depicts the operationalization of the Shared value concept.
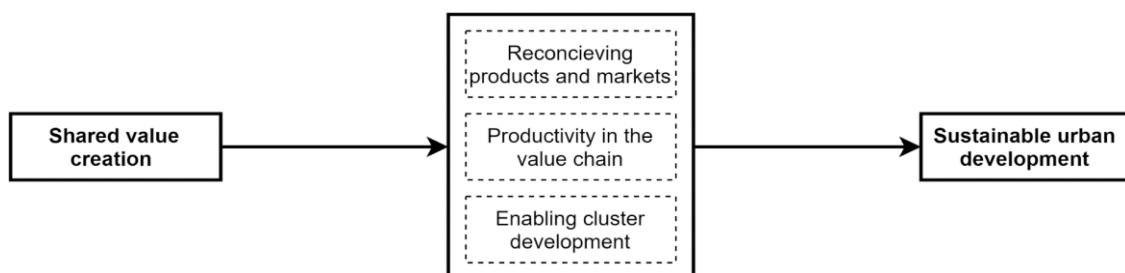
FIGURE 3: OPERATIONALIZATION OF SHARED VALUE (ADAPTED FROM PORTER & KRAMER, 2011)

2.1.1 Reconceiving products and markets

The first pillar defined by Porter & Kramer (2011) is reconceiving products and markets. It aims to establish new products and create new markets that contribute to society and similarly creates a viable business case. This way of thinking is in line with the concept of 'social enterprises'. Saebi et al. (2019) argue that social entrepreneurship can be defined as an enterprise that combines a social and economic mission. By which it sets itself apart from companies with a solely commercial mission (commercial entrepreneurs) or social mission (non-profit organizations). Figure 4, shows a schematic overview of two companies producing a product for a certain customer. The first pillar focusses on innovations on the product itself depicted as the blue area.

2.1.2 Redesigning productivity in the value chain

Business practice inevitably affects and is affected by societal issues. This brings about opportunities to create shared value as these societal problems create economic costs in the firm's value chain (Porter & Kramer, 2011). This interrelation addresses the second pillar of SVC, 'redesigning productivity in the value chain'. The interdependencies found between societal issues and economic costs the business value chain of a general business has two forms: 'inside out' linkages which consider the impact of businesses on society and 'outside-in' linkages looking at how societal issues could impact business productivity. The video of porter about shared value describes these angles as finding social opportunities in the way products are realized (TED Talks. 2013). Figure 4 provides again a schematic of two companies producing a product. The second pillar concerns innovations within the process of creating the product.

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2.1.3   Enabling cluster development

"No company is self-contained". Each company is affected by its supporting companies and infrastructure. These so-called 'clusters of industry' are strongly influencing productivity and innovation (Porter & Kramer, 2011). The not only business affect the company but also public institutions influence business productivity. "Firms create shared value by building clusters to improve company productivity while addressing gaps or failures in the framework conditions surrounding the cluster." (Porter & Kramer, 2011). This pillar can best be described as concerning the business ecosystem and focuses on finding collaborative solutions for individual company problems (TED Talks. 2013). Figure 4, the last identified area of innovation. Partnerships between stakeholders involved in producing the product. Creating a solution that mutually benefits the stakeholders involved.
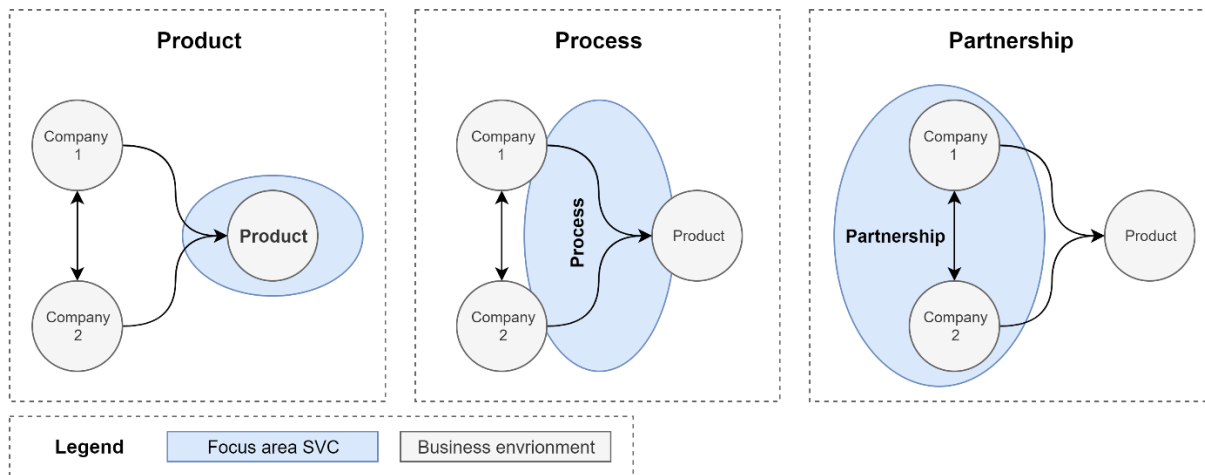
FIGURE 4: THE OPERATIONALIZATION OF SVC IN URBAN DEVELOPMENT

2.1.4   Shared value interpretation

Because of the vagueness of the shared value concept throughout literature. Some clarification is needed on how the concept is interpreted in this research.

Shared Value Creation is defined in this study as a new way of thinking which "Seeks business value in solving social problems" as explained by Porter in one of his videos about SVC (TED Talks. 2013). Furthermore, the pillars of SVC used in this research are named after their field of intervention; products, processes, and partnerships, instead of the abovementioned names provided in SVC literature.
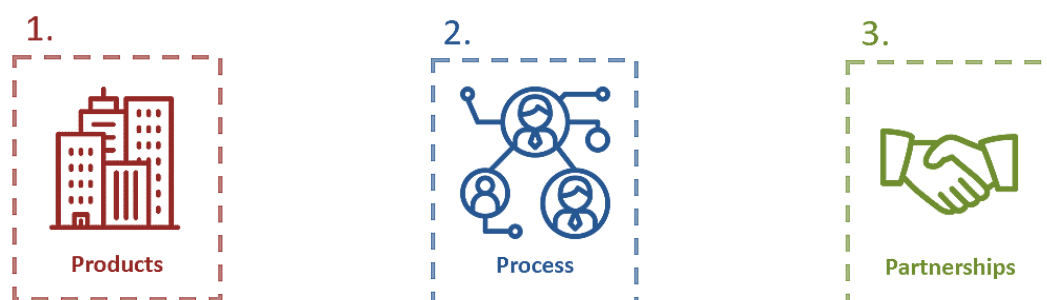
FIGURE 5: SVC OPERATIONALIZATION SVC, OWN INTERPRETATION

2.2 Shared value criticism

Although SVC is considered as a powerful concept by many (Bosh-Badia et al., 2013; Epstein-Reeves, 2012; Moon, et al., 2011). The concept also raised a lot of criticism (Barake, 2010; Denning, 2011; Aakhus & Bzdak, 2012). The vagueness of its conceptualization and the name SVC are becoming a buzzword within management literature and practice called for clarification of SVC. A critical literature overview provided four critical questions SVC (Dembek, et al., 2016) that need answering to clarify the concept of SVC.

2.2.1 How is shared value different?

Porter & Kramer (2011) provided a new strategic perspective on the role of businesses in society. However, they failed to determine the definition, terminologies, and impacts. This hinders businesses from creating business strategies (Moon & Parc, 2019). Best clarification of the concept is found in the research of Moon & Parc (2019), where the authors try to distinguish the concepts of CSR and SVC based on several variables. They also introduce a third concept into the equation. Next to SVC and CSR, CSO (Corporate Social Opportunities) was added. A concept best described through social business practice.

CSR is based on the perception that companies need to take responsibility for their impact on society by performing social business activities alongside conventional business practices. These activities often of sole social interest and result in costs for the company performing these activities. Contrary to CSR, CSO can be perceived as a value-creating activity, seeking business value in performing these social activities. Similarly enhancing both social and business value. Creating corporate opportunities in performing these social activities. The primary difference is between the two concepts is thus how these social activities are perceived within business strategies. To place SVC within these two concepts. SVC can be seen as a means to transform CSR activities into CSO activities. SVC aims to find links between social and corporate benefits. Transforming the general perception of businesses towards corporate social activities. Perceiving them as opportunities rather than a burden (Moon & Parc, 2019; Porter & Kramer 2011). Figure 6 provides an overview of how the differences between these three concepts can be schematized.
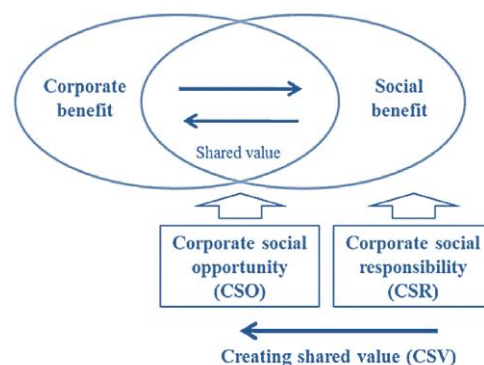
FIGURE 6: CSR, SVC (CSV IN THE FIGURE) & CSO (MOON & PARC, 2019)

To further elaborate upon the research concept of SVC and the concept of CSR. According to Porter & Kramer (2011), there are three operational distinctions between CSR and SVC. First, CSR efforts are focussed on improving reputation and feel-good to external pressure, whereas SVC focuses on enhancing the core competitiveness while enhancing social and economic conditions. Second, CSR is more disconnected from the core business, whereas SVC is more connected by reconceiving the linkage overlap between society and corporate performance. Third, CSR activities are done by distributing profits to gain social value, where SVC is focussed on the value a corporation can create for society and what society in returns could do to enhance corporate value. In recent studies, Moon & Parc, (2019) summarized these differences between CSR and SVC by using four variables; Motivation, Relation to business, Beneficiary and the overall positive or negative impact on businesses. This last factor can be described

based on financial accounting. Describing the above mentioned main difference that CSR is a costly activity, whereas is SVC is a value-creating activity. Figure 7 provides an overview of the differences between CSR and SVC.

		CSR	CSV
Motivation	Reputation, external pressure, etc.	•	
	Competitiveness		•
Relation to business	Disconnected	•	
	Connected		•
Beneficiary	Society	•	•
	Corporation		•
Overall	Zero-sum	•	
	Positive-sum		•

FIGURE 7: DIFFERENCES CSR AND SVC (SVC) (MOON & PARC, 2019)

CSR-CSO classification

Lastly based on the variables mentioned in Figure 7, Moon & Parc (2019) classified corporate social activities into four types, with two perceived as CSR activities and two as CSO activities. In literature these four types of social business strategies are described as sequential stages that indicate the complexity of the strategy and corporate benefit/ effort of the company towards social activities:

1. CSR for survival: Performing social activities reactive to external pressure; For example; McDonald's who got a negative reputation due to the "McLibel" trial about among other things food poisoning and therefore performed social activities to restore its reputation.
2. CSR self-satisfaction: Performing social activities as a philanthropic cause: For instance; Ben & Jerry donate 7.5% of their pre-tax profits to charitable causes. Important to note in this stage is that the charitable gestures are not bound to the company's core activities.
3. CSO for reputation: A company proactively performing social activities to enhance its corporate image amongst customers; a good example is the sustainability benchmarking trend described in 'Problem analysis'. Resulting in companies acquiring for instance sustainability certificates to show their governance.
4. CSO for competitiveness (SVC activities): Corporate social activities which enhance the company's competitiveness: an example of such an activity is Microsoft who dealt with a shortage of IT workers by setting up an educational program within a community college and aiding the school financially to set up a curriculum for ICT, including teachers, computers and software programs.

The differences between the stages are summarized in Figure 8. Noticeable is the role of corporate reputation in the first three typologies. Stage 4 is therefore unique in its focus on competitiveness on an operational level.

	Philanthropy		•		
	Reputation			•	
	Competitiveness				•
Relation to business	Disconnected	•	•	○	
	Connected			•	•
Beneficiary	Society	•	•	○	•
	Corporation			•	•
Overall	Zero-sum	•	•		
	Positive-sum			•	•

Note. • means "mainly focused," and ○ means "mentioned."

FIGURE 8: CLASSIFICATION OF CORPORATE SOCIAL ACTIVITIES (MOON & PARC, 2019)

2.2.2   How should share value be measured?

Measuring shared value is criticized by the fact that results of shared value are not easily quantifiable and that current efforts offer do not offer a solution yet (Dembek, et al., 2016). Even though Porter tried to address this issue in his additional paper about shared value measurement. In this study Porter, *et al.* (2011) explains that measuring shared value is done through an iterative process of four steps;

- Step 1: Identify the social issues to target: The first step of the process is to identify social issues that represent business opportunities. This means looking for the connections between social and business values. Analyzing how these values overlap within the three pillars of SVC (products, processes, and partnership).
- Step 2: Make the business case: After identifying the potential SVC connections. The next step is to filter and select certain connections to build a business strategy. Analyzing how a certain strategy will improve business performance. This means determining targets, activities, costs, and revenue relative to these costs.
- Step 3: Track progress: with the business case a basis the progress according to the targets is tracked. These steps include measuring the activities, outputs, and performance relative to the targets.
- Step 4: Measure results and use insights to unlock new value: Validation of the established link is the last step of the process, determining if a certain strategy is successful according to the initial efforts. These insights could be used to draw lessons.
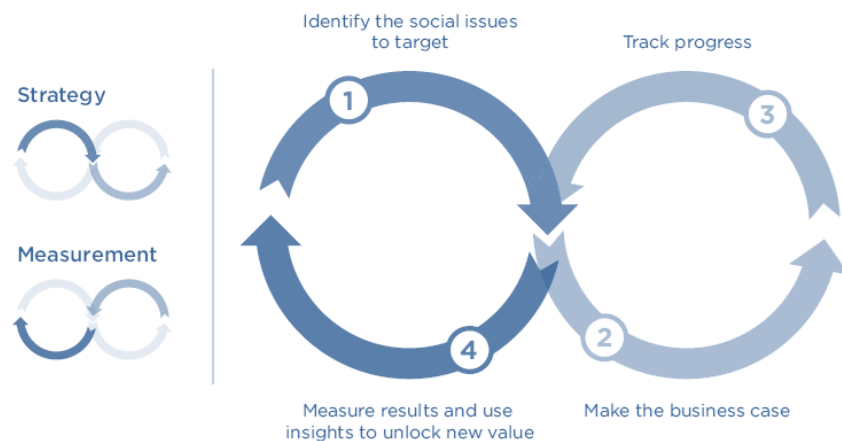

FIGURE 9: MEASURING SHARED VALUE (PORTER, ET AL., 2011)

Although the study of Porter, *et al*. (2011) provides insight into the line of reasoning in measuring SVC an actual operationalization or plan of the approach of these steps is not provided. Hence the critics on the SVC concept (Dembek, et al., 2016). To address this issue Dembek, et al., (2016) propose a focus on measuring the human needs of a particular stakeholder or group of stakeholders. Thereby determining specific factors for both social and business value. This research considers these remarks and creates a planned approach in an attempt to solve the issues related to the measurement of SVC.

2.2.3 What is the object of analysis in shared value?

Critics argue that SVC should consider the level of analysis and its implications. Pfitzer, *et al.* (2013) take the example Dow Chemical's Nexera canola shared value project. Dow chemicals have been involved in many criticized and highly controversial projects. Is this project going to make the business take a step in the right direction or is this project just a cover-up while continuing with their controversial businesses? Relating this criticism to this research, there is no need to consider this aspect as this research is done from the fascination to explore the benefits of the concept not to research if the concept is used as a cover-up. However, this aspect could be an ethical consideration.

2.2.4 Are the Shared Value 'sweet spot' really free of tensions?

Aakhus & Bzdak (2012) argue that SVC avoids the tensions between business and society by focussing on the 'sweet spots'. The example is given that Nazava, a company who sells water filters among poor communities in Indonesia, caused an income decrease for local shop owners selling purified water. In short, while solving one social problem another social problem is created. This is again an ethical consideration of the use of the concept in practice, but not relevant for this research to address.

2.3   Conceptual framework

This chapter considers assembling the conceptual framework and defining the social and business value of the SVC concept in urban development. Figure 10, shows the input needed from both the SVC concept and the urban area development context to assemble the model. The left side is discussed in the former chapter and the right side will be discussed in the following sections. The conceptual framework itself is depicted in Figure 10.
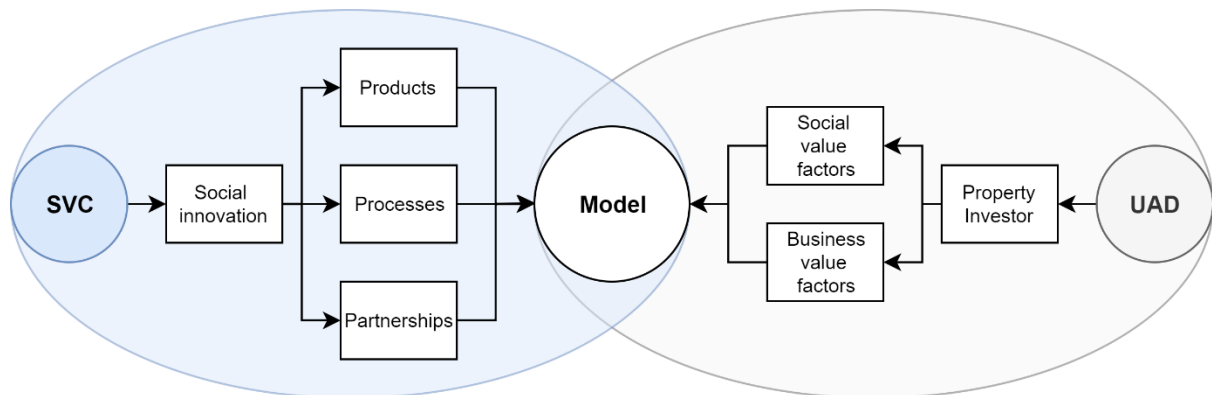
FIGURE 10: SCOPE OF THE SVC FRAMEWORK

2.3.1   Model scope

To research the SVC concept Dembek, et al (2016) advised studying the phenomenon from the perspective of one stakeholder. According to porter, et al. (2011) this actor should be the investor because the investment discipline is an important leverage for encouraging and adopting shared value on a large scale. Moreover, urban literature also highlights the importance of the (property) investor. According to De Zeeuw et al. (2011), Hagendijk and Franzen (2012), Sturm et al. (2014), the property investor should have a more central role in sustainable urban development. This regarding its capital and focuses on long-term value creation. Based on these remarks the property investor is chosen as a general perspective for building the model.

2.3.2   The model

The conceptual framework itself is depicted in Figure 10. The basis of the framework is formed by the three possible ways of Shared Value Creation; Products, Processes, and Partnerships. These themes can be used to identify and typify the social innovations of urban cases. Once the innovations are identified the shared value potential needs to be determined. This is done by connecting the initiatives to the social and business value factors as shown in the model. The next chapters consider how these factors are determined and scope towards a reasonable number of metrics.
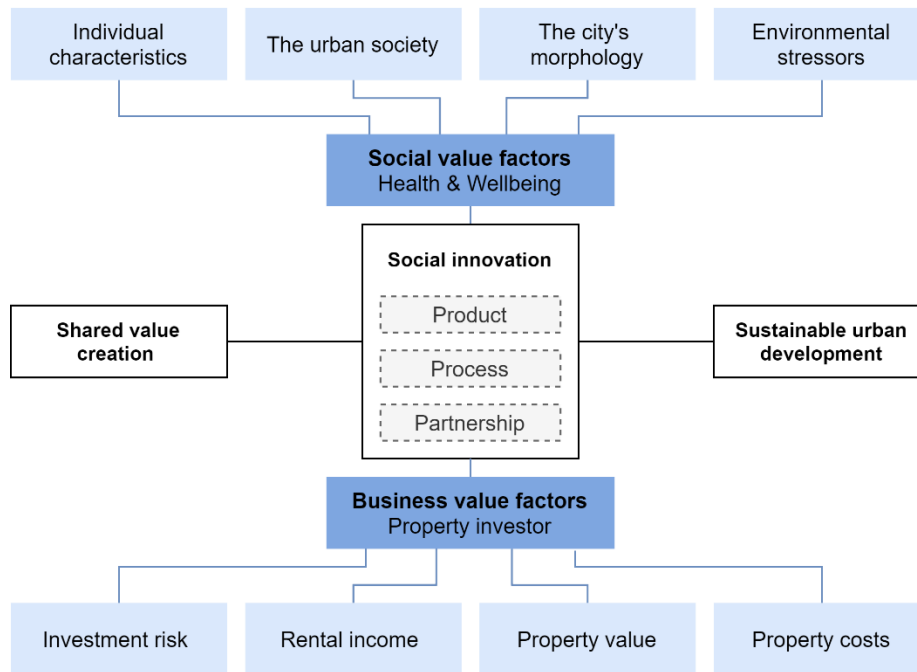
FIGURE 11: CONCEPTUAL MODEL SVC IN URBAN AREA DEVELOPMENT

2.3.3 Defining social value

Social value is a word used among various disciplines and can be perceived in different ways. Socialist describe social value as 'values' for humans. Providing the general guidelines for social conduct and involves aspects as, human dignity, equality, and democracy (Yourarticlelibrary, 2018). From a business perspective, social value can be seen as the conscious efforts that "contribute to the long-term wellbeing and resilience of individuals, communities, and society in general" (Social value portal, 2019). To not get lost in defining social value a general understanding could be made that social value involves a people approach and that it contributes to their values.

Social Value & Urban Development
Within urban area development, the topic of social value can be interpreted as social sustainability or the people's side in people, planet, profit. To show this overlap between these two concepts the social sustainability definition of the United Nations is used;

"Social sustainability is about identifying and managing business impacts, both positive and negative, on people. The quality of a company's relationships and engagement with its stakeholders is critical. Directly or indirectly, companies affect what happens to employees, workers in the value chain, customers and local communities, and it is important to manage impacts proactively."

(United Nations, 2019)

However, there is a difference between the concepts. The definition of the UN has a clear process view in contradiction to the social value definitions which have more an aim on the outcome 'the values for humans'. This calls for discussion on how social sustainability or social value should be perceived. According to Janssen et al. (2019, unpublished);

The paper explains that social sustainability in UAD requires political decisions and that its implementation is affected in multiple ways. Urban infrastructure literature explains that large development projects public and private tensions between short-term and long-term values must be safeguarded through contracts and regulatory capacities to safeguard sustainability (Koppenjan & Enserink, 2009). Janssen et al. (2019) connect the urban infrastructure literature on social sustainability to urban development projects by arguing that its governance process shows similar tensions. Continuing that these tensions are particularly unclear in a governance structure rather than a government structure and questions to what extent social values are brought into practice. Implementing social sustainability can, therefore, be perceived as a 'wicked problem' where the multiplicity of interpretations of social sustainability, potential hinder and lack of responsibilities among a high number of stakeholders need to be safeguarded (Van Bueren et al., 2014).

Although this paper brought some clarity into the discussion of whether social sustainability in UAD should be looked at as a product or a process. There is still a contradiction in the matter of perspective. Whereas the paper of Janssen et al. (2019) argues that political interventions are needed to implement social sustainability in UAD. This research focuses on market-based interventions for solving social sustainability issues. This perspective-discussion on public or private interference can be traced back to the urban planner's discussion in UAD literature. Within developing countries, urban (public) planners are often challenged by property market pressures generated by the development industry (Heurkens, *et al.*, 2015). This challenge is increased by the neo-liberal influences in UAD, creating a bigger emphasis on market parties and introducing public-private partnerships (PPP's) (Heurkens, 2012). Public planners still aim to influence market actors through the strategic application of planning instruments. Nonetheless, their scope needs to be wider than the use of instruments. Urban planners need to understand market behavior and how to transform market behavior (Adams & Tiesdell, 2012). Squires and Heurkens (2015) elaborate on the concepts of; 'plan-shaped markets', understanding the nature of economics and markets - and 'market-led planning', which explains the critical role of market actors. The reason for this is that power cannot be exercised solely through political power and legislation (Daamen, 2010). Therefore public planners among other public actors need to have the capacity to build relations with private actors. Resources are essential capacity support and may include information, finance, and land. To place this research within these concepts. You might argue that if urban planners have more knowledge of market value (business) drivers and use their urban (social) knowledge they could use this to enable developers to operate more effectively within their decision-making environment. Besides this better understanding of among urban planners and developers could also have a positive effect on the mistrust discussed in chapter 1.3 'Problem analysis'.

Assessing social sustainability

To operationalize social sustainability, Janssen et al. (2019) used the 'Just City' model. In this model three values are highlighted; Equality, Diversity and Democracy, and it provides guidelines on how to create socially sustainable communities. The philosophy behind this model is that incomes and public resources in neoliberal developed countries are becoming more unequally distributed in cities and that this role should be overcome by a more active role of urban planners in the development process (Fainstein & DeFilippis, 2015, p.8), which complies with urban planning discussion in the former section.

Translating these values towards measurable aspects is difficult. Dixon and Woodcraft (2013) provide some general understanding of how to assess social sustainability in urban regeneration projects. Their framework 'for creating socially sustainable communities', depicted in Figure 13, describes four locational aspects to measure social sustainability: 1) amenities and infrastructure, 2) social and cultural life, 3) voice and influence and 4) Space to grow. Overarching these aspects are elements that go beyond the borders of an area and concern: a) The

connection with local and regional community and, b) Environmental objectives. This model is found to be comprehensive in its explanation of the operationalization of social sustainability.
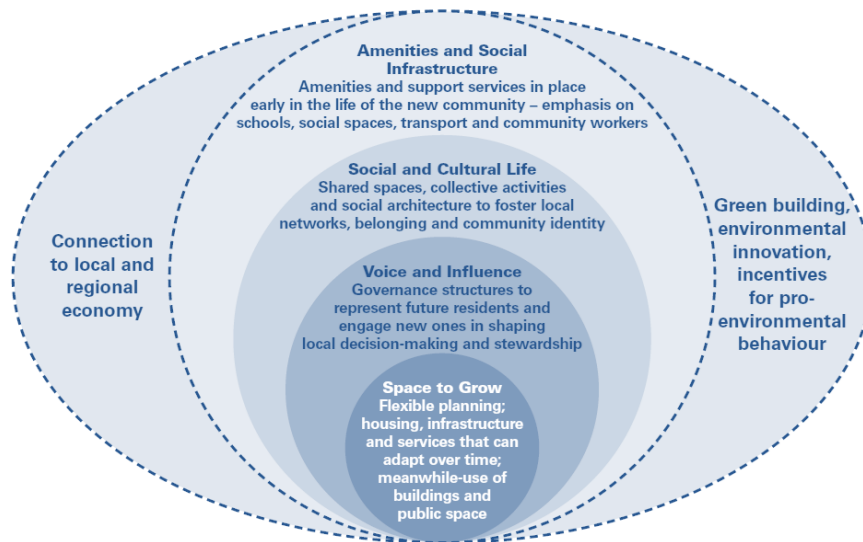
FIGURE 12: ASSESSMENT MODEL SOCIAL SUSTAINABILITY (DIXON AND WOODCRAFT 2013)

The indicators of social sustainability

In later works, Woodcraft & Bacon (2013) adapted the above-mentioned model (Figure 13) to assess social sustainability in an urban renewing project. This project was Kidbrooke Village, Greenwich, south London, where 4800 homes where assessed on a predefined set of social sustainability indicators. Although this model is found limited in providing a complete description of what social sustainability entails. This model provides a good overview of what type of indicators can be placed under these aspects (Figure 13).
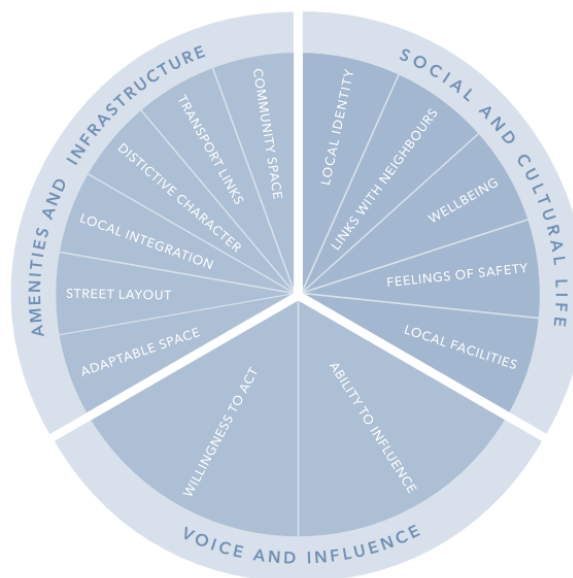
FIGURE 13: SOCIAL SUSTAINABILITY INDICATORS (WOODCRAFT & BACON, 2013)

The social metrics of Wellbeing

Based on the abovementioned set of indicators, metrics need to be determined to measure and eventually quantify the indicators. To scope the metrics to a reasonable number, only one indicator is chosen for the course of this research.

The theme of wellbeing is selected as a social indicator. This indicator is selected upon relevance for practice and the possibility of findings connections while assessing the cases. To identify relevant topics short web research is performed among public and private instances. During this research two themes are noticeable. The first is adding to the creation of a healthy working & living environment (CBRE-GI, Syntrus Achmea, AM, Gemeente Utrecht). In which the health of the tenants, renter, and homeowner is stimulated through the amenities in the urban area. The second theme is social inclusivity with the main priority of adding to the supply of affordable homes (CBRE-GI, Syntrus Achmea, Bouwinvest, Amvest, AM, Gemeente Amsterdam). The first theme is selected on personal preference and in connection with findings suitable cases.

Wellbeing is an indicator that is often described together with health. Health & Wellbeing is the third UN's sustainable development goal. The main focus of this goal is to provide equal access to healthcare, fight against diseases and to increase life expectancy (UN, 2018). However, this study focuses on developing countries (the Netherlands among others) in which basic healthcare is arranged and critical diseases are not pressing the local population. In these countries, well-being and health factors as stress and nutrition are more relevant. The health & wellbeing metrics, therefore, need to be fitted towards the context of developed countries.

A conceptual model made by Szombathely et al. (2017) explains that there are four domains related to health and well-being in cities in the global north; 1. Individual characteristics, 2. The urban society, 3. The city's morphology and 4. Environmental stressors. The model combines earlier models on urban health studies and seeks interdependencies between these metrics. Health-related urban wellbeing is in most papers described as (UrbWealth), Szombathely et al. (2017) describe this term as the well-being of an urban population. To understand this complex model each quartile is briefly explained and examples are given of possible interventions. The metrics shown within these sections are separated into direct and indirect factors affecting UrbWellth. Direct factors are the factors defined as directly affecting UrbWealth, The indirect factors are the factors that influence the direct factors (Szombathely et al., 2017).
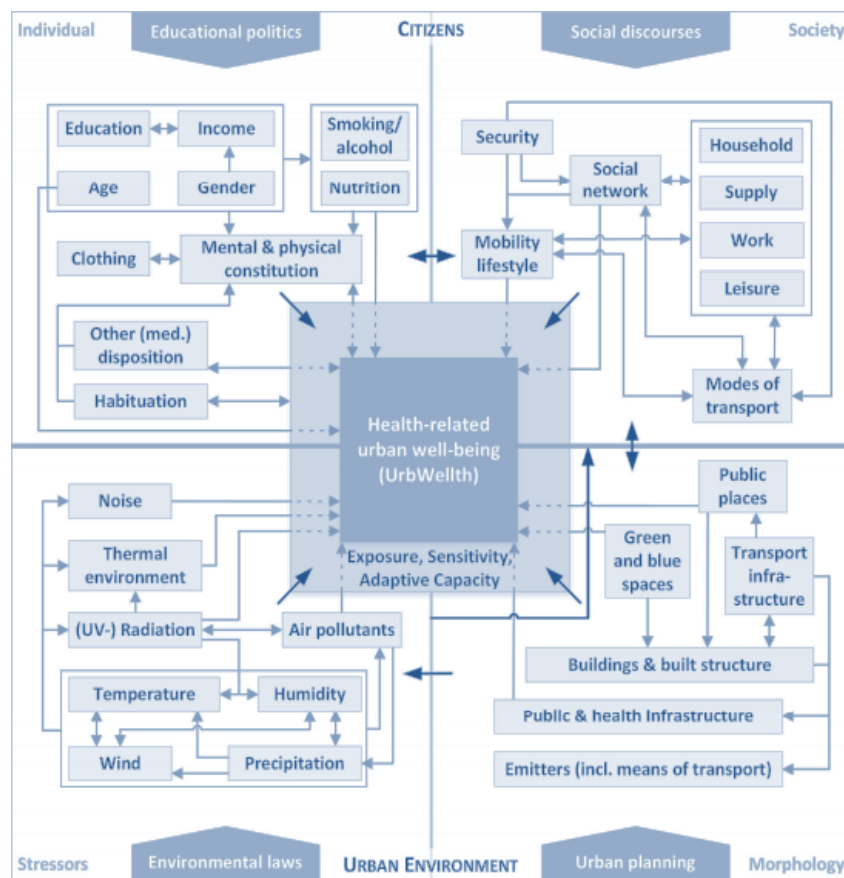

FIGURE 14: HEALTH-RELATED URBAN WELL-BEING FACTORS (SZOMBATHELY ET AL., 2017)

Individual characteristics

This domain approaches (UrbWellth) from a medical perspective of an individual (Storper, 2013). "*This includes the physical and mental constitution, born and acquired dispositions, and, with an emphasis on urban health, a special focus on other medical dispositions (e.g., other diseases)*" (Szombathely et al., 2017). Interventions in this domain are possible through facilities for instance kindergartens, hospitals, and schools. Through these interventions, healthy and conscious behavior is encouraged on both individual and social levels.

Direct factors: Nutrition/ Smoking-alcohol, Age, Mental physical constitution, other medical deposition

The urban society

The Urban society domain addresses problem form a social context and behavioral variables. In this angle, security plays an important role as it is connected to both mobility lifestyle and social network. These factors have an impact on the way the city is used and the adaptive capacity and sensitivity of social groups or individuals. Interventions in this domain can be done through social discourse. Social discourse refers to the way we communicate and think about, things, people, and the social organizations of society. Used in the right way interventions in these sections could lead to healthier lifestyles and lower environmental stressors (Szombathely et al., 2017).

Direct factors: Mobility lifestyle, Social network

The city's morphology

The morphology domain consists of the infrastructural variables in the urban environment and means of transportation. Mobility in the city of the city and the immobile constraints determine the impact on human behavior and environmental stressors. Interventions in this domain are supported by, City planning for transport and environmental laws for the creation of healthy cities (Szombathely et al., 2017).

Direct factors: Green and blue spaces, Public spaces, Public & health infrastructure

Environmental stressors

Environmental stressors are the stressors caused by its geographical location. These stressors can be influenced by the built environment. Not all environmental stressors can be directly changed, but heavily influences social discourses. Interventions in this domain contain city planning legislation, which eventually brings a change in the cities morphology (Szombathely et al., 2017).

Direct factors: Noise, Thermal environment, Radiation, Air pollutants

Social value factors

Framing the above-mentioned drivers, indicators, and metrics of social value. The social value factors of the assessment model can be determined. Figure 15 depicts the scoping of social value towards the eventual metrics with blue as the selected path.
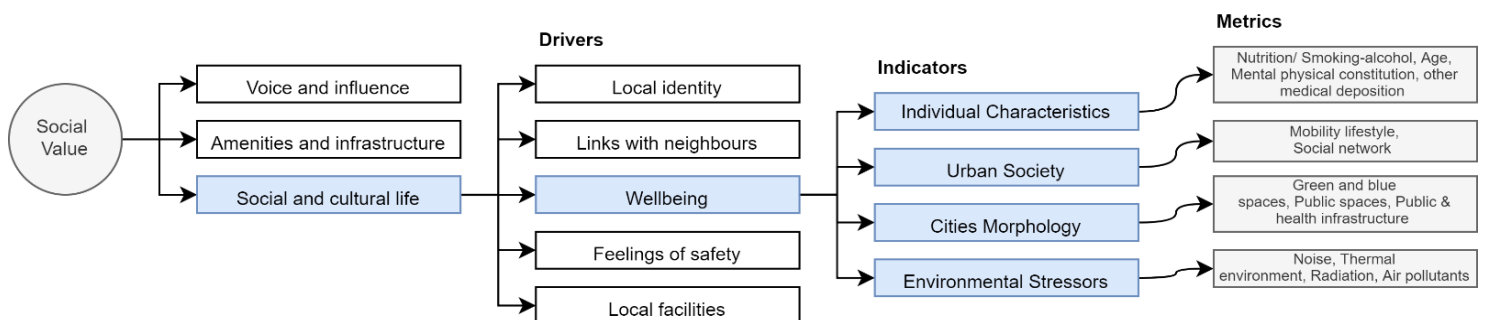

FIGURE 15: SOCIAL VALUE FACTORS (DRIVERS, INDICATORS, METRICS)

2.3.4   Defining business value

Each business needs to have a motivation that causes a particular phenomenon to happen or develop. This motivation is the value of a business. The term business value entails business worth. Web research shows that the definition of business value is often explained as factors that determine the health of the firm or factors that create value for its stakeholders (Invensislearning, 2018; Simplicable, 2018). These factors can be divided into two groups; tangible and intangible factors. Tangible factors form for instance: revenue, market share, stakeholder's equity. Intangible factors are for instance; brand, recognition, public benefit (Invensislearning, 2018). However, due to these intangible factors putting a price or value on a company is highly subjective (Financial dictionary, 2019)...

Business value & urban area development

To gain an understanding of what the concept of business value means within the urban development context. Clarification is needed into the motivation or driver's property investors have in this process.

In general, real estate investors purchase, operate, and sell real estate to generate a profit (De Zeeuw, 2018). In this process, they have several motives to invest in the property market. The most important factors found were risk, expected return and diversification benefits (Van Gool, et al, 2013; Matysiak, 2000). To evaluate investment opportunities the property investors use the internal rate of return (IRR). This indicator calculates the yield for the investment over a certain period. Because properties are illiquid and there is uncertainty about property market cycles investors set a required rate on return to test the investment option upon. In this required rate of return, a risk premium is built-in reflecting the psychological preference for safe decision-making. Greater uncertainty means higher risk and higher required yield (Brown & Matysiak, 2000). Based on this risk-return ratio, a property portfolio can be built. The strategic portfolio manager spreads the risk of its properties based on diversification into types of investments, risk-return styles, asset types, and the geographical location. When a portfolio of for instance residential properties is assembled a total portfolio return can be drawn from the sum of IRR's (Van Gool, et al, 2013).

Urban area development is especially interesting in this respect. Such a process takes a long time and involves a lot of uncertainties. McGreal et al. (2000) note that the perceived total return on a portfolio is the primary incentive to invest in urban regeneration. In evaluating UAD investment opportunities rental growth arising from occupier demand and capital appreciation from investors are here the main evaluation criteria used. Other criteria highlighted are business opportunities and exit strategies. Mc Greal et al. (2000) continues that to stimulate private capital into urban regeneration mostly 'non-finance-based instruments' are needed, such as clarity about the procedure, flexibility in the process and a guaranteed minimum of supplied infrastructure. In other research Adair et al. (2003) tested the performance of a regeneration area property. Results of this research that also on asset (property) level urban regeneration could outperform national and local benchmarks. Among the different types of properties, they found that especially retail properties perform well within regeneration areas.

Considering the types of investors participating in UAD initiatives I. Nappi-Choulet (2005) confirmed by performing a literature study and a case study in Paris that pioneer investors and developers favor speculative development associated with high yields over a short period. Investors who do not participate in UAD initiatives often seek pre-let assets with a longer holding period and lower returns. The author thereby highlights that investor types could be distinguished on long and short term investors.

Assessing business value

To determine the business value factors relevant to property investors in urban development. More understanding is needed of why property investors participate in specifically sustainable urban development.

The research of Falkenbach et al. (2010) identified drivers of property investors in environmental sustainable property development (Figure 16: Drivers Property investor in sustainable property development (Falkenbach et

al., 2010)). The drivers are divided into three types of drivers. The first layer entails the external drivers as; customer's strategic decisions, national standards, environmental and energy certificates. The second layer forms the corporate level drivers in which only one factor is described; image drivers. The third layers contain the property level drivers, the existence of; Risk, property costs, rental income, and property value.
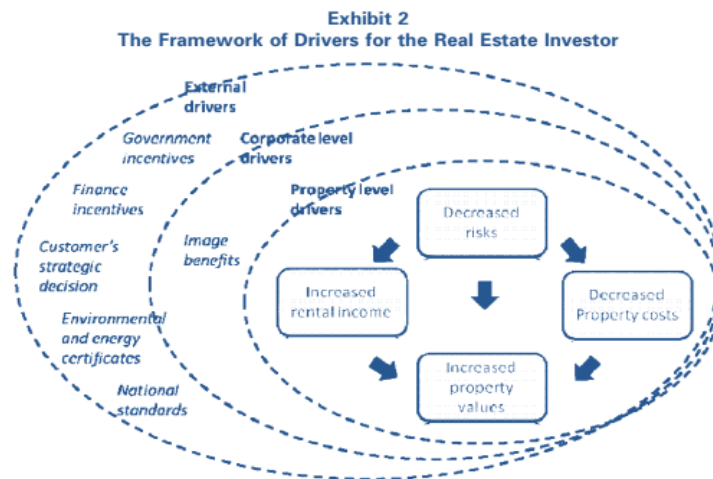
FIGURE 16: DRIVERS PROPERTY INVESTOR IN SUSTAINABLE PROPERTY DEVELOPMENT (FALKENBACH ET AL., 2010)

The indicators of sustainable property development

According to Moon & Parc (2019), the concept of SVC focusses on operational business strategies. Aside from reputational aspects or external pressure. After analyzing both the classification models of Moon & Parc (2019) (Figure 8) and Falkenbach et al, (2010) (Figure 16) overlap is found between the two models. This overlap is schematized in Figure 17.

First of all, the external drivers are all external pressure factors to steer business practice. Forming a link between the group external drivers and CSR for survival. Secondly, a link can be drawn between the group corporate level drivers and CSO for self-satisfaction or reputation. Using a sustainable reputation to create a client base and attract shareholders. Therefore competition exists on the corporate image (section, 1.3). 3) Lastly, there is a link between the property level drives and CSO for competitiveness. CSO for competitiveness is bound to the core business of a company and seeks social opportunities in daily operations. The property levels driver herein define this core business of a property investor

This cross-comparison also reveals the type of drivers upon which this research should focus. The concept of SVC is connected to the last stage of the model of Moon & Parc (2019) 'CSO for competitiveness. Meaning that the value factors used in this research focus on the property level drivers Figure 17.
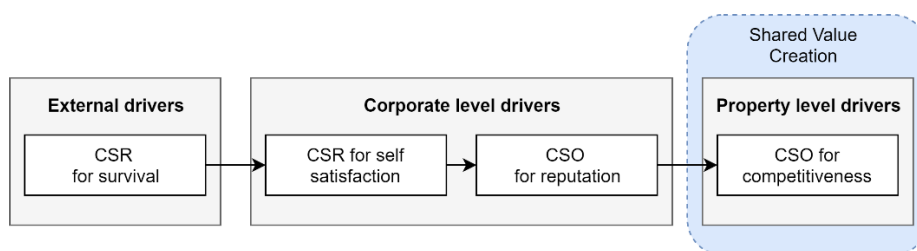
FIGURE 17: FOCUS AREA BUSINESS VALUE BASED ON MOON & PARC (2019) AND FALKENBACH (2010)

The metrics of the property investor

To grasp an understanding of which factors affect these four property level drivers. Literature did not provide an overview of these factors. Therefore quick web research is performed to identify typical metrics related to the indicators (Abraham, 2019);

- **Property value**
  This indicator concerns the capital gain of the estate, The change of the capital value over the investment horizon. Metrics: neighborhood comps, location, home size and usable space, age and condition, upgrades and updates, the local market, economic indicators, interest rates

- **Investment risk:**
  The risk of property investors takes by investing in real estate. Metrics: asset-level risk, idiosyncratic risk, credit risk, replacement cost risk, leverage risk, entitlement risk, development risk, geographical risk, general market risk, liquidity risk

- **Property costs:**
  The costs involved in obtaining and managing the property. Metrics: systematically maintenance, renovation based maintenance, corrective maintenance, maintenance on change of tenant, fitting out costs given, Marketing expenses, commercial costs, management fee property managers, letting commission, other management expenses.

- **Rent levels:**
  The periodically proceeds of the end-users of the building. Metrics: theoretical rental income Annuity, surrender premiums received, vacancy, agreed rent-free period

Business value factors

Framing the above-mentioned drivers, indicators, and metrics of social value. The business value factors of the assessment model can be determined. Figure 18 depicts the scoping of social value towards the eventual metrics with blue as the selected path.
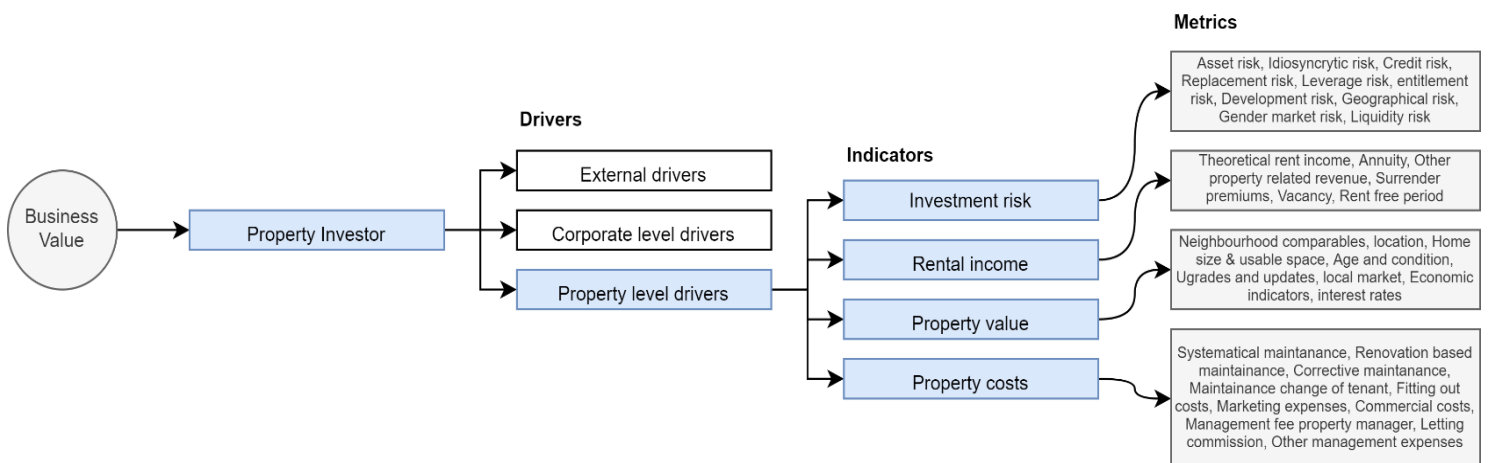
FIGURE 18: BUSINESS VALUE FACTORS (DRIVERS, INDICATORS, METRICS)

2.4 Assessment process

To summarize the theory part the conceptual model of Figure 11 is transformed into an assessment process model that can be used to identify the cases (Figure 19). The assessment model also shows how the model noted in the theory part come together. The assessment model is built on three sequential steps;

- Research activity 1: The identification of social innovation in the selected case.
- Research activity 2: Coding the innovation by SVC Type. This is used as input for the interviews
- Research activity 3: After performing the interview the interview data is connected to the business and social value factors
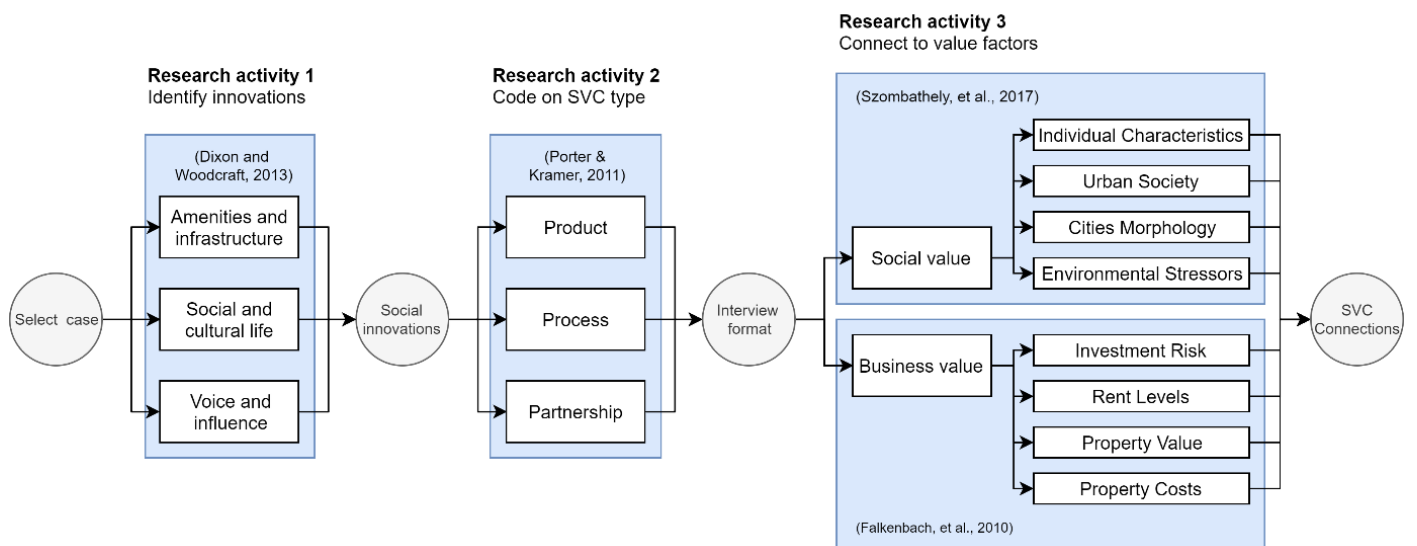
FIGURE 19: ASSESSMENT MODEL

Methodology

- Research questions and objectives
- Research design
- Methods
- Data collection
- Dissemination
- Deliverables

3 Methodology

The third chapter explains the methodology and research strategy adopted. Section 3.1 explains the posed research questions and their related objectives. Section 3.2 the research design or research strategies. Section 3.3 of the methods used to study the research questions and Sections 3.4 concerns the data collection techniques.

3.1 Research questions and objectives

The main question of this research aims to explore the utility of the SVC concept in creating sustainable urban areas. To answer this question supporting sub-questions are posed providing an understanding of; the meaning of the concept and how it is practiced in an urban development context, the possibilities, and limitations of the concept and the preconditions needed to successfully implement the concept. An overview is provided in Table 1: Research questions and related objectives.

| Main question	How can the concept of Shared Value Creation contribute to creating sustainable urban areas?
Scientific objective	Broaden the view on corporate social activities in urban studies
Social objective	Advising urban development practice on the utility of the concept of Shared Value Creation
Sub question 1	How can Shared Value Creation be defined and operationalized within the context of urban development management?
Objective	Create an understanding of the concept of Shared Value Creation and what this concept means within the context of urban development management
Sub question 2	What are the possibilities and limitations of the shared value assessment in urban development management?
Objective	Defining the possibilities and limitation of the conceptualized model of the SVC concept and the urban context
Sub question 3	Which public and private preconditions are needed to successfully implement SVC into the urban development context
Objective	Defining the conditions needed for both public and private institutions in urban development concerning the shared value concept

TABLE 1: RESEARCH QUESTIONS AND RELATED OBJECTIVES

3.2 Research design

This study focusses on the use of the SVC concept in sustainable urban development. This concept is not yet researched within the context of urban development. The focus of the research is not to test existing theories, but to generate new knowledge through investigating these phenomena. Therefore this research has an exploratory character (Hunt, et al., 2003). In this exploration, the sub-question aims to understand the phenomenon through an examination of the interpretation of its participants (Bryman, 2015). Meaning that this study is qualitative. The research design is depicted in Figure 21.

The research design is built up as followed. First of all, a literature review is performed to define and operationalize the SVC concept. To analyze the SVC concept in an urban development context two cases studies are performed. After gathering the primary data a cross-case comparison is performed generating knowledge about the similarities and differences between the cases. After comparing, the findings are synthesized. Interpretation is made and findings are reflected upon by experts. All this information can then be used to answer the proposed sub-questions and the main research question.
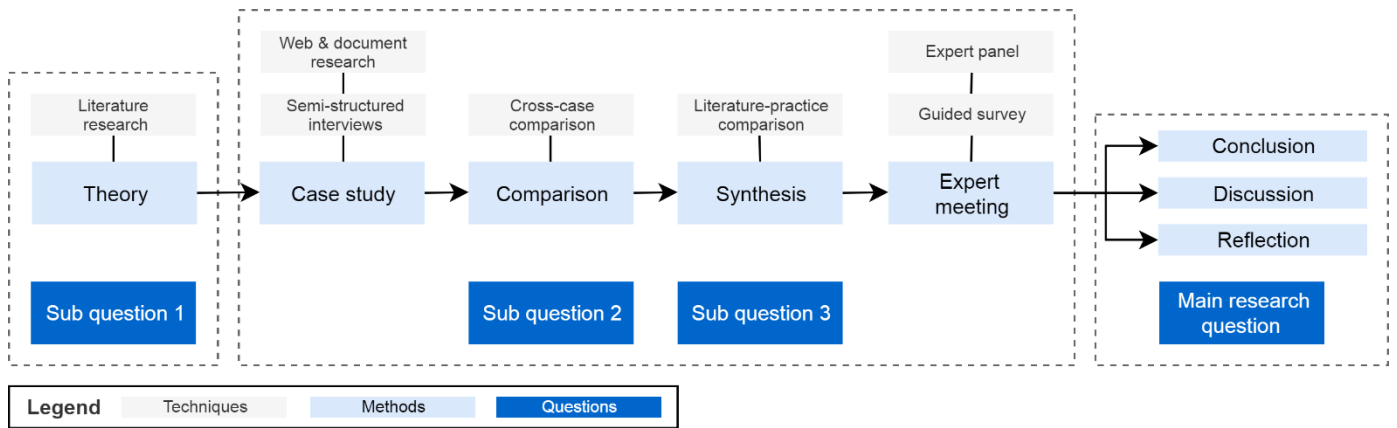
FIGURE 21: RESEARCH DESIGN

3.3 Methods

3.3.1 Literature review

The literature review method is used to generate knowledge about the Shared value concept and to establish a conceptual model (Figure 11). The conceptual model binds the different literature available on SVC and Urban development together providing a way to assess the SVC concept in an urban context.

3.3.2 Case Studies

This research aims to provide insight into the use of SVC as an assessment instrument in urban area development. This objective by nature implies the use of a case study. According to Yin (2003), a case study is a study of 'a contemporary phenomenon within its real-life context'. In this case, the phenomenon of Shared Value Creation is studied. Furthermore, a case study has three distinctive attributes (Yazan, 2015): It is 'particularistic' (has a particular focus on one phenomenon), 'descriptive' (generates a description of the phenomenon) and is 'Heuristic' (clarifies the phenomenon). This touches upon the purpose of this study to generate an understanding of the phenomenon of SVC to clarify how it could be used to stimulate sustainability in the urban development context.

Case study design

The exploratory case study has a holistic multi-case study design. In such a case design it is important to have replication logic for the external validity of the cases (Yin, 2003). For the research design, the same structure is implemented in both cases Figure 22: The 'research activities' described in the figure are based on the model in.
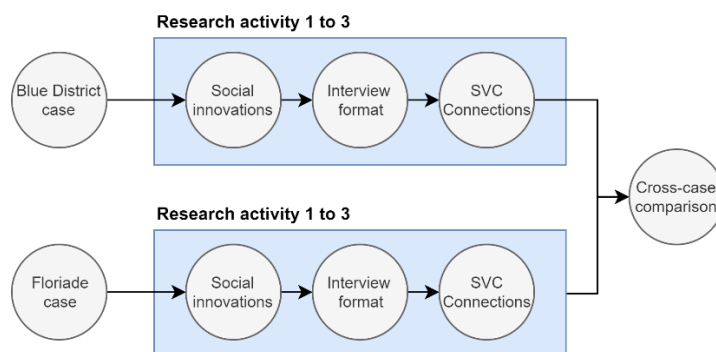
FIGURE 22: REPLICATION CASE STUDY DESIGN

Case study selection

The case studies are selected upon several predefined criteria. The first criterion used is that the case needs to be Dutch to prevent geographical institutional differences. This condition is especially relevant in answering sub-question 3. The second criteria are that the cases have a focus on social innovation. These can be found in urban products, processes and partnerships formed. The third criteria are the stage of the urban development process. This research focusses on newer cases that have not passed the realization stage. This to provide a grasp of how social innovation is currently perceived by stakeholders. The last criteria are that the selected cases are 'best practice' in the theme of health and wellbeing. This is related to the scope of this research is its focus on Health & Wellbeing.

Selection criteria formulated:

- Dutch urban development case
- Focus on social innovations regarding products, processes, and partnerships
- Case preferably in the initiation/ development phase
- The cases have to be 'best-practice' under the topic of health and wellbeing

In total six cases were selected as potential cases. All cases are Dutch and have a strong social aim in which several social innovations are found. Thereby all cases fitted the preferable stage initiative or development stage. The last criterium regarding the social aim brought some shifting in the possibility of cases. The social aim of the Brainport case was the smart city concept and was not necessarily focussed on health and Wellbeing. Stadspoort, Amsterdam and Spoorzone case was focussed on social inclusion and shared-use, which could be interesting regarding wellbeing but did not address health that specifically.

In the end, three cases remained possible, Blue District, Floriade, and the Duurzaamste Kilometer. However only two case studies are performed in this study. This meant that one case needed to be removed from the selection. Eventually, the Duurzaamste Kilometer case was removed from the selection. This because contacting stakeholders involved in this case was very difficult and the interview with the other cases could already be arranged. So, it became a choice in the sake of the continuation of the research process

Cases selected:

1. Blue District, Utrecht
2. De Floriade, Almere

Cases not addressed:

3. Brainport Eindhoven
4. Duurzaamste kilometer, Leiden
5. Stadspoort Zuid-Oost, Amsterdam
6. Spoorzone Zuid-west, Haarlem

3.3.3 Comparison

After performing the case study and gathering the primary data. The case findings are analyzed. This is done using a cross-case comparison. Performing a cross-case analysis the similarities and differences between the cases are revealed. With the similarities and differences, mapped patterns could be found and interpretations can be made. To compare the two cases the structure of the assessment model is used, comparing; the innovations, the social aim, the social value, and the business value.

Next to the comparison of the cases also the findings of the cases are compared between the demand and supply-side findings. Again noting possible similarities and differences to make interpretations.

3.3.4　Synthesis & Expert reflection

The synthesis forms the interpretation stage of the research. Based on the knowledge of the literature review and the empirical analysis interpretation is made and the possibilities and limitations of the concept and the use thereof in an urban context are analyzed. To validate the interpretations made an expert panel is used. This use of an expert panel is helpful to acquire specialized input and validate personal interpretations (Department of Sustainability and Environment, 2005, p. 36). In this case, the expert panel is primarily used to validate the interpretations made and acquire knowledge about the possibilities and limitations of the urban context regarding the SVC concept.

Additional to the case study findings a demand-side reflection is performed. This to grasp an understanding of how the innovation found in the case studies is perceived by the actual end-users. This additional study is used to support the interpretation of the expert panel.

3.4　Data collection

3.4.1　Web and document review

To gather knowledge about the basics of urban cases. Web and document research is used (Bryman,2016). Web research is used to analyze the location and provide a basic case description. Specific for the analysis of the innovations documents were acquired from the stakeholders of the urban cases. These documents formed the basis for the list of innovations discussed amongst the stakeholders.

3.4.2　Semi-structured interviews

Interviewing is used to gather specific inside knowledge about the project. The type interviewing technique used for the case analysis is 'in-depth interviewing'. Meaning the interviewer will try to grasp a deeper understanding of the interviewees' position in the phenomenon of Shared Value Creation. Semi-structured and unstructured interviews are the appropriate lay-out for in-depth interviews (Bryman, 2016).

For each case at least 3 interviews are held to create a general understanding of the case. Each interview is held with stakeholders from a different discipline. This to provide a good understanding of the 'development arena'. In both cases, an; Developer, Property investor, municipality and a process manager is interviewed.

The contents of these semi-structured interviews were focussed on the topic of social innovations were a predefined list of social innovations out of web and document research is followed. Discussing the added value of these innovations. The interview protocol can be found in Appendix A.

3.4.3　Guided Survey

To reflect upon the case findings a combination of interviews and a survey is used. This is called a 'guided survey'. This technique is used to assist the participant while filling in a survey and to further discuss the questions posed in the survey.

To participants selected for the survey are selected using snowball sampling "In sociology and statistics research, snowball sampling is a nonprobability sampling technique where existing study subjects recruit future subjects from among their acquaintances." (Goodman, 1961). Which in this case means that the area development actors provide the link to the end-users. In total 3 demand stakeholders were interviewed; Asset manager, property manager, and tenant.

The format used during the guided survey is based upon the combined result of cases 1 and 2. The format of the guided survey can be found in Appendix B: Guided Survey.

3.4.4 Expert panel

To validate and discuss the interpretations made in this research the expert panel technique is used (Department of Sustainability and Environment, 2005, p. 36). To again provide a broad understanding of the urban development 'arena' and to be consistent regarding the performed case study, the same type of actors are selected in the expert panel. The size of the panel has a minimum of three participants to safeguard the validation and generalizability of the statements posed.

The following types of participants are considered to have a seat in the panel.

- Property investor - Development investor
- Municipality - Urban planning department
- Developer – Any type
- Process Manager/ Concept developer

3.5 Dissemination

The initial target audience of this paper is business in general. However, this audience is far too big to address. Therefore the research analysis will be performed from the perspective of the property investor. If this study shows promising results it could be considered to look at other types of businesses for further research.

3.6 Deliverables

After performing the research the following products will be delivered

1) An assessment framework to test SVC in practice.
2) Two performed case studies according to the predefined assessment model
3) A cross-case analysis showing the similarities and differences between the case studies.
4) A demand-side reflection on the case findings
5) A set of lessons-learned discussed and validated using an expert panel.
6) An answer to the question; "How can the concept of Shared Value Creation contribute to creating sustainable urban areas?"

Case study

- Case study 1: Blue District, Utrecht
- Case study 2: Floriade, Almere

4 Case studies

The fourth chapter of this research considers the empirical research performed to test the shared value potential of social innovations in two urban cases. Each case, first, briefly introduces the case background and social aim of the urban concept. This to grasp a general idea of the urban case. Secondly, the social innovations found in web and document review are listed (research activity 1). Where after these innovations are sorted according to the three pillars op SVC; Products, processes or partnerships (research activity 2). Third, the social and business value factors are discussed related to the theme of health & wellbeing and the business value factors of the property investor connecting the innovations towards the predefined value indicators (research activity 3). Each case is concluded with an overview of the initiatives and their interrelated social and business value factors.

4.1 Case 1: Blue District, Utrecht

4.1.1 Project information

City   Utrecht
District   Schepenbuurt
Neighborhood   Cartesiusdriehoek
Size   290.000m2

FIGURE 24: MASTER PLAN BLUE DISTRICT (BLUE DISTRICT, N.D)

4.1.2 Introduction

The Cartesiusdriehoek area is a business park enclosed by the Cartesiusweg and the train tracks to Amsterdam and Den Hague central. This terrain is formerly used as a marshaling yard for the Dutch railroad company NS. But in time transformed into a business park when other companies gradually settled. The Cartesiusdriehoek is one of the last and biggest transformational areas in Utrecht. The future development consists of about 2200 to 2600 new dwellings and 25.000m2 of commercial space. The total development is around 290.000m2. In 2017 NS wrote out a tender, won by MRP development and Ballast Nedam Development (Cartesiusdriehoek, n.d.).

4.1.3 Social aim

The social aim of the area is based on the 'koersdocument' created by the municipality of Utrecht and provided as a guideline for the tender submissions. Themes that describe the development from the perspective of the municipality are; enclave, inner-city, interaction and healthy. These themes are translated by the winning

consortium (Ballast Nedam, MRP development) into the concept 'The Blue District'. Based on the philosophy of the Blue Districts of Dan Buettner. In short, the Blue Districts are areas where people tend to live longer, healthier and happier. The residents of these areas accomplish these values though their close community. Dan Buettner analyzed these areas and discovered 9 customs of the inhabitants that have a positive effect on health: The power 9. To interpret these lessons of the Blue Districts the Blue District concept is divided into two segments: software and hardware. The software is related to the customs of people living in the Blue District and is divided into four themes; Meaning & Relaxation, Community, Healthy nutrition and Movement. The hardware pillar concerns a fitting urban fabric to support the software. The hardware part is also divided into four themes; Mobility, Environment, Circularity and Nature & Biodiversity.

4.1.4   Social innovations

Products

The social innovations concerning the urban 'product' in the Cartesiusdriehoek concept are discovered in different ways. First of all, the CAB community center. This is the already existing building of the Centraal Autoherstel Bedrijf (CAB) of the NS is going to be the central meeting point for the neighborhood and brings forward the blue zone identity, in its program. The themes of Meaning & Relaxation, Community, Healthy nutrition and Movement are leading in programming this building. The CAB community center keeps the existing local entrepreneurs related to those themes and aims to gradually grow towards a new completion of the program. However, it will not be fully programmed as it will leave space for Blue District inhabitants to suit their ideas and initiatives. Next to the local entrepreneurs, a CABLAB will be established. This is a place for scientists & universities to design, measure, monitor and validate Blue zone activities. This is an interdisciplinary collaboration between four different universities. Also under the topic of education is healthy education amenities. Local entrepreneurs, restaurants in the CAB community center but also through urban farming and growing your vegetables, awareness is created about healthy nutrition.

Aside from the CAB center new mobility and living concepts are implemented into the Blue District. In terms of mobility, the area provides new means of transportation as shared bikes and cars and a stop & drop package delivery system will be available in the area. But also a Community App which tells you the best possible travel plan and upon which you can reserve the bikes and cars. The new living concepts are introduced by Portaal (social housing provider). Place2BU, where students and refugees ready to live unsupervised are mixed per level. They have a common room where they can cook and do activities together. Majella living where supervised socially disadvantaged have a neighbor as a buddy. 'T Groene Sticht, the diverse living concept is tested combined with work activities.

Process

Related to the urban development process the following interventions were found relevant. In urban design, several measures were taken to stimulate walking. Longer distance to your car, elevators out of sight moving bikes closer to the dwellings. Also by introducing several common spaces and an urban trail people are unconsciously stimulated to adapt their mobility lifestyle. Moreover to create a safer environment a logistic separation is made creating a car-free environment. This car-free environment is flexible in its design as residents can form this space to their own needs and also maintain it their selves.

To guarantee that the ideas of the concept work several process-related interventions are done. First, a new role in the urban area development process is established, the concept manager. The concept manager safe keeps the concept during the process and after project delivery. Where the consortium primarily focuses on creating urban hardware or urban fabric. The concept manager focuses on realizing the software, focussing on placemaking, local initiatives and entrepreneurship. Next to the concept manager, a second role is introduced to address the bottom-up approach or resident perspective. Which is a board with representatives of several interest groups, which have also been present during the creation of koersdocument. This role or board that is assembled is called the

representative's group or 'Klankbordgroep' after delivery this Klankbordgroep will transform into the Blue District association.

Within the Cartesiusdriehoek organization, several partnerships are established or are aimed to be established related to social innovation. The first partnership considers a collaboration with insurance company ONVZ who wants to participate by creating a Blue District living lab, proving that a healthy and happy life may also lead to lower insurance costs. The second partnership involves a collaboration with neighboring company Sligro who insisted that they would hire local employees instead of non-local. Furthermore, they agreed upon seeking cradle to cradle solutions and use their network to inspire people to eat healthily. The third collaboration is between the concept manager, klankbordgroep and owner/ tenant representatives in the form of a board of representatives. Their concern is the quality of the public space and organizing and running the CAB BV, an independent organization whose goal is to make the CAB community center a success from both communal as a financial perspective. The fourth collaboration is the 3G collaboration between the consortium and NSV (NS Vastgoed). The goal of this collaboration is to achieve long-term area value for NSV, the consortium, and the municipality. 3G stands for 'geluk, gezondheid and geld' (fortune, health, and money). This is done under the slogan; healthy and happy users guarantee a healthy long-term return for owners. The fifth collaboration is between the NS and the municipality, concerning the blue mobility concept of the Cartesiusdriehoek. In this concept they made an agreement with We Drive Solar (WDS) to foresee future residents with a complete alternative mobility system. The last collaboration is between the consortium and the municipality to smoothen the zoning plan transformation process and to help in setting up and running the Blue District concept. Their knowledge is specifically needed in helping with the mobility transition, public spaces, social cohesion and the connection with neighboring districts.

Products	Processes	Partnerships
CAB community center	Stimulate movement through the urban fabric	Collaboration Insurer ONVZ
Local entrepreneurship	Separating mobility streams	Collaboration Sligro
Shared transportation	Form & maintain semi-public spaces	Association Blue District & CAB BV
Mixed living concepts	Active green spaces	Collaboration 3G
Concept manager	Stimulating social cohesion through shared facilities	Blue mobility
	Board of representatives	CABLAB

TABLE 2: SUMMARY OF SOCIAL INNOVATIONS

4.1.5   Social value

Based on the knowledge gained from the web research and the interviews held with several stakeholders involved in the Cartesiusdriehoek development the following connections were found social values bound to theme Health & Wellbeing.

Individual characteristics

The Blue District concept has a strong link with the social value factor of nutrition. Education on the area of a healthy nutrition lifestyle is one of their primary objectives. Local restaurants use urban farmed and locally produced vegetables and fruits in their dishes and residents can grow their food in several vegetables, fruits, and s.0pices gardens. The objectives thereby are that this creates awareness and knowledge about healthy nutrition

and satisfaction in doing so (tender document). Moreover, the municipality emphasized the growing importance of good nutrition from the department of public health. Not only to raise awareness about the topic of nutrition and initiatives bound to this theme but also indicates that it brings people together and stimulates social interaction. There is however the danger of initiatives wearing out. It is challenging to keep people motivated over a longer period. The role of the concept manger in keeping these initiatives interesting is therefore very important (J. de Koning, personal communication, October 9, 2019). Initiatives bound to Nutrition can all be placed under healthy food initiatives with the CAB Community center as the central point of healthy nutrition education. Local already established entrepreneurs as the BluZone - serving healthy food based on the Blue District idea or the Oproer Brouwerij - serving only vegetarian food are used to establish a basis in the renewed CAB building. New entrepreneurs located in the building will be judged if they fit the Blue District concept to represent the CAB center as a healthy food environment. Also, the urban farms bind the initiative of Green and blue spaces in the area and stimulate interaction and movement by organizing Urban farming sessions for inhabitants, schools and visitors (M. de Haan, personal communication, October 11, 2019)(J. de Koning, personal communication, October 9, 2019)

Another link can be drawn between the mental and physical constitution of a person through aspects as community feeling or purpose. Not only living in green or the city makes a person happy. Social wellbeing and purpose are also important elements in this regard. Initiatives regarding social wellbeing (Tender) can be found in the mixed living concept and stimulating interaction through the design of an urban area. These initiatives enhance your mental state and create an environment of acceptance. *"Living in an asylum-like environment drops one's self-image and what they think they can do"* (J. de Koning, personal communication, October 9, 2019). The element of purpose is found in shaping and maintaining your living environment. Shaping your common backyard with friends or organizing events help or get to know your neighbors provides a sense of accomplishment. Or taking that sport or culture class provides a feeling of gratification. A more unique link is found with stratification is found though the collaboration with insurer ONVZ. They would like to stimulate personal health by showing them how a healthy lifestyle could lead to a decrease in insurance costs.

The Urban Society
This considers the behavioral aspects of a person through its societal context. In the concept of the Cartesiusdriehoek this is retractable through its mobility concept and the many initiatives bound to the health value of a social network. The latter has its main focus in this segment through its goal to stimulate social cohesion. In the Blue District, the consortium found that social cohesion is one of the main aspects of living satisfaction. *"Living in the city or nature: social wellbeing makes people happy"*. (Jan Latten CBS hoofddemograaf). To stimulate interaction and community building the CAB community center should function as a center for meeting people. To make this work local knowledge is important. The already established entrepreneurs know the area and have already a connection with the neighborhood. By using their knowledge a concept can be built that is understandable by the local community (M. de Haan, personal communication, October 11, 2019). Also, mixed living concepts from Portaal are meant to stimulate a community feeling. Mixed living concepts to help the socially disadvantaged neighbors, social programs to prevent loneliness and building common rooms to stimulate interaction. Parallel to creating this community feeling is a sense of security. *"Knowing your neighbors makes people softer"* (B. Hollander, personal communication, October 18, 2019). To bind all these social initiatives together the community-app is introduced, creating a platform and a means of communication between the residents, entrepreneurs and other interested people. To steer the initiatives the concept manager and the Blue District association are used.

The societal context can also be found in someone's mobility lifestyle. In addressing this pillar the consortium identified two types of movement, conscious movement, and unconscious movement. They found that the last form has much impact on your health. As mobility has overlap with the morphology segment. It has to make clear that the interventions of this segment consider social organizations bound to mobility (tender). In general, the whole Cartesiusdriehoek area is designed to stimulate a healthy mobility lifestyle. Urban planning and new means of transport form the foundation for a healthy mobility lifestyle. But local entrepreneurs, the concept manager, and community apps are the social organization that stimulates healthy movement. An app that gives you a fitting

travel plan based on the weather, health impact of your journey or you can gather scores through the number of movements per day (M. Wittens, personal communication, October 4, 2019). Sports classes and other events organized by the Blue District association stimulate healthy movement and create an accessible sports facilities (M. de Haan, personal communication, October 11, 2019).

The cities morphology

The cities morphology considers the urban planning angles with three corresponding direct values to UrbWealth; public places, green and blue spaces, and public & health infrastructure. The main focus of this segment is on how the urban environment influences human behavior and environmental stressors. As explained in the former section the urban hardware or urban fabric is aimed at stimulating interaction and healthy mobility. Interventions that are bound to this hardware are the CAB community center and the common rooms in the apartment buildings, stimulating interaction as public places. Green and blue spaces created by separating transport flows and stimulating other modes of transportation. Create a safe 'commons' to meet and to use for leisure activities, which can be shaped and maintained by its residents. It is not meant to be greenery that meant to be looked at but which is used for enjoyment. Because *"when people enjoy green they go outside and when you are outside your it's healthy when people are outside they move, and when you're on the move you meet people" (Marion).* To steer the use and way people organize these commons the Blue District association is involved. The public & health infrastructure is found in the mobility design of the Cartesiusdriehoek, with placing for elevators more hidden that taking the stairs is stimulated and creating a car-free center in which taking a bike is stimulated. Moreover, car ownership is also reduced by stimulating shared mobility concepts as shared bikes and cars. This not only creates a more safe area but also reduces sound and air pollutants. To oversee the mobility concept the Blue mobility initiative is created (J. de Koning, personal communication, October 9, 2019).

Environmental stressors

Environmental stressors are difficult to steer however are influenced by the built environment and its citizens. The most direct initiatives found to environment stressors were the sound blocking urban design and the shared mobility concept reducing car use and indirectly reducing sound nuisance and air pollutants. Besides, it stimulates walking. Because "people living in suburbs with a car nearby, get in the car to their work and do not move for a whole day. Although this is essential for good health." (J. de Koning, personal communication, October 9, 2019)

Individual characteristics	The Urban Society	The cities morphology	Environmental stressors
Nutrition: Local entrepreneurship, CAB community center, Green and blue spaces, concept manager, Sligro	Social Network: CAB community center, local entrepreneurship. Mixed living concepts, stimulate social cohesion, concept manager.	Public places: CAB community center, Shared facilities	Noise: shared mobility, stimulating movement through design
Mental & physical constitution: Mixed living concept, Stimulating social cohesion through design, shaping and maintaining own living environment, Collaboration ONVZ	Mobility lifestyle: Local entrepreneurs, concept manager, Blue District association, shared mobility	Green and blue spaces: Separating mobility flows, Stimulating movement through design, shaping and maintaining your area, Blue District association.	Air pollutants: shared mobility, stimulating movement through design
		The public & health infrastructure: Stimulating movement through design, Shared mobility, Blue mobility	

FIGURE 25: SOCIAL VALUE CONNECTIONS

4.1.6   Business Value

Property costs

Maintenance

Several initiatives are related property costs of an asset manager. The initiative of shaping and maintaining the semi-public space has the benefit that when people shape their commons, they tend to feel more responsible for maintaining these commons. Especially elderly people seem to feel the responsibility to maintain their 'garden' (M. de Haan, personal communication, October 11, 2019). If organized in the right way people are even willing to pay to beautify these commons. Moreover, these commons are higher in quality, lower in maintenance and the cost is partly shifted towards the tenants/owners (B. Hollander, personal communication, October 18, 2019)(M. Wittens, personal communication, October 4, 2019). Though to organize and steers these initiatives the involvement of the concept manager and de Blue District association is needed. This among other factors to keep people motivated in participating in such a concept. Another linkage found is between the design of the green and blue spaces and the number thereof. The example was given that placing more green and trees help in water drainage and could be related to future costs of otherwise building costly water drainage pipes (J. de Koning, personal communication, October 9, 2019).

Mutation rate

Positive effects on the mutation rate can be found through different initiatives in the Cartesiusdriehoek. People often do not want to pay higher rent but spend more and more on extra service to third parties. By offering more amenities and services in the area the investor expects that people stay longer in their rented apartment. Therefore the CAB community center is a good way to provide these extra services. Another link is found through the shared mobility initiative. Because if you can lower their fixed monthly expenditures related to for instance renting parking spaces or other car expenditures by used shared cars. People are more eager to stay in their rented dwelling (B. Hollander, personal communication, October 18, 2019). Looking at the dwelling itself. The concept takes into consideration that people may want to grow in their 'living career' (wooncarriere). This means that they want to move to a bigger house after living in their current house for a while. By providing this option within the area the ration rate is not downgraded but you can keep your tenants within your fund and provide them with more choice as a landlord. Also keeping knowledgeable tenants in the community (M. Wittens, personal communication, October 4, 2019). The last link is not specific to an initiative but as a remark on the concept itself. Because people do not always agree with certain initiatives or do not want to participate people are selected on their fit with the concept. This prevents unneeded rotation of tenants not interested in the measures taken to create stimulate tenant satisfaction (B. Hollander, personal communication, October 18, 2019).

Safety costs

The mixed living concept is interesting in the way that it could contribute to the safety of the area. In a lot of areas, all social housing is put together in one location. This often causes a more unsafe feeling and criminality in a neighborhood. By connecting the more socially disadvantaged with other tenants in the area with the help of different mixing concepts. These mixed concept or activities were neighbors interacts "can provide a nice setting and makes people softer" (B. Hollander, personal communication, October 18, 2019).

Gifts & Sponsoring

This value is realized by collaborating with local entrepreneurs and companies. The residents of the Cartesiusdriehoek are possible customers for them. Thus local branding is in their benefit. This can also be turned into a benefit for the Cartesiusdriehoek community. When the community, for instance, wants to organize a neighborhood barbecue. A Sligro could sponsor meat or a barbeque with logos the role of the concept manager is important in this to stimulate this connection and willingness of local entrepreneurs to invest in their local community (J. de Koning, personal communication, October 9, 2019).

Investment risk

Local knowledge

Local companies and entrepreneurs form the basis for local knowledge. When you want to make your concept work. A collaboration with established local operating companies in the neighborhood can provide you with the network and knowledge to makes your concept fit to the neighborhood. Thereby they are motivated to enhance the community also for their benefit. *"Restaurant the Blue District knows exactly what they could mean for the community and what the community can do for them. It is in their DNA, that is why they founded their company"* *(Marion)*. If you translate this to the role of the investor. They often do not have the expertise or want to take the risk to set these initiatives up themselves. So, entrepreneurs could do the heavy lifting and make the concept realize for you (M. de Haan, personal communication, October 11, 2019).

Long-term commitment to developing parties

A general concern of the municipality and investors is the commitment of developers after building completion. *"If you ask developer the question, do you want to live in this area? They often say no"* (J. de Koning, personal communication, October 9, 2019) and *"they present you a beautiful story, but when the keys are handed over, then the developer is gone"* (B. Hollander, personal communication, October 18, 2019)

In the concept, the developers are responsible for setting up and running the CAB community center in the early stages of the area transformation. This makes them also responsible for an object after completion. To add to this the developer argued that they consider holding on to the CAB center for a while to let it 'grow' for a while and then sell it. In this Ballast Nedam emphasizes that they learn a lot of the collaboration with developing-investor MRP (M. Wittens, personal communication, October 4, 2019).

Rent levels

Liveability

Liveability is a broad concept that can found in multiple initiatives. Separating the mobility streams is one of the bigger interventions made to the design with a direct outcome related to liveability. Based on an example in Prague. She says that it creates room to beautify the area. More room for green & blue spaces and by removing cars from the central district a safer place to play for the kids (B. Hollander, personal communication, October 18, 2019). Moreover, the design of the buildings also adds to the quality of the central public domain. Its sound blocking facades cause the sound nuisance to drop adding to the liveability of the central area. *"The central area can be perceived as a kind of oasis"* (Bianca). Also adding to the liveability of the area is the CAB community center. The CAB center should be the living room within the Blue District. A place where the community comes together and relaxes. Michel Poulain investigated that community building is one of the elements that prolong life expectancy. Together with the help of the CABlab collaboration with universities. The center is designed and adapted to the needs of people in the area. This personalization and suiting people needs is also stimulated through forming and maintaining the same public spaces and the addition of common rooms in each apartment building. This provides people with space to organize activities together. But also creates the feeling that their living space is bigger than their apartment (M. Wittens, personal communication, October 4, 2019).

Amenities & willingness to pay

Residents want their amenities and services to be close by, according to J. de Koning. Besides people are spending more and more on convenience services. Examples as Swapfiets and Onefit prove that. People want to have freedom of choice and availability of a range of amenities nearby. In this regards local entrepreneurship providing these services are important and flexible spaces to host these initiatives. *"You need to provide people with a sports amenity within 15 minutes of your area and not on the other side of town".* This is not only beneficial for the tenants but also the number of commuting and transport in the city. The CAB community center is one of the initiatives that add to both locality and convenience. It is locally based and provides a wide variety of services for the residents of the Blue District. Thereby, the center is not fully programmed but leaves room for local

entrepreneurs to host temporarily activities or to test initiatives. For the asset manager, this has the additional benefit that most of these services do not even need to be into the social rent segment. For instance, boot camp clubs generate a good return at the moment (J. de Koning, personal communication, October 9, 2019).

Cost of living

Besides the CAB center, shared mobility services also show benefits. By stimulating people to use shared bikes and cars the cost of car ownership can be reduced. *"Why should you buy a big car for the two weeks per year you go on vacation?"* (M. de Haan, personal communication, October 11, 2019). These concepts are now still expensive, but comparing them to the costs of car ownership these concepts will probably be cheaper (J. de Koning, personal communication, October 9, 2019). Though in this concept, peak moments need to keep in mind. For instance, on a Saturday when everyone brings their kids to soccer practice or to get groceries. Thereby such a concept should still be a choice, not forced upon (B. Hollander, personal communication, October 18, 2019). One of the more exceptional initiatives is a collaboration with insurer ONVZ. They proposed to create a test garden to show to residents that a healthy life could lead to lower insurance costs. This also found the interest of the other stakeholders involved. Why does an insurer not pay for preventive care? Healthy people means lower costs for care for them. Insurers currently only look at the individual state of a human being but are they would look at a certain group or neighborhood it could be beneficial for them (J. de Koning, personal communication, October 9, 2019). The only problem is that people in a neighborhood are not insured under the same company. This competition also causes insurers to invest a lot of money into branding campaigns instead of investing in initiatives that can make a difference for their customers. However, there are some critical ethical notes: what if you do not live in the designated area? What if you're sick, can you still live in the area? Also, there are people how to live healthily and still get sick. These kinds of questions thickened by a lot of regulations show that the idea may be farfetched. Stimulating people's life healthy by providing a benefit is a good thing, however, this is a more difficult discussion. (Bianca, (M. de Haan, personal communication, October 11, 2019)

Property value

Location

The CAB community center was unanimous confirmed by all interviewees as the identity carrier of the area and pointed out as having much social value for the area (M. de Haan, personal communication, October 11, 2019), (B. Hollander, personal communication, October 18, 2019)(J. de Koning, personal communication, October 9, 2019) (M. Wittens, personal communication, October 4, 2019). It is expected that this center will be the carrier of the Blue District concept. The CAB center and its established entrepreneurs are already known within the current community and will be even more known among the future community (M. de Haan, personal communication, October 11, 2019). It could even be the healthiest neighborhood in the Netherlands. Not only in branding but want to prove that people can live longer and happier in the Cartesiusdriehoek with the help of the CABlab. This eventually will be a benefit for the municipality and the investors involved in resale value and maybe even in rent prices. Another influence on the attractiveness of the location is through forming & maintain the semi-public spaces. Through collaboration with the municipality, the consortium achieved freedom in forming the semi-public areas. The idea is that people invest in these areas and therefore predict that it will create more personal and higher quality blue and green spaces (M. Wittens, personal communication, October 4, 2019).

Economic indicators

Economic indicators can be found in first of all transportation. By stimulating local services and shared mobility. Transportation rates together with car vacancy will decline. Meaningless cars in the neighborhood and parking space that can be used for other purposes. Secondly, employment, safety, and public social support can be benefitted by introducing Local entrepreneurship and the mixed living concept. Safety has been mentioned earlier can be enhanced through 'applicant & carrier' (vrager & Drager) initiatives. But also economic factors as employment and public aid to social disadvantage could be influenced, by providing local job opportunities.

Thirdly a link could be established to public health costs but also sickness in the initiatives of ONVZ (J. de Koning, personal communication, October 9, 2019)

Property costs	Investment risk	Rent levels	Property value
Maintenance: Form & maintain your living area, district association, Green and blue spaces, concept manager.	Local knowledge: Local entrepreneurship	Liveability: CAB community center, Green and blue spaces, separating mobility streams, Local entrepreneurship, CABlab, sound blocking design, Form & maintain your living area	Location: CAB community center, Local entrepreneurship, CABlab, form and maintain semi-public spaces.
Mutation rate: CAB community center, Mixed living concept, Stimulating social cohesion	Long-term commitment to developing parties: CAB community center	Amenities & willingness to pay: CAB community center, Local entrepreneurs	Economic indicators: Local entrepreneurship, Shared mobility, mixed living concepts, Collaboration insurer ONVZ.
Safety: Mixed living concept		Cost of living: Shared mobility, collaboration insurer ONVZ	
Gifts & sponsoring: Sligro, Concept manager			

FIGURE 26: BUSINESS VALUE CONNECTIONS

4.2 Case 2: Floriade (Hortus), Almere

4.2.1 Project description

City   Almere
District   Floriade terrein
Neighborhood   Floriade Terrein
Size   290.000m2

4.2.2 Introduction

In the spring of 2022, the 7th edition of the world horticultural exhibition 'Floriade expo' takes place in Almere, the Netherlands. Under the theme "Growing Green Cities", a currently recreational forest nearby Weerwater is transformed towards the green city of the future with innovative initiatives from all over the world. After the exposition in 2022, the area is further developed towards a green village called Hortus, in which 660 new dwellings are realized (Floriade, n.d.), (Hortus, 2019).

To organize this expo and green village several companies are established. The following companies are relevant to this study. The Floriade BV created by the Municipality of Almere to organize the Expo event in 2022. They are responsible for the overall management of this event and are the central organ in the Floriade development until the exposition. For the groundwork and buildings needed for the Floriade expo and development after the expo, a joint venture is created by investor-developer Amvest with developing contractor Dura Vermeer. This to cover both the civil as building engineering work. The whole area development is meant to be finished around 2025 (M. Janssen, personal communication, October 17, 2019).

4.2.3 Social aim

Growing green cities is the guideline in the development of the Floriade expo and Hortus. The main goal of this organization is to create healthy and green cities and specific for the Floriade Expo to be internationally known during and after the exposition. Under the catchphrase "Town and Country must be married" (Ebenezer Howard), growing green cities seeks solutions for problems surrounding; food, green environment, energy emission, and health. This is translated into four themes; Feeding, Energizing, Healthy and Greening. Specific to the Floriade expo the theme feeding was picked to steer the social initiatives. Within this theme they sorted the initiatives under four 'execution guidelines': Inspire - show what is already there, Connect - let the citizens of Almere interact, Entrepreneurship - networking with companies and institutions, Renew - innovation and education through start-ups, entrepreneurs and institutions. The Aim of growing green cities is to use the Floriade as an

accelerant for the city in terms of sustainability and greening and maybe even for national and international cities (Growing Green Cities, 2017).

4.2.4   Social innovations

Limitation of the case analyses

The Floriade has a complex organization with many initiatives bound to the Floriade expo. However, these initiatives are not necessarily continued after the Expo. One of the interviewees even stated that almost every initiative that needs ground is aborted. The reason for that is the municipality did not consider the business model of the developers and the value of the ground they sold to them. Their business case is built on covering the expenses made in the preparations for the expo through the sales revenue of the dwellings after the expo. This means that the land needs to make a certain return to create a viable business case and with the initiatives claiming land without any return is not possible for the consortium. Upon which they had to tell most of the initiators the bad news that their initiative is not going to be hosted in the area (Janssen). Therefore it is unclear which initiatives are going to be hosted in the area after 2025.

To grasp a sense of how relevant these initiatives are, the list of initiatives made upfront of the interviews is sorted by if they were discussed by; two, one or none of the interviewees. Also, several new ones that are mentioned but not listed are placed in another category.

Products

Within the social innovation section, there was only one theme recognized by both interviewees, local entrepreneurship. Although the participants talked about different entrepreneurs they both emphasized the presence of them in the project. First of all the Urban Greeners were highlighted. This is a social incubator under which a wide variety of start-ups are listed. For instance, Fruit leather creates leather from mango peels or Plantbasedcheese which creates cheese out of plants, nuts and tofu (M. Janssen, personal communication, October 17, 2019). The urban greener is currently located in the Floriade area and M. Janssen emphasized that they are talking about how they can integrate them in the area development of Hortus. Another described entrepreneur aside from the Urban Greeners is the Lelystadse Boeren. Who sell packages of ingredients for preparing meals based on products provides by local farmers. Within this initiative, a collaboration is established with Flevofood, discussed in the enabling partnerships section (M. van der Plas, personal communication, October 17, 2019).

To continue with the initiatives highlighted by one participant. The Dutch Food Week is a national event week which organizes many local events with food innovation as a central theme. One of the local examples described was the Groentesoepfestival (Vegetable Soup Festival), with the main purpose to get people known with food waste and the local food market. Moreover, during this event, there was also a moment taken to announce the new Growing green medal carriers book. Introducing 50 people from Almere and its environs, who contribute to a healthier Almere (Monique). The last initiatives discussed are related to green education. The first one is also in line with the theme of food waste, the food cycle center. This will be a storage and distribution center for food surpluses. When built it will seek collaborations with local restaurants, households, charities and possibly even schools (M. van der Plas, personal communication, October 17, 2019). The second educational initiative is the intestine cancer pavilion, which goal is to make people more familiar with the functioning of your intestine and the importance of this organ for your health (M. Janssen, personal communication, October 17, 2019).

Processes

The initiatives shaping the morphology of the cities can also be subdivided into how much it has been referred to by the respondents. Two initiatives discussed by both participants, the arboretum. The Arboratorium refers to the landscape design of landscape architect Winny Maas, in which he structured the 60 hectares of terrain by tree and plant name. Meaning that every tree or plant starting with the letter A can be found on the left top part of

the area and then works their way to the letter Z in the right bottom corner Figure 29. Floriade. (z.d.). Another initiative is separating the mobility streams to create a car-free area. All the cars are situated on the sides of the terrain nearby the A6, after which you can walk, bike or take a bus to enter the area (M. Janssen, personal communication, October 17, 2019). The other initiative only discussed by one of the participants is concerning the green and blue areas. The idea is that there is going to be more green devoted to nutrition. This means more vegetable gardens, food forests and picking gardens to stimulate local farming (M. van der Plas, personal communication, October 17, 2019), But also Movement and recreation are stimulated through connecting the shores of 'het Weerwater'.

FIGURE 29: GROENE STAD ARBORETUM (FLORIADE BV, N.D.)

Partnerships

The Floriade organization has several partnerships within the theme of Health & Wellbeing. First of all the Floriade employment company. This is a partnership formed between the municipality of Utrecht, the UWV (Institution for employee insurances) and Randstad (Recruiter). The goal of this partnership is to help more than 300 people with a labor disadvantage to get a steady job. The Floriade Expo which generates to expectancy about 4200 new jobs will be the accelerator of this initiative. The second initiative is the Board of representatives of the current neighborhood which will be involved during the development phase of the Floriade Expo and Hortus realization. In discussion with M. Janssen (personal communication, October 17, 2019), he said that a similar board will be formed after project delivery for the maintenance of the semi-public green spaces, a park management group. He continued that this group could also be useful for organizing other local initiatives. The last initiative is the healthy youth program. In which a partnership is established between the municipality and local schools. This partnership has the goal to stimulate education about healthy nutrition and local food production at school. By implementing their educational program and visiting local farms, managing their vegetable garden and restaurants (M. van der Plas, personal communication, October 17, 2019). The last collaboration found is Flevofood. Flevofood is an association of farmers in the province of Flevoland concentrated on local and sustainable food production. They also aim at shortening the production chain and reduce food waste.

4.2.5 Summary Social innovations per SVC pillar

Products	Processes	Partnerships
Local entrepreneurship	Arboretum	Board of representatives
Health education	Separation mobility streams	Floriade employment company
Local events	Green and blue areas	Healthy youth program
Growing green medals		Resident fund
		Flevofood
Not discussed/ recognized		
Resident projects	Greening the city hall	Floriade business club
Ambassadors of waste reduction	Green shopping windows	MUFFP en City deal
	Almere's water in schools	Knowledge group
	Local meeting places	

TABLE 3: SUMMARY OF SOCIAL INNOVATIONS FLORIADE

4.2.6 Social value

Individual characteristics

Nutrition

With healthy nutrition being the central theme of the Floriade Expo most initiatives have a relation with food. First of all, through the collaboration with different farmers under the idea of Flevofood, creating awareness among people where their food comes from and how this is produced. But also to show how 'sick this food supply chain is' (M. van der Plas, personal communication, October 17, 2019). Furthermore, local entrepreneurship also helps in creating a sense of what can be done to better this. The Lelystadse Farmers, for instance, do that by offering meals based on local food. Or the urban Greeners housing different social entrepreneurs who, among other initiatives, create better food solutions for the people of Almere. Though people are not always eager for new solutions. This means that people need to get familiar with these concepts. The municipality of Almere, therefore, hosts different food-related events to get people familiarized with these concepts and what the benefits are. The Dutch Food week is a good example of that hosting healthy and local food events as the Groentesoep Festival. Moreover in getting children familiar with the local food market. The collaboration between the municipality and schools can be connected to nutrition. Implementing food education into school, healthy food in their canteens and small farms nearby school as picking gardens and food forests.

Mental Physical constitution

The mental constitution of people is mostly found by providing people with a sense of honor in doing good things. One of the initiatives bound to this is the Growing green medals, which are handed out to the people who did something good for the local community. For example providing sports classes for free, picking up cigarette butts or brewing beer from bakery waste (Growing Green Cities, 2017). Another initiative is the Floriade Werkbedrijf which gives socially disadvantaged people a sense purpose by providing them with a job and a sense of accomplishment by earning money with this job and therefore eventually more self-esteem (source, Floriade Werkbedrijf). Education is also an important aspect that is found through health education initiatives as a food cycle center and intestine cancer pavilion and through the healthy youth program in which they educate on social aspects as health and the environment (M. van der Plas, personal communication, October 17, 2019). The Dutch food expo has also a link with this factor in the way it educates people through master classes about food and presentations by farmers.

The Urban Society

Social network

A social network is found through first of all the organization of events. Even though these events are not specifically directed on social cohesion and community forming as it meant to generate knowledge about food. They create a setting where people interact and get to know each other. Besides the events organized by the municipality. The residents should according to M. Janssen (personal communication, October 17, 2019), establish a park management organization through which they can collectively care for the semi-public spaces. For instance, collectively hire one gardener instead of per household. Also, this park management group could be used to organize and fund more resident initiatives. This could create more connections and a sense of community within the area.

Mobility lifestyle

The mobility lifestyle can be found in the separation of mobility streams. This stimulates people to take the bike or walk to their car. It also stimulates the use of public transport. The Floriade also stimulates walking and bicycling by focussing in the green and blue spaces among other things upon connection of the coastlines of the Weerwater Lake. The whole area is 3-4 kilometers removed from Amsterdam but has a sense of living in a healthy green city (M. van der Plas, personal communication, October 17, 2019).

The cities morphology

Green and blue spaces

The urban fabric of the Floriade area is based on the design of Winny Maas, who design the arboretum, discussed earlier on. This Arboratorium stimulated biodiversity in the area and emphasizes the importance of green and blue spaces by placing it at the center of the urban design. Asides from the Arboratorium, other green, and blue spaces are created in the project. For instance, Rondje Weerwater, the Food Forest or the picking gardens (M. van der Plas, personal communication, October 17, 2019)

Public & health infrastructure

Separating the mobility streams is one of the clearest connection to the public infrastructure of the Floriade area. By separating the mobility streams the urban fabric is organized in such a way that it stimulates other means of movement and also healthier means of movement.

Public places

The topic of creating public places was not specifically discussed by the interviewees. However, urban education initiatives could be linked to this factor. Creating the publicly accessible intestine cancer center and the Food cycle center.

Environmental stressors

Two initiatives are linked to multiple environmental stressors factors. Firstly through the Flevo Food collaboration looking at the supply chain of the food market and stimulates local food production to reduce among other things transport. This has a positive effect on air pollution, sound nuisance, radiation and eventually even the thermal environment (M. van der Plas, personal communication, October 17, 2019). Next to food transport by separating the mobility streams in the Floriade care use in the area is also reduced, positively influencing the same factors. Next to the transport subject Local entrepreneurship as the Urban Greeners are also finding new inventions to positively influence the environmental stressors. Examples are; reducing waste, using other sources of energy, stimulating the use of renewable resources (M. van der Plas, personal communication, October 17, 2019).

Individual characteristics	The Urban Society	The cities morphology	Environmental stressors
Nutrition: Local entrepreneurship, Health education, Local events, Green and blue areas.	Social network: Local events, Park Management group,	Green and blue spaces: Arboretum, Green and blue areas.	Environmental stressors: Flevo Food collaboration, Separation mobility streams, Local entrepreneurship.
Mental Physical constitution: Floriade employment company, Healthy youth program, Growing green medals, Health education, Dutch food expo	Mobility lifestyle: Separation mobility streams	Public & health infrastructure: Separation mobility streams (car-free area)	
		Public places: Groene education (Food cycle center, intestine cancer center)	

TABLE 4: SUMMARY SOCIAL CONNECTIONS FLORIADE

4.2.7 Business value

Property costs

Maintenance

Maintenance benefits are found through the collaborative gardens of the Floriade design. By making tenants collectively responsible for the semi-public garden there is a direct cost reduction for the municipality. To prevent the maintenance to become a cost burden for the residents of the area and to keep good quality maintenance to the botanic plants in these gardens, Amvest introduced the idea of a collective residential fund to pay one knowledgeable party as a central gardener (M. Janssen, personal communication, October 17, 2019).

Gifts

Within the Arboratorium initiative, a collaboration is established with different growers in the Netherlands. They all gifted one three, each a different tree, following the botanic alphabet. This way all the trees are more or less crowdfunded by the growers (M. Janssen, personal communication, October 17, 2019).

Investment risk

Cross-financing

Another benefit found in one of the initiatives is cross-financing. The pavilion was cross financed by the organization responsible for the development. This is done by combining the pavilion with housing. The proceeds from the housing development are used to finance the pavilion and cover the ground costs. This solution was created out of the constraint that the initiatives who wanted to settle in the area had to pay for the ground costs to Amvest (M. Janssen, personal communication, October 17, 2019).

Pilot

Using the Floriade Expo as a testing ground for social initiatives creates an extra opportunity to see which initiatives function and which not before implementing them on a bigger scale. Besides "If there are initiatives found interesting by the residents there is immediately a client base for the entrepreneurs" (M. Janssen, personal communication, October 17, 2019).

Rent levels

Liveability

The topic of liveability can be traced to a healthy youth program in schools. This is said to be interesting for the living quality of the area. Furthermore, green and blue spaces as rondje Weerwater, the picking gardens and food forests in the area are positively influencing the liveability (M. van der Plas, personal communication, October 17, 2019).

Amenities

The collective fund, discussed in the property cost section, could also be used for other purposes than for maintenance. It could also be used to fund other neighborhood activities and amenities. "For instance buying a boat or to plant a picking garden" (M. Janssen, personal communication, October 17, 2019). Thereby also adding to the amenities in and liveability of the area.

The total cost of living

Through the Flevofood and Lelystadse Boeren. Food streams are optimized and oversupply is used to provide cheap healthy meals to low-income households. This helps low-income families in their cost burdens for a healthy meal (M. van der Plas, personal communication, October 17, 2019).

Property value

Location

The location itself has several benefits to the value of the property. First of all the Arboratorium, it is the first plan of merging of combining urban fabric with a botanic garden. Creating the feeling that you can live inside this botanic garden. Moreover, the area development is meant to be the accelerator and testing ground for sustainable initiatives, especially in the direction of healthy and local nutrition. Also benefiting the locational aspects is the healthy youth program, with now 16 schools in Almere carrying that label (M. Janssen, personal communication, October 17, 2019).

Economic benefits

In the Floriade case, there are initiatives bound to economic drivers. The Floriade employment company provides jobs to socially disadvantaged citizens in Almere by which they aim to reduce social payments. The Flevofood collaboration aims at more local production and market this way the reduce mobility streams and stimulate the local economy. "The government of Flevoland collaborates with the Floriade on the theme of Nutrition. It is in the DNA of the province and strengthens the economic activity" (M. van der Plas, personal communication, October 17, 2019).

Property costs	Investment risk	Rent levels	Property value
Maintenance: Park management,	Cross-financing: Intestine cancer pavilion	Cost of living: Flevofood, Lelystadse boeren	Location: Aboratorium, Local events, healthy youth program, social entrepreneurship
Cross Financing: Intestinal cancer pavilion	Pilot: Local events	Amenities: Collective fund	Economic benefits: Floriade employment company, Flevofood,
Gift: Arboretum,		Liveability: Healthy youth program, Green and blue spaces	

TABLE 5: SUMMARY BUSINESS CONNECTIONS FLORIADE

Comparison

- Research activity 1: Recognising social innovations
- Research activity 2: Coding the innovations per SVC type
- Research activity 3: Connect innovations to the value factors

5 Comparison

The fifth chapter elaborates on the similarities and differences between the cases according to the research activities performed (section 5.1 to 5.3). This chapter only highlights the notable differences and similarities found. In Appendix D: Cross case comparison', a more elaborate comparison of the cases is provided.

5.1 Research activity 1: Recognising social innovations

Research activity 1, addressed the recognition of social innovations with the help of the framework of Dixon & Woodcraft (2013). An overview and comparison of this activity are provided in Table 6.

	Blue District	Floriade
Location-based innovations		
Amenities and Social Infrastructure	CAB community center	Health education facilities
	Concept manager	Healthy youth school program
	Shared transportation	
Social and Cultural Life	Active green spaces	Active green spaces
	Stimulating social cohesion through shared facilities	Arboretum, (landscape design)
	Form & maintain semi-public spaces	Local food events
	Mixed living concepts	Floriade employment company
	Collaboration Sligro	
Voice and Influence	Association Blue District & CAB BV	Board of representatives
	Board of representatives	Resident fund
	Blue mobility	
Space to grow	Separating mobility streams	Separating mobility streams
	CABLAB	
Non-locational innovations		
Connection to the local and regional community	Local entrepreneurship	Local entrepreneurship
Green building, environmental innovation, incentives for pro-environmental behavior	Stimulate movement through the urban fabric	Growing green medals
	Collaboration Insurer ONVZ	Flevo food

TABLE 6: COMPARISON CASES RESEARCH ACTIVITY 1

Similarities and differences

In general, it is noticeable that the Blue District case provided more social innovations. This is mainly because a lot of innovations found in the Floriade case were not recognized by the participants and therefore not further pursued. Furthermore, both cases provide a significantly different set of innovations. Where Blue District focusses more on social aspects as social interaction and shared facilities. The Floriade case approaches aspects like education, employment, and nutrition. The overlap is found in aspects as separating mobility streams and local entrepreneurship.

5.2 Research activity 2: Coding the innovations per SVC type

Research activity 2, coding the identified social innovations towards the SVC type of Porter & Kramer (2011).

After the innovations were coded as product, process or partnership. Types of innovations could be recognized. In Table 7 an overview is provided of the innovation typologies and its related innovations per case. The next page further elaborates on these typologies and provides a short description.

Innovation typologies	Blue District	Floriade
Product		
1. Social interaction	CAB Community center	Local food events
2. Shared use concepts	Shared mobility	
3. Mixed living	Social housing concepts	
4. Educational facilities	CAB Community center	Health education
5. Social activism & entrepreneurship:	Local entrepreneurship	Growing green medals, Local entrepreneurship
Process		
6. Urban design/ concept	Movement through design, Separating mobility streams,	Abortorium, Separating mobility streams
7. Shared facilities	CAB Community center, shared facilities, active green spaces	Green and blue spaces, active green spaces
8. Concept & community management	Concept manager,	
9. Neighborhood collectives	Association Blue District	Park management group, Board of representatives
Partnership		
10. (inter)national company:	Insurer ONVZ, Blue mobility group,	
11. Local company/		Local entrepreneurship
12. Supply stakeholder	3G collaboration	
13. Neighboring industry		Flevofood
14. Academia & schools	CABlab	Healthy youth program
15. Public institution	Blue mobility group	Floriade employment company

TABLE 7: COMPARISON OF RESEARCH ACTIVITY 2

Similarities and differences

The first remarkable similarity is the overlap of the cases in the process pillar. Both cases focus on creating a healthy living environment through its urban design & facilities and both cases want to establish some sort of neighborhood collectives to benefit the local community. Another similarity is that both cases use social activism and social entrepreneurs to influence the community towards a healthier lifestyle & a 'sustainable' lifestyle.

In terms of differences, notable is that the Blue District case has a more diverse set of innovation in relation to the Floriade case. Thereby the Blue zone also has innovations as the CAB community center who could be placed under multiple innovation typologies. Some innovations could thus tough by multifunctional concerning social aspects and also be used to cover both process and product.

Products

1. **Social interaction:** initiatives that focus on community building and stimulating neighborhood interaction. Examples: local events, community center.

2. **Shared use concepts:** initiatives that focus on sharing. Examples: shared bikes, shared cars and shared motorbikes.

3. **Mixed living:** housing concepts that stimulate social interaction and connection between socio-economic groups. Examples: Mixed living (place2BU, Majella).

4. **Educational facilities:** initiatives that stimulate and bring about knowledge on a certain social topic. Examples: CABlab, Food cycle center, cancer pavilion.

5. **Social entrepreneurship & activism:** Initiatives that stimulate social behavior, examples are. Examples: local entrepreneurship, Growing Green medals.

Process

6. **Social urban design**: Interventions in the urban fabric which stimulate social purpose. Examples: stimulating movement through design, separating mobility streams.

7. **Shared spaces:** interventions in the urban fabric which stimulate shared use. Examples: shared public space, shared gardens.

8. **Concept & community management:** organizations guarding and urban concepts and enhancing neighborhood activity. Examples: Community center, shared facilities, active green spaces.

9. **Neighborhood collectives:** organizations formed by inhabitants of the local community to benefit the local community. Examples: public space management group, Board of representatives.

Partnerships

10. **(Inter) national company:** collaborations with a large company to set up local initiatives. Examples: food companies, international store chains, enterprises.

11. **Local company/ entrepreneur:** collaborations with a large company to set up local initiatives. Examples: local shops, supermarkets, social entrepreneurs.

12. **Supply stakeholder:** collaboration with other stakeholders in the real estate supply chain. Examples: contractors, developers, investors.

13. **Neighboring industry:** collaboration with another industry. Examples: Food industry, clothing industry, transport industry.

14. **Academia & schools:** collaboration with universities, schools, and other educational institutions. Examples: universities, schools, research groups.

15. **Public institution:** collaboration with public institutions. Examples: municipalities, NGO's, government.

5.3 Research activity 3: Connect innovations to the value factors

Research activity 3, concerned connecting the social innovations towards the predefined social and business value factors of the property investment business. In comparing the findings of the two cases. Three aspects are considered; the social value, the business value, and the shared value.

5.3.1 Social value

The potential social value of the innovations is compared by connecting the innovations towards the value factors of wellbeing (Szombathely et al., 2017). An overview of this comparison is provided in Table 8. Based on this table a short explanation of the understanding of each recognized factor is provided.

Personal characteristics
- Nutrition: The value of nutrition is primarily influenced by creating an environment that stimulates a healthy lifestyle. Focussing on Healthy food restaurants, food events, food education, and amenities to grow your food as local gardens.
- Mental physical constitution: Is addressed through aspects as the purpose and belonging. Identified through employment and educational programs to provide a sense of belonging to for instance socially disadvantaged and purpose through aspects as being responsible for the collective spaces together with fellow residents.

The urban society
- Social network: Concerns the aspect of social interaction, innovations regarding social network focus on creating places to meet, the organization of social events and resident associations.
- Mobility lifestyle: Focuses on the societal pressure to adopt a certain mobility lifestyle. This factor is influenced by innovations as community apps and creating awareness about mobility through events and local influencers as entrepreneurs.

The cities morphology
- Public spaces (green and blue infrastructure): The availability of buildings or places that define the public outdoor quality of the neighborhood. Innovations linked are urban farming spaces or the creation of more spaces by separating mobility streams.
- Public places: The availability of buildings or places that define the public indoor quality of the neighborhood. Examples are community centers, shared facilities, and other public buildings.
- Public infrastructure: This concerns the public transportation network of the cities. Influenced by innovations as new mobility concepts, design interventions, and social entrepreneurship.

Environmental stressors
- The metrics within the environment stressors angle are combined into one metric because most of the innovations address all topics within this theme. For instances shared mobility concepts reduce transportation rates and thereby noise, radiation, thermal environment, and air pollutants. Innovations found regarding this topic are often related to mobility.

5.3.2 Business value

The potential business value of the innovations is compared by connecting the innovations towards the operational business factors of the property investor (Falkenbach, 2010). An overview of this comparison is provided in Table 9: Business value comparison Based on this table a short explanation of the understanding of each recognized factor is provided.

Rent levels
- Liveability: Liveability is expected to be influenced by the appearance of the living environment. Innovations related to this are urban design interventions, shared spaces, green and blue spaces.
- Amenities: The amenities are mostly influenced by the possible creators of these amenities and services. Think of social entrepreneurship & activism, Neighborhood collectives
- Cost of living: The factor cost of living was identified through the use of collective or shared services to reduce costs and collaborating industries to provide services against reduced costs.

Property costs
- Corrective maintenance: The value is found to be most affected by the sense of responsibility of tenants about the care for their building and neighborhood. This value is influenced by aspects as Neighborhood collective, societal ownership of public space and community management
- Mutation costs: This value is most concerned with the tenant satisfaction, happy tenants are less willing to leave therefore less mutational costs
- Facility management: This value is recognized to be influenced by receiving gifts and sponsoring by partnering with local companies for organizing local events and activities. Innovations influencing this value are concept and community management solutions.

Property value
- Location: The aspects found connected to this value are mostly innovations that differentiate the location form other locations; Unique urban design, unique facilities or services.
- Usable space: Influenced by smart urban design solution which creates more living space. Strong influenced of this value are shared facilities and shared use concepts.
- Economic indicators: Consider the local economic indicators. Influenced by aspects like employment, safety, educations, etc.

Investment risk
- Structural risk: social entrepreneurs who cross-finance their social initiative. Transferring the investment risk towards the initiators. This is done by collaborating with local entrepreneurs.
- Development risk: This value was influenced by making a developer responsible for the exploitation of a commercial building, transferring possible concept failure risk towards the developers
- Geographical risk: Local companies and entrepreneurs form the basis for local knowledge. A collaboration with established local operating companies in the neighborhood can provide you with the network and knowledge to makes your concept fit to the neighborhood.

5.3.3 Shared value

Mapping and quantifying the abovementioned connections found. An impact distribution map could be established. Providing a clear overview of the impact spread of the innovations, for the Blue District case (Table 10) and the Floriade case (Table 11).

Similarities and differences

Comparing these tables notable is the difference in the number of connections, as mentioned earlier this is related to lack of awareness about these innovations among the participants interviewed. Resulting in less input for the analysis. Though these findings show that when more interviews are held more connections could be established. Showing the potential of finding even more connections related to the innovations when extending the research.

A notable similarity between the cases is the almost equal number of connections going to the social and business side and that almost every connection has more than two connections on both sides., except for the partnerships they seem to address a more specific value on both sides.

Social value comparison

	Blue District	Floriade	SVC Types	Symbols
Individual characteristics				
Nutrition	Local entrepreneurship, CAB community center, Green and blue spaces, concept manager, Sligro.	Local entrepreneurship, Health education, Local events, Green and blue areas.	Social entrepreneurship & activism, Social interaction, Urban design, concept & Community management, (inter)national company	
Mental physical constitution	Mixed living concept, Stimulating social cohesion through design, shaping and maintaining own living environment, Collaboration ONVZ	Floriade employment company, Healthy youth program, Growing green medals, Dutch food expo	Mixed living, Urban design, Shared spaces, (inter)national company,	
The urban society				
Social network	CAB community center, local entrepreneurship. Mixed living concepts, stimulate social cohesion design, concept manager. .	Local events, Park Management group,	Social interaction, Social entrepreneurship & activism, Urban design, Concept & community management, Neighborhood collectives	
Mobility lifestyle	Local entrepreneurs, concept manager, Blue District association, shared mobility	Separation mobility streams	Social entrepreneurship & activism, Concept & community management, public institution, Academia & schools, Educational facilities	
The city's morphology				
Green and blue spaces	CAB community center, Shared facilities	Green education (Food cycle center, intestine cancer center)	Social interaction, Shared use concepts, Educational facilities	
Public places	Separating mobility flows, Stimulating movement through design, shaping and maintaining your own area, Blue District association.	Arboretum, Green and blue areas.	Urban design, shared spaces	
Public & health infrastructure	Stimulating movement through design, Shared mobility, Blue mobility, Separating mobility flows	Separation mobility streams	Shared use concepts, Urban design	
Environmental stressors				
Environmental stressors	shared mobility, stimulating movement through design	Flevo Food collaboration, Separation mobility streams, Local entrepreneurship.	Shared use concepts, Neighboring industry, Urban design, Social entrepreneurship & activism	

TABLE 8: SOCIAL VALUE COMPARISON

5.3.4 Business value comparison

	Blue District	Floriade	SVC Types	Symbols
Rent levels				
Liveability:	CAB community center, Green and blue spaces, separating mobility streams, Local entrepreneurship, CABlab, Form & maintain your living area	Healthy youth program, Green and blue spaces	Social interaction, Urban design, social entrepreneurship & activism, Academia & Schools, Shared spaces	
Amenities	CAB community center, Local entrepreneurs	Collective fund	Social interaction, social entrepreneurship & activism, Neighborhood collectives	
Cost of living:	Shared mobility, collaboration insurer ONVZ	Flevofood, Lelystadse Boeren	shared use concepts, (Inter)national company, Neighboring industry	
Property costs				
Corrective maintenance	Form & maintain your living area, district association, Green and blue spaces, concept manager, Mixed living concept	Park management,	Shared spaces, Neighborhood collectives, Urban design, Concept and community management, Mixed living concept	
Mutation costs	CAB community center, Mixed living concept, shared facilities		Social interaction, Mixed living, Shared spaces	
Facility management	Sligro, Concept manager	Arboretum,	Concept and community management, Urban design, (inter)national company	
Property value				
Location	CAB community center, Local entrepreneurship, CABlab, form and maintain semi-public spaces.	Abortorium, Local events, healthy youth program, social entrepreneurship	Social interaction, Social entrepreneurship & activism, Academia & schools, Shared spaces, Urban design	
Usable space	separating mobility streams, shared facilities, shared mobility	separating mobility streams	Urban design, Shared spaces, shared use concepts	
Economic indicators	Local entrepreneurship, Shared mobility, mixed living concepts, Collaboration insurer ONVZ.	Floriade employment company, Flevofood,	Social entrepreneurship & activism, Shared use concepts, Mixed living, (inter)national company, Public institutions, neighboring industry	
Investment risk				
Structural risk		Intestine cancer pavilion, Collaboration local entrepreneur	Educational facilities,	
Development risk:	Long-term commitment developing parties: CAB community center		Supply stakeholder, Social interaction	
Geographical risk	Local partnership	Local events	Social entrepreneurship & activism, Social interaction, Local company/ entrepreneur	

TABLE 9: BUSINESS VALUE COMPARISON

5.3.5 Shared value connections Blue District

Social value columns (left to right): **Individual characteristics** · Nutrition · Mental physical constitution · Other medical deposition · **The urban society** · Mobility lifestyle · Social network · **The city's morphology** · Green and blue spaces · Public spaces · Public & health infrastructure · **Environmental stressors** · Environmental stressors

Business value columns (left to right): **Rent levels** · Liveability · Amenities · Cost of living · **Property costs** · Corrective maintenance · Mutation costs · Facility management · **Property value** · Location · Usable space · Economic indicators · **Investment risk** · Structural risk · Development risk · Geographical risk

Social value total	Social innovations	Business value total
13	**Product**	15
4	1. Social interaction	5
3	2. Shared use concepts	3
3	3. Mixed living	3
0	6. Educational facilities	0
3	5. Social activism & entrepr.	4
17	**Process**	12
6	6. Urban design	3
4	7. Shared facilities	6
3	8. Concept & community	2
4	9. Neighborhood collectives	1
11	**Partnership**	6
2	10. (Inter)national company	3
0	11. Local company/	0
1	12. Supplying parties	1
0	13. Neighboring industry	0
5	14. Academia & schools	2
3	15. Public institution	0

Social value column totals (bottom row): 41 | 11 · 5 · 6 · 0 · 12 · 5 · 7 · 14 · 2 · 5 · 7 · 4 · 4

Business value column totals (bottom row): 9 · 5 · 2 · 2 · 11 · 5 · 3 · 3 · 11 · 4 · 3 · 4 · 3 · 0 · 2 · 1 | 34

Value correlation mentioned

- ■ (red) Product
- ■ (blue) Process
- ■ (green) Partnership
- □ No connection found
- 3 Connections per innovation
- 4 Connections per SVC pillar
- 6 Connections per value theme
- 30 Total social/ business connections

TABLE 10: SHARED VALUE CONNECTIONS BLUE DISTRICT CASE

5.3.6   Shared value connections Floriade

Social value columns (left): Individual characteristics · Nutrition · Mental physical constitution · Other medical deposition · The urban society · Mobility lifestyle · Social network · The city's morphology · Green and blue spaces · Public spaces · Public & health infrastructure · Environmental stressors · Environmental stressors

Business value columns (right): Rent levels · Liveability · Amenities · Cost of living · Property costs · Corrective maintenance · Mutation costs · Facility management · Property value · Location · Usable space · Economic indicators · Investment risk · Structural risk · Development risk · Geographical risk

Social value	Social innovations	Business value
8	**Product**	4
2	1. Social interaction	2
0	2. Shared use concepts	0
0	3. Mixed living	0
3	6. Educational facilities	0
3	5. Social activism & entrepr.	3
7	**Process**	7
4	6. Urban design	4
2	7. Shared facilities	1
0	8. Concept & community	0
1	9. Neighborhood collectives	2
3	**Partnership**	5
0	10. (Inter)national company	0
0	11. Local company/	0
0	12. Supplying parties	0
1	13. Neighboring industry	2
1	14. Academia & schools	2
1	15. Public institution	1
18	(column totals below)	**18**

Social value column totals (left to right): 18 | 8 | 4 | 4 | 0 | 3 | 1 | 2 | 4 | 2 | 1 | 1 | 3 | 3

Business value column totals (left to right): 5 | 2 | 1 | 2 | 2 | 1 | 0 | 1 | 8 | 5 | 1 | 2 | 2 | 1 | 0 | 1 | 18

Value correlation mentioned

- ■ (red) Product
- ■ (blue) Process
- ■ (green) Partnership
- □ No connection found
- 3 Connections per innovation
- 4 Connections per SVC pillar
- 6 Connections per value theme
- **30** Total social / business connections

TABLE 11: SHARED VALUE CONNECTIONS FLORIADE CASE

Synthesis

- Social sustainability
- SVC typology
- Measuring shared value

6 Synthesis

Combining the literature findings with the findings from the empirical research. Interpretations can be made about the research steps taken. The first chapter (6.1) reflects on the social sustainability framework used to identify urban social innovations. The second chapter (6.2) considers the SVC pillars and how they are perceived using the empirical findings. The last section (6.3) focuses on the Shared Value Creation and reflects on the value factors used to connect the innovations.

6.1 Social sustainability

After performing the case analysis. The identified innovations and conversations with participants renewed the idea of how this framework should be organized.

According to multiple participants and underpinned by Szombathely et al., (2012). Two main perspectives define social sustainability in urban development, the citizens and the urban environment. One of the participants explained this through the concepts of urban software and urban hardware. The hardware perspective looks at the urban infrastructure and physical amenities in the area. Comparable with the physical computer as an object. Whereas the software addresses the people's perspective and the way a social 'program' is established in the area. Overarching these perspectives is the overall vision for the area which distinguishes and diversifies the area, but also creates a clear understanding of what the overall aim if of the urban development. This importance became especially clear while comparing the findings of the Blue District case and the Floriade case. In which this lack of a mutual vision or plan among the public and private stakeholders caused the abortion of many social innovations. Moreover, another factor was often highlighted by the participants regarding the success of social innovations and that is the factor of flexibility. Private stakeholders often have problems in acquiring permits or social initiatives that are aborted due to strict public procedures. As woodcraft and Dixon (2013) describe in their framework, social sustainability needs 'space to grow'. Described through flexible planning in urban development that places can adapt over time. Besides the case finings literature also notified that social sustainability is rather a continuing process than an actual product (Janssen, et al. (2019). Therefore the question is there iteration between the outcome and the initial vision for the area.

Based on these interpretations the social sustainability framework of Dixon & Woodcraft (2013) is adapted towards the following model (Figure 30).
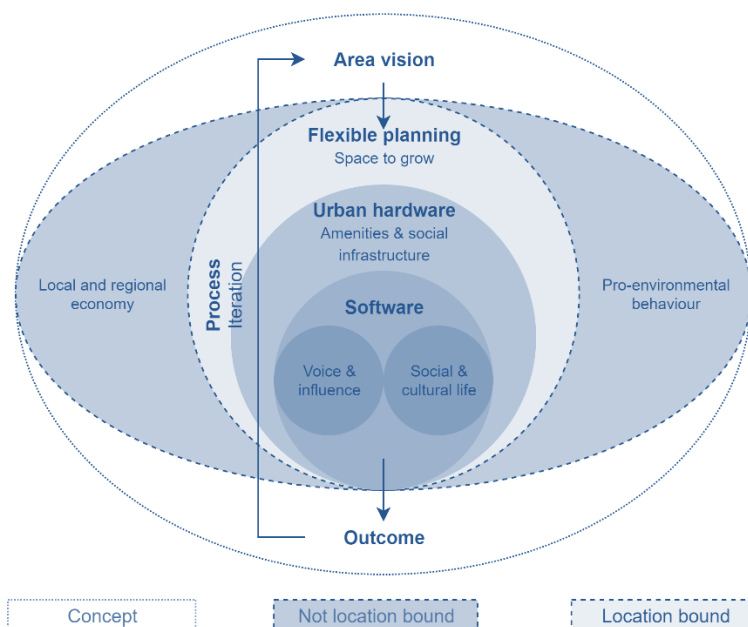

FIGURE 30: SOCIAL SUSTAINABILITY REVISION (BASED ON DIXON & WOODCRAFT, 2013)

The basic layout of the model remained the same as in literature. However, some additions are made. The first addition is the concept layer explaining the important relationship between the area vision and outcomes with the arrows emphasizing the continuing iteration between the two. The second addition is organizing the social sustainability layers according to the urban development process. There is no hard separation between the layers, though a logical step was to replace 'Space to grow' towards the outer layer as flexible planning concerns development as a whole. The phases and arrows within the locational aspects are intentionally left. In line with the development process the layers are sorted as followed;

- Initiation phase – Flexible planning – Space to grow
- Development phase – Urban hardware – Amenities and social infrastructure
- In-use phase – Urban software – Voice and influence/ Social & cultural life

6.1.1   Location bound innovations

Based on the performed analysis. The four locational innovation themes are explained in the following way.

1. Amenities and social infrastructure: This angle considers especially the design of the urban fabric and how this suits the need to establish a social and cultural life. This angle is important in the early stages of an urban development project.
2. Social and cultural life: Central to the second angle is de wellbeing of people living and working in the urban area. This angle looks especially at community building through urban software.
3. Voice and influence: This angle primarily considers providing the inhabitants with a sense of purpose and connection to the area, by providing them with the opportunities and tools to influence the future of the urban area.
4. Space to grow: The last locational angle concerns the keyword 'flexibility', flexibility in the development process, but also in program space and finances.

6.1.2   Not locational bound innovations

The non-locational innovations consider the people related innovations regarding the environmental and economic angle.

5. Connection to the local and regional economy: Innovation which stimulates the local economy. In the performed case studies these connections are found through innovations concerning; local entrepreneurship, social programs, educational program and between businesses in urban areas.
6. Green building innovation, incentives for pro-environmental behavior: Stimulating the community towards pro-environmental behavior. A good example is events, social activism, incentives as the growing green medals.

6.2 SCV Typology

The second activity concerned coding the innovations by SVC type. Literature, however only provided a short explanation of the SVC pillars (product, process, partnership) and how they could be operationalized. To extent on this literature. This section elaborates on the findings of both cases and establishes a more extensive definition of the three pillars for urban practice.

6.2.1 Products

This pillar can be recognized in urban development as innovations that better the quality of living for its local community. Innovation can be found both in the development phase as in the in-use phase. Examples of social products in the development phase are often focussed on social interaction and the establishment of an identity for the area. A good example is the CAB community center which is used as a central communication location for the local community but also to house social entrepreneurs to create amenities and support service in the early life of the Blue District community. Social products with a focus on the in-use phase are more focussed on delivering additional service or stimulating the community in shared spaces and collective activities. Good examples are shared use or mixed living concepts. Furthermore, social products can also cross both the development and the in-use phase. Examples hereof are the CAB community center or social entrepreneurs who have been there before and after the urban transformation. Interestingly these were also the innovations that provided the most connected to both business and social value. Noting the potential of these cross-phase initiatives.

6.2.2 Processes

The social process pillar regards the management of urban quality regarding the community. In which two themes are noticeable urban design and community management. Again innovations can be found in both the development phase as the in-use phase. Social processes in the development phase have their primary focus on urban design, but also the management of the urban concept is an aspect that is addressed in one of the cases by the use of a concept manager. Examples are the creation of shared spaces, but also interventions that stimulate unconscious movement to favor personal health. Social processes in the in-use phase seem to have a strong movement in community management. Stimulating social interaction, providing collective service and enhancing community activity. Examples of this type of social process are community collectives, neighborhood organizations, and community managers. Also in within the process pillar, cross-phase innovations are found. The concept manager, for instance, safeguards the concept before and after the development process.

6.2.3 Partnerships

The partnership pillar is in hindsight not the end, but a mean to create social innovation. Partnerships and collaborations between companies is a way to overcome industry-wide problems. Within the urban context, this means, for instance, partnering with local entrepreneurs to acquire local knowledge and using resources and expertise from other industries to solve social problems related to urban development. This pillar primarily considers thinking beyond one's company context to establish win-win situations.

6.3 Measuring Shared Value

The last research activity performed addresses the SVC connections. Reflecting on this part. Literature showed that measuring shared value exists of four steps (Porter et al. 2011);

- Step 1: Identify the social issues to target
- Step 2: Make the business case
- Step 3: Track progress
- Step 4: Measure results and use insights to unlock new value

Findings of the case studies and comparison show that the first step is accomplished. However, this is not done by mapping social issues but by mapping possible solutions to solve social issues. Discussing realized solutions made more sense in the case study research than discussing social issues with the case participants. Though, this angle can still be considered following the same process. Based on the findings of the first step, the start of the second step could also be performed, selecting the solutions for a potential business case. This is done by prioritizing the innovations of the two cases.

To realize this, first of all, the impact distribution of the two cases, displayed in Table 10 & Table 11, are combined into one table (Appendix G: Shared value connections combined). Then based on this table the connections could be quantified and displayed as followed (Figure 31) and in the form of a prioritization (Table 12). The partnerships are left out of the prioritization as they are not actual innovations, but a means to.
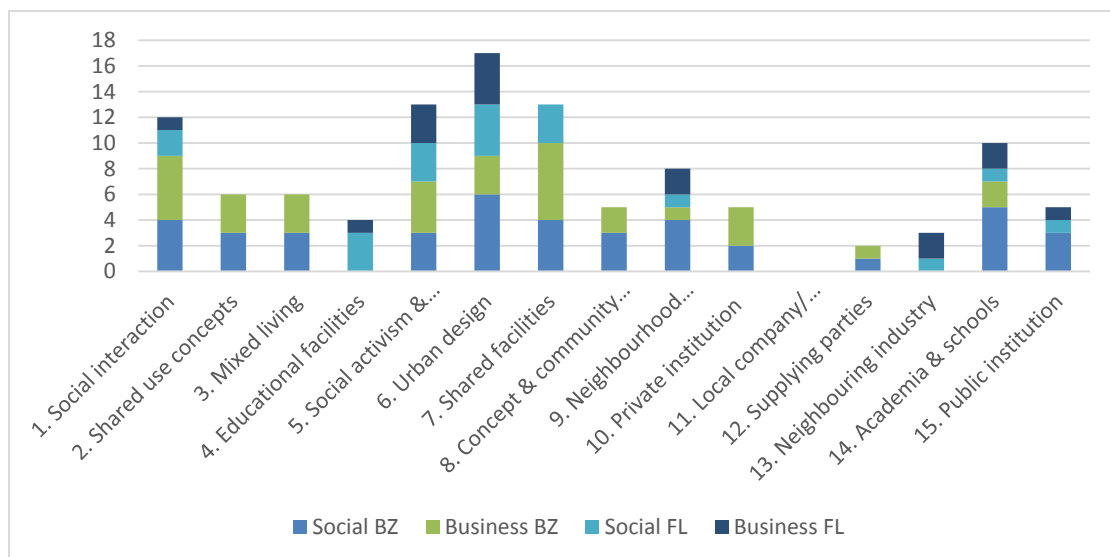

FIGURE 31: CONNECTIONS FREQUENCY PER INNOVATION

Social solutions	SVC typology	Shared value	Social value (Urban wellbeing)	Business value (Property investor)
1. Social urban design	Process	17*	10	7
2. Social activism & entrepreneurship	Product	13	6	7
3. Shared spaces	Process	13	7	6
4. Social interaction	Product	12	6	6
5. Neighborhood collectives	Process	8	5	3
6. Shared use concepts	Product	6	3	3
7. Mixed living	Product	6	3	3
8. Concept & community management	Process	5	3	2
9. Educational facilities	Product	4	3	1

* Number of connections mentioned

TABLE 12: PRIORITIZATION OF SOCIAL INNOVATIONS CASES COMBINED

Expert meeting

- Demand-side reflection
- Expert panel

7 Expert meeting

The expert meeting chapter concerns placing the findings in a wider context. Looking beyond the cases. This to get more insight into the possibilities and boundaries of the urban context as a host for the SVC concept. As discussed earlier the SVC concept is best understood through the concept of social innovation. Therefore this chapter extends the knowledge about social innovation in two ways.

The first part (chapter 7.1) concerns a second opinion of the innovations found in the cases. Till this point on only the supply-side, stakeholders are considered. However, the supply stakeholders are not the actual users of these innovations. To get a better understanding of the value of these innovations three additional interviews are held with demand-side stakeholders tightly related to the property investor. Findings of this demand-side analysis combined with the supply-side findings of the cases form a good foundation for making interpretations about the role of social innovations in the urban context.

The second part (chapter 7.2) considers discussing these interpretations made about the urban context and identity of these interpretations are applicable, relevant and generalizable. This is done by performing an expert panel discussion with a sample of stakeholders that can reflect the urban development practice.

7.1 Demand-side reflection

The demand-side reflection was performed using a guided survey. In total three guided surveys were conducted among residential stakeholders related to the property investor. In this regard three typical stakeholders are relevant; the asset manager (property owner), the property manager (technical and facility management) and the tenant. The choice for specifically addressing the residential function type is the expectation that they are most familiar and influenced by the innovation identified in the case studies.

The structure of the survey was also the guideline for the conversation with the participants. The survey is organized discussing the product and process innovations found in the cases. The topic of partnerships is left out of the conversation because it was irrelevant to discuss as they are a way to establish innovations, not an actual innovation. The innovation was reflected using factors that could be seen as a value for them as a stakeholder. The values are filtered from the financial models from my intern company. See Appendix B: Guided Survey' for the structure of the guided survey. Each participant is asked to judge the initiatives relevant to their (business) interests on a scale from 1 to 5 (1 = very negative influence to 5 = very positive influence).

- **Tenant:** Liveability, Amenities, Cost of Living, Willingness to pay
- **Property manager:** Structural maintenance, Corrective maintenance, mutation costs, facility management
- **Asset manager:** Rental income, Vacancy/ mutation cost, maintenance costs, locational value, management costs.

7.1.1 Findings

The following reflections were provided by the participants. An overview of the survey findings is displayed in Appendix F: Impact analysis demand-side

Tenant

The participant is a male tenant who is currently renting in one of the buildings of CBRE Global investors in Amsterdam. He is a young male of under 30, who is in the rental sector for over 5 years. The tenant is overall positive about the innovations based on the score. Thereby with each of the innovations, he is willing to participate or pay. Remarks he provided were about the shared use concept (2), stating that it might be inconvenient for people attached to their car. On healthy educational facilities (4) he notes that stimulating a healthier lifestyle is indeed beneficial for the total costs of living. Furthermore, he noted that the 'Indische buurt' is a good example of the mixed living concept (3) and that he would not initiate social activities (5), but would participate when they are offered.

The property manager

The participant is an experienced male property manager who is in the field for over 35 years. His opinion about the innovations is more conservative, he expects that most of the innovation could be beneficial for the tenants, however, none of them positively affects his business model. During the conversation with him, several remarks were made. First of all, the target group is very important for the effectiveness of these innovations (2). Second, digital community application requires only one-time investment costs while physical community spaces require structural maintenance (1). Third, he notes that many shared facilities could benefit health, some of the complexes even house a swimming pool or gym (7). Fourth, the initiatives on area level are difficult to translate towards costs for on property level (4). Fifth, the services of a service manager can be billed to the tenants, this is not the case with the community manager (8). Sixth, the mixed living concept could work counterproductive especially in mixed complexes of rent and ownership (3). The last remark is that he has doubts about whether people are willing to participate in something social without compensation, he notices a trend of declining volunteers (5).

The asset manager

The participant is an experienced male asset manager who is in the field for over 20 years. His perception of the innovations is overall positive and results show that especially for property value, rental value and locational value there is potential. Similarly to the property manager, the results show that innovations have a negative influence on the maintenance and management costs of the property. His remarks on the innovations are; First, that the shared use concept has a good long-term impact. They are implementing such concepts first in the newly built complexes and these concepts will later on also be implemented in the existing properties (2). Second, urban design (6) stimulates extra quality, however, the distinction must be clear of who is the owner of the collective urban spaces, the municipality or the property owner/ landlord. Third, the community facilities (4) are incredibly important for the social cohesion and safety of the building. Fifth, it depends on the perspective (7), positive influence on the dwelling level, but on a building-scale does not affect. Sixth, health education (4) concepts are very interesting for highly educated residents, the theme is getting more relevant. Seventh depends on the scale of implementation mixing on dwelling level (3) will not work tenants often want likeminded people in the building. The mix should be on building level or neighborhood level. On the dwelling level, tenants could help each other with watering plants and helping with groceries.

7.1.2 Comparing supply-demand-side

To compare the findings of the supply and demand-side analysis prioritizing is used (Table 13). The supply-side innovations are prioritized based on Table 12. The demand-side prioritization is based upon the section 'relevance for participant' of the survey (combined).

Comparing these findings a big difference is noticeable between the demand and supply-side prioritization. This difference can be interpreted in two ways. Taken it shows that, for instance, innovations as social entrepreneurship are not going to have much impact on the demand-side values. But it could also show that social entrepreneurship is underestimated as innovation for value potential. Either way this finding hard to comprehend. Another notable finding is that social interaction scores high in As well the supply as demand-side analysis. This confirms the potential for these types of innovations. The last notable finding is the mixed living concept, which is expected by the supply-side to have potential, by the property manager & asset manager to be an innovation, which works counterproductive and by the tenant as a welcome innovation. This difference shows the importance of involving these demand-side stakeholders in matching the innovations towards the end-users and provide feedback towards which innovation do and do not work from experience.

Supply-side	Tenant	Asset manager	Property manager	Demand-side
6. Urban design	1. Social interaction	1. Social interaction	9. Neighborhood collectives	1. Social interaction
5. Social activism & entrepreneurship:	7. Shared facilities	6. Urban design	1. Social interaction	9. Neighborhood collectives
7. Shared facilities	8. Concept & community management	9. Neighborhood collectives	4. Educational facilities	7. Shared facilities
1. Social interaction	3. Mixed living	2. Shared use concepts	8. Concept & community management	2. Shared use concepts
9. Neighborhood collectives	2. Shared use concepts	7. Shared facilities	2. Shared use concepts	8. Concept & community management
2. Shared use concepts	5. Social activism & entrepreneurship:	4. Educational facilities	7. Shared facilities	4. Educational facilities
3. Mixed living	4. Educational facilities	8. Concept & community management	6. Urban design	6. Urban design
4. Educational facilities	9. Neighborhood collectives	5. Social activism & entrepreneurship:	3. Mixed living	3. Mixed living
8. Concept & community management	6. Urban design	3. Mixed living	5. Social activism & entrepreneurship:	5. Social activism & entrepreneurship:

TABLE 13: COMPARISON PRIORITIZATION END-USERS COMPARED TO SHARED VALUE ANALYSIS

7.2 Expert panel

An expert panel has been organized to evaluate the findings and to create an understanding of how these findings relate to urban development practice (Department of Sustainability and Environment, 2005, p. 36). On November the 19th this meeting took place in the office of CBRE Global Investors. The goal of the expert panel was to acquire expert knowledge on the urban context as a host for the SVC concept by discussing the theme of social innovation. The interpretations made are presented in the form of statements to stimulate a discussion in which all experts could participate. During the discussion the statements are reviewed upon; relevance, generalization and future direction. The following interpretations were considered as a statement for the panel:

- Interpretations 1: Traditional thinking and roles within urban development practice need to change in to stimulate social innovation.
  Based on the conversations with the participants of this research mostly thinking in percentages, problems and the division of roles into social or commercial practices is standing in the way of social innovation. One of the participants called this the sociological 'Petri-schaaltjes' theory of island-thinking.
- Observation 2: A more flexible public policy should be installed to increase the feasibility of social innovation
  The participants also named the current public policy as one of the reasons that influence social innovation and especially the feasibility thereof. This topic was discussed with almost every especially participant interviewed.
- Observation 3: Early adoption of social concepts in the urban development process is crucial for the feasibility of these concepts.
  The Floriade case problems about the implementation of initiatives after land sale proved that early adoption of initiatives in the concept and making everyone known with these initiatives is crucial for the feasibility of these social activities.
- Observation 4: The right target group and scale are important for the effectiveness of the initiatives.
  The conversations with the asset manager and property manager showed that the target group and scale of the initiatives are very important to the effectiveness of these initiatives
- Observation 5: Late involvement of investors and end-users in urban area development creates a mismatch between initiative and user.
  Both the case studies as the demand-side reflection showed that the end-users and the investor are often late involved in the process when the concept is already formed. Their participation could help in creating a better fitness of initiatives and end-users. See differences prioritization demand-side reflection

7.2.1 Approach

In organizing the expert panel the number of participants and background of the participants need to be considered (Remøy, et al., 2007). Considering the nature of the topic the participants should be familiar with urban area development and have a general understanding of the perspectives of; the property investor, the municipality and the project developer. In addition to these three perspectives, an urban development consultant is invited to provide knowledge of the connections between the three disciplines. This results in a panel of four people. The panel selection consisted of the following panelist;

Urban stakeholder	Company/ Institution
Property Investor	CBRE GI
Municipality	Gemeente Utrecht
Concept / Process manager	Urban sync
Project Developer	3W development

FIGURE 32: PARTICIPANTS EXPERT PANEL

The program of the panel organized as followed. First, an introduction was given about the research and research findings. This created a general understanding topic of the discussion and the scope. Secondly, the Lessons learned were introduced in the form of statements, this activates the discussion of whether or not they agree with the lessons learned. There were in total of five statements. Lastly, a creative session was organized to talk about the future of shared value in urban development, to create an understanding of the added value of this concept in practice and what ideas can be thought of by 'shared value thinking'.

7.2.2 Findings panel

The following statements have been used to trigger a conversation about the findings of the report. Underneath each statement is a summary of the discussion held by the panelist.

Statement 1: Traditional thinking and roles within urban development practice need to change in to stimulate social innovation.
The panel agreed that something needs to be changed to keep up with the current regulations and increasing the addition of new aspects related to sustainability. The panel also agreed on the 'Petri-schaaltjes' example given, that the system world with amongst others the investors and developers can communicate very well amongst each other, but communication with municipalities or residents is way more difficult.

On the basis, they all stated that the needs to be room for dialogue instead of proposing hard requirements and percentages. Looking at mutual benefits before making agreements, formulating common goals and requirements. This has to be done preferably at an early stage in the process because further on in the process it is very difficult to make to start an open dialogue. Bounded to this dialogue there are several requirements proposed; 1. The conversation needs to be on a level playing field, everyone needs to think beyond the traditional role and have no preconceptions. The example was given that residents are often seen as not knowledgeable, but often there are architects and urbanists among them who are more than capable of conversating on a higher level. 2. The conversation needs to be transparent if developers and investors show the business models in such a dialogue they could examine were to change some figures to create the best results for both involved. 3. The conversation should be steered away from talking specifically from their standpoint, everyone should be neutral and ideally have only a mutual perspective in mind. 4. The conversation should be used as input for the tender process, Tender processes are currently very strict and to achieve the proposed demands and still providing a good bid is almost unfeasible. 5. The way questions are asked to one another needs to be done differently. For example, asking citizens to formulate questions about how they would want the design to look like. Questions should be asked about if their neighborhood is pleasant or if they are happy in their current dwelling. And then retract values out of this analysis.

On the topic of roles, there was disagreement on whether the roles should or are going to change. The process manager proposed that the role of the municipality should change toward a more facilitating role for initiators of urban development and that they are the knowledgeable party who should provide their local expertise to help better the urban development process and product. The initiators on their turn should create their support base for their urban development plans. The developer and the municipality were a bit more reservedly against changing roles and the developer said that he did not expect that municipality is not going to develop and developers are not going to invest. Although in this discussion the definition of changing roles is perceived differently. Thus might be both write in the matter.

Furthermore, the panelists stated that in this discussion there is already change happening with the introduction of the new environmental law, imposing the need for dialogue with all stakeholders including citizens.

Statement 2: A more flexible public policy should be installed to increase the feasibility of social innovation
The panel agreed on this statement and noted that this is primarily found in two places. Acquiring permits for private initiatives and the way public initiatives are implemented. However, on the second object, there is some disagreement on the subject of trust in how to deal with this issue.

For the regulatory permit implications, the example was given about temporary use. In a project of the process manager, they wanted to implement a temporary accommodation space, which can be used by visitors of the tenants as sleepover place. However, this did not fit into the current regulation of the municipality, which resulted in an enormous discussion. Thus, to deploy these sorts of initiatives more regulatory flexibility is needed. Another factor influencing the feasibility of social initiatives is the type of civil servant you are talking to as an initiator. If the civil servant is not willing the plan is more probable to fail. The same goes for the level of the civil servant if you have a more executive type of civil servant who just follows the rules the initiative will probably be aborted. More discussion was on the number of civil servants/ department you should involve. The process manager rather wanted that all communication was with one civil servant, to prevent problems between departments. Whereas the developer rather had contact with different civil servants, to prevent that one person's needs process all the difficulties and eventually is not willing to help anymore because you only bring problems as initiator.

How public initiatives are implemented also causes concern. The developer brought an example of an urban development process wherein the master plan stated a fixed percentage of room for social initiatives. All the developers involved are concerned about this very strict percentage and the lack of social initiatives in the area. The municipality answered that this primarily has to do with uncertainty on whether to be more steering or facilitating. But also because of percentage thinking which is still in the culture of the municipality. The process manager continues by saying that is also happening because of the lack of trust in developers. By imposing percentages, the municipality is sure that it is complied with. The developer reacts that a dialogue would be a better way to explain which goals need to be reached.

Statement 3: Early adoption of social concepts in the urban development process is crucial for the feasibility of these concepts.
The panel agreed that early adoption is better for the feasibility of initiatives and concluded that otherwise, you will end up in strict financial conversation in which there is no room for social investments.

Development processes still mostly have a financial language, in which developers at first promise to do a lot about sustainability and social themes, but in de end halve of the initiatives are aborted because afterward, they are not feasible. Often there is not enough reserved, but on the other hand, if you reserve more you do not win the tender. This is what brings forward the distrust within municipalities. Thereby they often do not have the expertise to judge whether a concept is feasible or not. Upon which the developer agreed and noted that. That things are promised which are not made true.

The process manager had the following solution for this problem. In their line of work, they make a document that forms the basis and scope for the initiatives and sends this document to every party involved. This way everyone knows about the scope of the initiatives and the aim. Then everyone can propose initiatives and change initiatives, but it has to stay within the scope and if you do this right everyone knows what they can expect. Though to makes this concept work a long-term vision is crucial.

Statement 4: The right target group and scale are important for the effectiveness of the initiatives.
The statement was accepted by the panelist. There was no discussion in this. Though the target group discussion ended in another interesting discussion about the format of the program of requirements and the rise of the sustainability labels.

Upon the question of how much is currently done to implement social and sustainable goals in the program of requirements (PoR)? The investor answered, as far as she knows, that there is a specific PoR for elderly people and there are some sustainable measures included in the PoR. But the PoR is not yet targeting group-specific and

directed on social requirements. The investor continues that they often get the question of what they do with the S of ESG (environmental, social, governance). The developer agrees that sustainability requirements are often included but no social requirements.

This continued the discussion into the direction of 'is the social pillar judged at all'? The investor explained that in their daily operations labeling is the primary way to prove social and sustainable performance. As a company, you can claim that you are making a social impact but without external validation this is useless. Therefore the labels are a good contribution and theory emphasizes that it is not about getting the labels, but about tenant satisfaction. The municipality continues from the department of public health they are also looking at ways how to help private companies in this social decision making.

In the last 10 years, the way sustainable topics look upon has already changed significantly. The developers provided an example of a meeting with an investor and a bank about sustainability in offices. Where the bank stated that if by 2023 a business does not comply with sustainability regulation, loans are not granted to this company. Sustainability has made a big step in the way people think in the last years. If the coming 10 years are devoted to exploring the social part starting with social labels this provides new opportunities. The investors add to this statement that this new course is inevitable with the current demographic trends, cities still need to be liveable. If you do not invest in the community and well-being the value of your assets will decline. Thus, it is a good investment and an urgent matter.

Statement 5: Late involvement of investors and end-users in urban area development creates a mismatch between initiative and user.
The panel agreed on the statement that investors and end-users should be earlier involved. However, discussion exists on what this involvement should be considering the character of social practice.

The investor substantiates this discussion by saying that the best urban areas are the areas that undergo a major change over time. By keeping space and functionality flexible, but also pricing. He is convinced that this is a good formula to keep stimulating social innovation and the program should not matter that much. The process manager reacts by saying that these initiatives indeed need room to change. However, these initiatives need time and energy to put up and developing a good concept takes two to three years. The investor disagrees and provides the example of an urban development project, where old factories are used as open space to host social initiatives in which tape was used by the initiators to enclose their needed space and prices were kept very low to make accessible for every initiator to try the concept. If you wanted specific things you had to set up a meeting to discuss this. The process manager agreed that this was a good example. The investor continues that danger for the survival of this concept is the success of the concept itself. The gentrification phenomenon, where disadvantaged areas are uplifted to prime areas and social concepts are removed from the area, this is happening in cities everywhere. The process manager agrees and gives the example of Rotterdam Zuid, where entrepreneurs and social initiatives are uplifting the area and by the time it has a significant value the municipality of Rotterdam sold it to developers removing the initiators form the area.

The participants all agreed that some sort of 'gebiedsfonds' (area fund) would be interesting to think of, a fund without profit aim to finance social investments for a specific local area. The investor is now very sectorial, but they are indeed thinking of how we can make area funds to steer on long-term value creation. Area funds are a good opportunity for the future of urban development practice.

Conclusions

- Sub conclusions
- Research conclusion
- Recommendations for practice

8   Conclusions

The conclusion drawn from the finalization of the research is addressed per sub-question and eventually answers the main question.

8.1   Sub conclusions

8.1.1   Sub question 1: How can the concept of Shared Value Creation be defined and operationalized within the context of urban area development?

Creating shared value or Shared Value Creation is "a new way of thinking that seeks business opportunities in solving social problems" (TED Talks. 2013). This non-scientific explanation provided by Porter in a TED-talk about the concept seems to best explain what the concept Shared Value Creation means. The literary definition of the minds behind the shared value concept Porter and Kramer (2011), "policies and operating practices that enhance the competitiveness of a company while simultaneously advancing the economic and social conditions in the communities in which it operates" (Porter & Kramer, 2011), is often confused with the CSR and eventually even declared the same definition by some scholars (Elkington, 2011; Epstein-Reeves, 2012).

CSR and SVC

This confusion of what the concept means hinders the actual adoption of the concept in business strategies (Moon & Parc, (2019). To create some clarity in this discussion, Moon & Parc (2019) performed a literature study about the concepts of CSR and SVC to show the differences between the two concepts. The authors describe that there are three main concepts to consider in this discussion. On the basis, there are two perspectives within Corporate, social strategies. One is corporate social responsibility strategies, which on the basis perceive social activities as a costly activity and corporate social opportunities, which look towards social activities as a value-creating activity. Within these two ways of looking at a social activity, SVC is described as a means to go from CSR to CSO (Corporate social opportunities) (Figure 6: CSR, SVC (CSV in the figure) & CSO (Moon & Parc, 2019)). SVC thus explains how social activities can become a value-creating activity. The difference in the basis between CSR and SVC is thus based on financial reasoning. CSR practices are described as solely creating social benefits and seen as costs for business practice, whereas CSO activities are activities that create both social and business benefits. Further elaborating on the differences between the three concepts the authors describe 4 typologies of corporate social activities;

1. CSR for survival: Performing social activities reactive to external pressure; The example of McDonald's who got a negative reputation due to the "McLibel" trial about among other things food poisoning and performed social activities to restore the name.
2. CSR self-satisfaction: Performing social activities as a philanthropic cause: For instance, Ben & Jerry donate 7.5% of their pre-tax profits to charitable causes. Important to note in this stage is that the charitable gestures are not necessarily done to enhance their corporate reputation.
3. CSO for reputation: Performing social activities enhance corporate image; a good example is the sustainability benchmarking trend within the built environment described in 'Problem analysis'.
4. CSO for competitiveness (SVC activities): Corporate social activities which enhance the company's competitiveness: an example of such an activity is Microsoft who dealt with a shortage of IT workers by setting up an educational program within a community college and aiding the school financially to set up a curriculum for ICT, including teachers, computers and software programs.

The last stage of CSO activities are classified as Shared Value activities and differentiates itself for stage three by focussing on the core operations of a company aside from its corporate image.

The operationalization of SVC

Operationalizing the concept of SVC is difficult, porter & Kramer (2011) describe that there are three types of value-creating activities; 'Reconceiving products and markets', 'redesigning productivity in the value chain' and 'enabling cluster development'. Because of the vagueness surrounding the operationalization of these typologies; each type is explained by its definition from literature and how it is interpreted for this research. For the explanation, a schematic overview is used showing a simplified business ecosystem, wherein two different companies create a certain product. Think of the value chain of producing a house for instance.

1. **Reconceiving product and markets – Products**
   The first pillar is reconceiving products and markets. It aims to establish innovations that contribute to society and similarly creates a viable business case. This angle can be interpreted as the product angle concerning innovations that better impact of products on society.
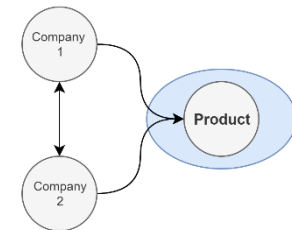
2. **Redesigning productivity in the value chain – Processes**
   The second pillar is Redesigning productivity in the value chain', which concerns the relationship between societal problems and economic costs in the value chain. These can be found in two ways: 'inside out' linkages which consider the impact of business processes on society and 'outside business productivity. The second pillar can be interpreted as the process angle concerning innovations that better the impact of the way products are realized.
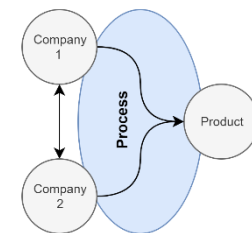
3. **Enabling cluster development – Partnerships**
   The third pillar is enabling cluster development. This pillar stresses the need for collaboration in the value chain of a certain product. Productivity and innovation are strongly influenced by 'clusters' of industry. "No company is self-contained". Each company is affected by its supporting companies and infrastructure. The third pillar can best be described as the partnership angle, concerning the establishment of partnerships to better the impact the products ecosystem has on society.
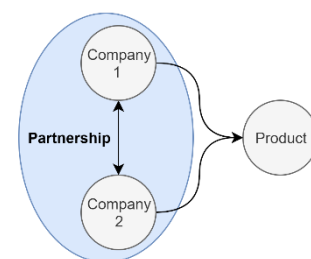

FIGURE 33: SVC PILLARS

Context of urban area development

During and after the exploration of these pillars in urban development practice and creating a better understanding of the concept of social sustainability in urban practice. The three-pillar of SVC can be explained in the urban context as followed.

In total four types of SVC-areas are found in urban area development. The first area considers the urban fabric of the area or the 'urban hardware'. Innovations in this area are primarily focused on the physical elements of an urban area regarding social sustainability. The second area is the in-use phase in which again process and product innovations can be adopted. However, this area concerns the people's angle, the urban society or the urban software regarding social sustainability. Innovations in this area focus more on the softer aspects as events, organizations, education. The third area considers the partnerships pillar of SVC. This Pillar is not found to be self-contained but supporting the other pillars or a means to establish innovations in the other pillars. An overview of the SVC-areas is provided in Figure 34 with examples of the innovations found in these areas underneath.

FIGURE 34: SVC IN THE URBAN DEVELOPMENT CONTEXT

Urban hardware – Amenities & Social infrastructure

- Products – Shared facilities: interventions in the urban fabric which stimulate shared use: shared public space, shared gardens
- Process – Concept manager: organizations guarding and the urban concept before and after development

Urban software – Social & cultural life/ Voice & influence

- Products - (example) Shared use concepts: Initiatives that focus on sharing; shared bikes shared cars,
- Process - Neighborhood collectives: Organisations formed by inhabitants of the local community to benefit the local community

Partnerships

- Partnerships – Social collaboration that stimulates product or process innovations in urban software and hardware
  - Example; Collaboration with local schools to integrate health education in the curriculum.

Measuring shared value in urban development

Measuring shared value means measuring the social and business value potential of certain business strategies. In which the strategies are related to changes in products or processes of their daily business. In section 2.2.2, a four-step process was mentioned explaining the idea of shared value measurement (Porter, *et al*., 2011). In which some complications where noted surrounding the lack of a detailed plan of approach. After performing this research. The findings provide a good foundation for explaining the first step of this process 'identify the social issues to target'. Based on the findings throughout this research the following flowchart is proposed for building SVC business strategies (Figure 35).

The first part of the process focusses on determining on mapping the industry addressed from the perspective of one selected stakeholder. In the case of this research the Property investor. The second steps focus on analyzing the day to day activities of this business and filtering out the social and business aim of this company. For the business values, the financial accounting factors of daily operation and for the social values the sustainability or ESG policies could provide could start to analyze these values. After determining the social and business values. The third step is to scope the values towards a reasonable number of metrics to build an assessment framework or in the flowchart, this is called the SVC framework. The fourth step is dependent on whether an existing or new solution is adopted in the SVC strategy. In this research, the existing solutions are assessed, but also innovations could be thought of regarding social issues in the business environment. The fifth step is connecting the solutions or issues towards the SVC spectrum. Revealing the potential impact fields of a certain issue or solution, upon which the last step can be performed. Prioritizing the innovations according to the impact potential.
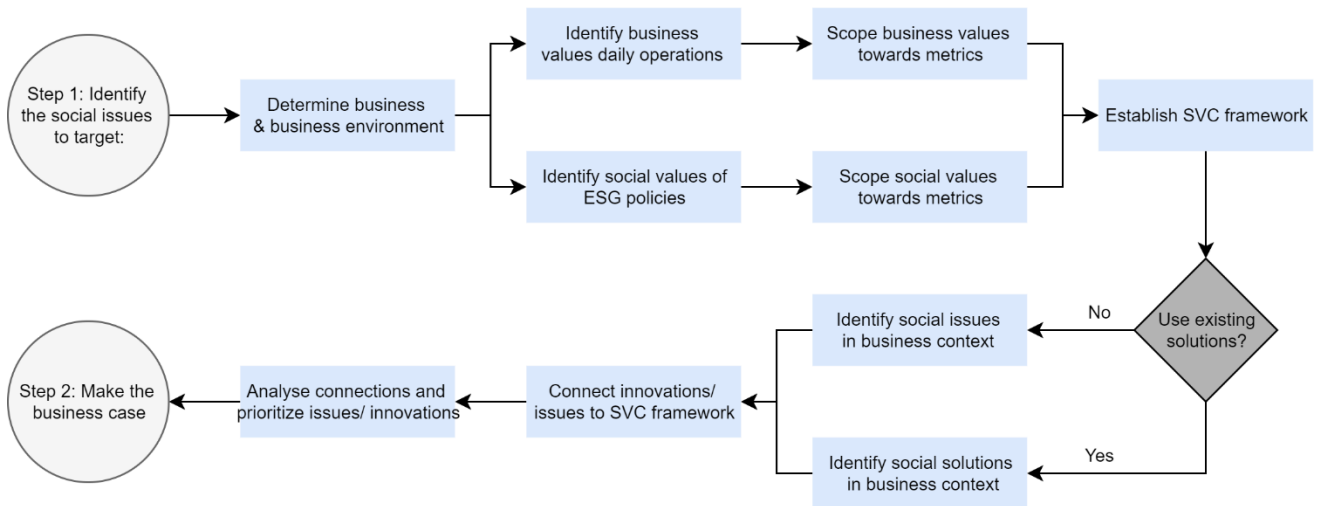
8.1.2 Sub question 2: What are the possibilities and limitations of the Shared Value Creation concept in urban area development?

After analyzing the Blue District and the Floriade case with the help of an assessment model (Figure 11). Findings made it possible to determine the (possibilities and limitations of both the SVC concept and the context of urban area development regarding this concept. These possibilities and limitations are summarized in a SWOT-table shown in Table 14.

Possibilities SVC

The SVC concept is a tool meant to connect social solutions or issues towards specified social and business value factors. Through this study connections between social and business values can be traced. The framework shows these connections and makes it possible to show the 'impact spread' or the distribution of the number of connections of the innovations to the predetermined value factors. Based on these findings several possibilities were found for the use of SVC in business strategies.

1. Tracing overlap between social and business values:

   "Companies face social challenges the proliferation of externally specified measures, yet they do not have full clarity about the purpose they serve or how they relate to each other. Many companies have begun to measure their social and environmental performance without regard for the business benefits and continue to measure their financial results without regard for social impact." (Porter, et al., 2011).

   The central opportunity that the SVC concept provides is to show the intersection between these social and financial performance measurements. Based on this overlap business strategies can be built. Underneath some of the actions that can be performed based on mapping this overlap.

2. Prioritizing social solutions and issues: upon the impact distribution, the predetermined social issues or innovations can be prioritized according to their potential impact.
3. Match solutions issues/solutions and business strategy: Based on the findings of the SCV framework business could match social solutions & issues according to current business strategies. But the other way around business could also establish new strategies according to these new findings.
4. Built a business case: the SVC framework forms a foundation for establishing new business cases. Showing social solutions/ issues that have the potential to improve business performance. Further research and exploration of the SVC concept

These four benefits are the central strength of the tool. However specific to for instance a property investor more opportunities can be found. Appendix E: Applications property investor' shows some applications specific to the use of the property investor.

Limitations SVC Assessment

Although the possibilities of the SVC assessment, the concept has also several limitations. The model is a first draft of what could be done by providing insight into the interconnections between social and business value. However, measuring SVC comes with many challenges.

1. The difficulty of the concept: The first notable limitation of the concept is its complexity and vagueness. Preventing business and research from adopting the concept (Barake, 2010; Denning, 2011; Aakhus & Bzdak, 2012).

2. The wide range of social solutions/ issues: The SVC assessment reveals a wide range of possible social impacts. When the SVC is adopted is business strategies a clear scoped need to be defined otherwise the depth of the analysis is not sufficient and potential can be overseen.

3. Quantifying the social metrics: Currently, only the potential SVC connections are described, however actually measuring this impact is still a big challenge for research and practice. For instance, social innovation has impact potential on the housing mutation rate on the business side and safety on the social side, but how much? (~~10%~~ less mutations / ~~20%~~ more safety?)

4. Difference between social and business values: The difference between social and business value factors are almost incomparable, two distant disciplines. Most of the social values affect the long-term and business value often more short-term based. To compare the performances the value factors need to be brought to the same time horizon.

5. The SVC framework: The SVC framework for identifying SVC connections is still the first draft and has still many shortcomings. Thinks of: Weight of the values, Cost of innovations, Weight of the innovations, and Specificity of the solution typologies. More research is needed to provide a realistic display of the model.

6. More research needed: This research only provides the foundation to determine strategies for creating shared value. To provide a comprehensive understanding of the possibilities and limitations of the model the following steps of the measurement framework need to be executed.

Possibilities and limitations of the urban context

Aside from the utility of the concept, the context in which the concept is placed should be discussed. In this case the urban development context. Analyzing this utility is done by discussing the topic of social innovation in urban development. Underneath the five lessons learned and their related limitations and possibilities are described. In red the limitations and blue the related possibility.

Lesson 1: Traditional thinking and roles within urban development practice need to change in to stimulate social innovation.

1. Traditional urban practice: Hard public requirements cause difficult situations for market parties. Current tender procedures are very strict and it is hard to meet demands and still provided a good bid.

1. Open dialogue before making agreements: Start an open dialogue before making agreements. These conversations need to be; on a level-playing field, transparent, with a mutual perspective in mind, held in the same 'language'. This dialogue can be used as input for the tender procedure to overcome the difficult situation with developers.

Lesson 2: A more flexible public policy should be installed to increase the feasibility of social innovation

2. Inflexible public policies: Acquiring permits for social initiatives is often very difficult. This is said to be dependent on the type of civil servant; character, function, and number of civil servants involved. Moreover, the way public social goals are implemented is often in percentages, this to make sure the social goals are met. This causes problems among private parties in how to deal with these percentages.

2. Flexible policy social innovations: A more flexible public policy should be installed to increase the feasibility of social innovation
3. Flexible planning & management: Keep space and functionality flexible, but also pricing, to stimulate social change over time

Lesson 3: Early adoption of social concepts in the urban development process is crucial for the feasibility of these concepts.

3. Innovation budget: Development processes still mostly have a financial language, in which developers at first promise to do a lot about sustainability and social themes, but in de end halve of the initiatives are aborted because afterward, they are not feasible. There are often not enough reservations made for social innovation during the development process.
4. Early adoption of initiatives in the process: Early adoption of initiatives in the urban development process, before financial agreements is made.
5. An innovation vision document: a document which forms the basis and scope for the initiatives and send this document to every party involved. This way everyone knows about the scope of the initiatives and the aim.

Lesson 4: The right target group and scale is important for the effectiveness of the innovations

4. Wrong target group or scale of innovation: Program of the requirement not specific: The format of the program of requirement does not include social goals or a specific target group.
6. Specify social goals in the program of requirements: Specify social goals in the program of requirements and direct this document to a certain target group.

Lesson 5: Late involvement of investors and end-users in urban area development creates a mismatch between initiative and user.

5. The mismatch between demand & supply: Late involvement end-users: Demand-side stakeholders are of late involved in development processes
7. Dialogue early in the development process: Early involvement end-users and investors in the development process.

SWOT analysis
Translating the possibilities and limitations of the concept and its context into a SWOT-analysis provides the following overview (Table 14).

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Positive	Negative
Shared value assessment	
Strengths (possibilities)	Weaknesses (limitations)
1) Tracing overlap between social and business values 2) Prioritizing social solutions and issues 3) Match solutions issues/solutions and business strategy 4) Business case opportunities	1) The difficulty of the concept 2) The wide range of social solution/ issues 3) Quantifying the social metrics 4) Difference between social and business values 5) Assessing the SVC framework 6) More research needed
Urban Area Development	
Opportunities (possibilities)	Threats (limitations)
1) Open dialogue before making agreements 2) Flexible policy social innovations 3) Flexible planning & management 4) Early adoption of initiatives in process 5) An innovation vision document 6) Specify social goals in the program of requirements 7) Dialogue early in the development process	1) Traditional urban practice 2) Inflexible public policies 3) Innovation budget 4) Target group or scale of innovation 5) Mismatch demand & supply

(Internal rows: Shared value assessment; External rows: Urban Area Development)

TABLE 14: SWOT ANALYSIS SVC IN UAD

8.1.3 Sub question 3: Which public and private preconditions are needed to successfully integrate the shared value concept into urban development practice?

The research findings provided the basis to establish some understanding of which public and private preconditions are needed for successfully integrating SVC into urban development practice.

Public preconditions

Several things stand-out concerning the public conditions while integrating SVC into urban development practice.

First of all, social innovation and thereby SVC is bound to much uncertainty. To overcome this uncertainty findings show that more room for dialogue is needed between public and private parties, preferably before making agreements about developments in urban areas. These dialogues concern the topic of social innovation and are held among a mix of private and public stakeholders with a short- and long-term interest in the development including residents. In this dialogue several aspects are of importance, the conversations need to be: on a level-playing field, transparent, with a mutual perspective in mind and held in the same 'language'. The output of this conversation can then be used to create tender constraints and goals. When steered properly, such conversations could create clarity in the scope of innovations, the budget needed to realize them and a joint vision between public and private parties regarding the implementation in the urban area.

Secondly, the public procedures surrounding social innovation need to be more flexible. Current public procedures are strict and often trumping private social initiatives. Public institutions should take on a more facilitating role for initiators of urban development. They should be knowledgeable parties who can provide their local expertise to help stimulate these corporate social activities. This could, for instance, entail providing insight into the potential business value of certain activities or create moments for the initiators with the municipality as a local expert.

Fortunately, with the arrival of the new planning law 2021, the above-mentioned aspects are included to some extent. Under the motto "room for development, guarding quality" (Ministerie van Infrastructuur en Milieu, 2014). This new legislation aims to combine the many decentralized environmental legislation into one area-specific regulation. To make the procedures more transparent and consistent, create room for local institutions to build their area vision and to stimulate sustainable initiatives. Specific to the abovementioned remarks, the new law makes it more standardized instead of detailed legislation to create more room for discussion. This helps to stimulate dialogue and creates more flexibility in procedures. In the document, they note that the attitude of public institutions when evaluating plans is "yes, if" instead of the former "no, unless" (Ministerie van Infrastructuur en Milieu, 2014).

Private preconditions

Findings do not elaborately describe private preconditions for the successful implementation of the SVC concept. This partly because research only addresses the first step of the SVC assessment (figure), but also because there are no examples of companies within urban development adopting SVC strategies.

Yet, some preconditions emerge from the findings. First of all, SVC is a value-creating process. This means that companies adopting SVC strategies have to fit this long-term value creation process. Both from urban literature as the SVC concept the investor is seen as the right type of stakeholder to adopt these long-term value strategies (Porter et al, 2011; De Zeeuw et al., 2011; Hagendijk & Franzen, 2012; Sturm et al., 2014).

Secondly, the same as in the public preconditions, flexibility is needed when adopting these types of strategies in the urban development process. This means preventing strict programming and fixed prices in urban development. Social innovations thrive when it can evolve over time and therefore also space, functionality & prices need to be kept flexible in places directed towards social initiatives.

8.2   Research conclusion

In this chapter, the main research question is answered. The main research question of this study is; 'How can the concept of Shared Value Creation contribute to creating sustainable urban areas?'

By exploring the phenomenon of Shared Value Creation (SVC) in urban area development. It can be concluded that the SVC concept could contribute to the creation of sustainable urban areas. The word 'could' is used because of the confines of the research findings.

The SVC concept contributes by assisting businesses in finding potential business value in solving social issues, a practice perceived by most businesses as a costly activity. By doing so, this study aims to change the corporate perspective towards these social activities. Making them more willing to perform these social activities.

Though findings cannot yet conclude of this connection can deliver actual business value. Findings do conclude that these interconnections can be found for the property investment business. With help of a conceptualized framework of the SVC concept, findings showed that especially urban solutions in the area of social interaction, social entrepreneurship, and urban design provide many connections to the predefined social and business value factors of a property investor.

Moreover, this study identified that there are three possible angles in which these connections can be found, through process, products, and partnerships. The urban context herein provided two fields where these connection typologies can be found. The first field is the urban hardware, concerning the urban environment. The second field is the urban software, concerning the urban community. In both fields, product and process connections are recognizable. Supporting these two fields is the partnership angle. Forming collaborations and partnerships between stakeholder enabling product and process connections in both fields.

Besides its potential, the SVC is also limited in several ways. Based on the conceptual model tested, it can be concluded that the main limits of the concept are most of all the complexity in understanding and practicing it, but also its wide definition making it hard to scope the concept towards tangible metrics. This makes it hard for businesses and research to further adopt the concept. Aside from the model the urban context as the host needs to be taken into consideration. The urban development context has shown to be a possible context for identifying SVC connections, however, it is also limited to some extent. Social business practice in urban development is often confronted with inflexible public procedures and a lack of communication in the early stage of the development process. This creates a scenario where social innovation is often neglected or aborted further on in the process.

To address both the concept and context issues. This research provided a step-by-step plan on how to define, find and prioritize this SVC connection (Figure 35) and described several preconditions for public and private parties to successfully integrate this concept into urban development. The main preconditions noted are that, there needs to be more flexibility in the urban development process form both the public and private sides to steer these corporate social initiatives. And that public parties should be more facilitating towards these initiators providing them with the right knowledge and tools to stimulate corporate social activity.

Summarizing the above-mentioned content, it can be said that the concept has the potential for changing the business perception of corporate social responsibilities (CSR) towards corporate social opportunities (CSO) in urban development, but further exploration is needed to provide a complete answer to this question.

8.3   Recommendations for practice

The concept, when successful, has the potential to convince business practice that performing corporate social activities could be a value-creating opportunity instead of a societal responsibility. Based on this idea the following recommendations are listed.

Recommendations for private actors

- **Identifying the overlap between social and business performance**
  It's recommended for private actors to consider the possible overlap of their current or future corporate social activities with their financial performance. As discussed in Porter et al. (2011) and from personal observation. Financial and social performance are often seen as two separate entities. Whether or not the SVC-concept is used to analyze this overlap. This overlap exists and provides business potential. Daily business inevitably affects and is affected by social issues.

- **Investor as a central actor**
  This study recommends especially investors to explore business potential in social strategies. This actor is described in SVC literature as the ultimate lever for adopting innovations on a big scale and in urban development literature as the central actor that should be involved in sustainable urban development practice, due to its long-term perspective and capital.

- **Multi-phase solutions**
  Research showed that social solutions that cross from the development phase towards the in-use phase have much business potential. They also help in overcoming the gap between the supply and demand perspectives. Good examples of these types of innovations are the concept manager, social entrepreneurs, and a community center. It is therefore advised to especially further investigate the potential of these innovations.

Recommendations for public actors

- **Rethink development procedures**
  The main recommendation for public instances is to rethink their approach towards corporate social activities. Findings show private social initiatives are often aborted due to strict public procedures. To enhance social sustainability in urban development public parties should take a more facilitating role and advise private actors on for instance the social and business potential of certain innovations.

Discussion

- Recommendations future research
- Validity research

9 Discussion

Capitalism is under siege as a famous economist and business strategist Michael Porter repeatedly emphasizes in literature and his videos (Porter & Kramer, 2011; TED Talks, 2013). Pressing environmental and social concerns are trumping economic activity and business is trapped in a vicious cycle. To deal with the complex questions of today a new kind of thinking is needed.

Reflecting on this strong statement made by Porter. Urban development practice indeed struggles with pressing environmental and social concerns. As the problem analysis of this thesis describes and practice underpins, sustainability regulations are stacking up and the market is struggling to realize feasible business cases (Kersten, et al, 2019). Currently, both public and private parties are creating their solutions. The state subsidizes and regulates corporates to perform social activities and corporates have created labels and certificates to show their corporate social activities (Tetrault, et al., 2019). However, how durable are these solutions if they are trumping economic activity and what could be next?

The ambition of this study was to find a business solution to answer this difficult question. By exploring the Shared Value Creation Concept (SVC) of Porter & Kramer (2011) in urban development. This study pioneered a new multidisciplinary angle within urban literature and practice. Building on the existing field of Corporate Social Responsibility (CSR) in urban development (Huijbrechts, 2017). This new field, other than CSR-activities, perceives corporate social activities as a value-creating activity rather than a costly activity. This field is defined as Corporate Social Opportunity (CSO).

This research expected that these CSO's could be found in urban development by using a conceptualized framework of the SVC concept. Indeed connections were found. But, validating this connection in terms of actual business impact is not yet possible. To extend on this limitation, there is proof in existing studies of actual business value through social For instance, corporate real estate management studies already validated a link between greenery in an office towards a positive outcome on the social aspect of wellbeing and the business aspect of productivity (Larsen, et al., 1998). Or the link between corporate reputation and social behavior (Tetrault, et al., 2019).

Although SVC is considered as a powerful concept by many (Bosh-Badia et al., 2013; Epstein-Reeves, 2012; Moon, et al., 2011). Understanding the SVC concept is very difficult and this complexity combined with a lack of results related to the concept prevents the concept from wider adoption in research and business practice (Barake, 2010; Denning, 2011; Aakhus & Bzdak, 2012; Dembek, et al., 2016). This study did come across these barriers. Operationalizing the concept of SVC means explaining the three pillars of SVC; 'Reconceiving products and markets', 'Redesigning productivity in the value chain' and 'Enabling cluster development'. Yet, the explanation in literature is very conceptual and does not provide a clear direction. The same can be said for the operationalization of social and business values. Social and business value are broad definitions which entail a large number of a possible connection. To end up with a reasonable number of connections much scoping is needed. It is therefore advised that follow-up research considers these barriers.

9.1 Recommendations for future research

The message of this research is not to create awareness about the potential of SVC as a concept. But to prove that the view of businesses towards sustainability is often one-sided and that possible business opportunities lay in researching and practicing this new field of CSO. Future research should, therefore, focus on the possibilities within the overlap between these two values.

- **The rise of social enterprises**
  The first area of research is to learn from social enterprises, whom opposite from many corporates, start their business with a social mission and built a business model to make this mission feasible (Saebi, et al., 2019). "Businesses today are entering a whole new paradigm for management: one which considers a business less as a 'company' and more as an 'institution', integrated into the social fabric of society (Deloitte, 2018).

- **The transition towards a social economy**
  Based on the above mentioned 'new paradigm' of (Deloitte, 2018). Another research angle is advised. More related to the future of businesses in general, but can also be related to the future of urban development or the built environment, the following question is posed; is the world slowly transforming towards a new type of economy and if so, what would be the consequences for businesses? An interesting source in this regard is the systems of the economic model, which focusses on three types of economies, the public economy, the private economy and the social economy (Pearce, J., 2003). Thereby considering the double S curve of market innovation.
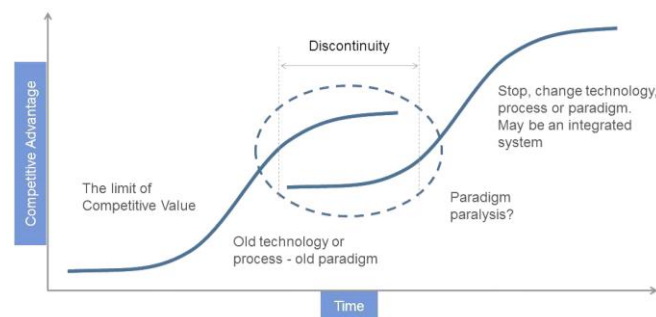

FIGURE 36: DOUBLE S-CURVE (PEARCE, J., 2003)

- **Validating SVC connections**
  It is advised to quantify this potential overlap between social and business values. Considering the 'make the business case step' of the SVC measuring process. This can be done by performing single studies to validate connections or relate existing studies to potential connections. Especially investor is willing to invest when the quantifiable potential of a certain innovation is known. This also came forth is the discussion in Porter et al, (2011). Where he noted that not having any actual proof is one of the biggest barriers among investors for adoption.

- **The field of Corporate Social Opportunities**
  The fourth research recommendation is to explore and define this new field of CSO. In which it is advised to use urban areas as a testing field for CSO studies. The interdisciplinary character of its research discipline fits well with the character of CSO research. Plural actors, processes, products, systems, and perspectives all come together in one testing ground. Which means that economic and social impact is best noticeable.
  In this recommendation a good starting would be the paper of Moon & Parc)2019)

9.2   Validity research

To test the validity of the research findings the test form Yin (2003) is used.

9.2.1   External validity

This research aimed to explore the potential use of the Shared Value Creation concept in urban development. To achieve this a small sample was used to assess this phenomenon in urban practice and to draw lessons of this sample which could be transferred to the wider urban development context using an expert panel. The expert panel findings of this research could, therefore, be generalized for the wider practice of urban development management. Further external validation limitation is with the assessment model itself. Another tactic used to create external validity is the use of replication within the case studies. This established the opportunity to create a case comparison and providing external validity (Yin, 2003).

- Use replication logic in multiple-case studies: Yes the two cases follow the same structure
- Expert panel: To generalize lessons learned for the urban context

9.2.2   Construct validity

The exploratory nature of this research and the multidisciplinary character preferred the need to use a wide sample of interviewees. Therefore researcher triangulation could not be performed. Data triangulation, however, is performed. The case documents provided the basic data for the case analysis, after which the interviews were used to grasp a deeper understanding of this data. Furthermore in this research tried to establish a chain of evidence by providing a clear line throughout the research, Case description (Raw data), comparison (comparing the data), synthesis (interpretation the data), expert reflection (reflecting on the data), and conclusions. The last validation technique used is providing a moment of review for the participants to confirm the research findings (Yin, 2003).

- Data triangulation: Web & Document research & interviews
- Researcher triangulation: Not done here
- Chain of evidence: 4 clear steps (Raw data, comparing data, interpretation data, reflecting on data) before writing conclusions
- Informant review draft: 2 reviews (Informant reviews by participants and panelist)

9.2.3   Internal validity

The research seeks to explain the phenomenon of Shared Value Creation. However, the concept of SVC is vaguely described in the literature and has a lot of rivalry explanations. For this research, interpretations are made of what this concept could mean. Empirical backs up all the operationalization of the concept. Therefore it can be concluded these three shared value-creating activities exist. Though this research does not exclude the existence of another shared value-creating activity (Yin, 2003).

- Causal relationship: This is an exploratory research thus the causal relationship test is not applicable.
- Address rival explanations: Inference is not airtight due to vagueness of the SVC concept

9.2.4   Reliability

The reliability of the case data is doubtful in the sense that information gathered is very subjective and most connections found only rely on one source. To make the data more reliable literature research or survey methods should be used in follow-up research (Yin, 2003).

- Case study protocol: interview protocol, survey format, panel protocol in appendix
- Case study database: interviews and transcripts available

Reflection

- Position research
- Research methods
- Research relevance
- Personal reflection

10 Reflection

The purpose of this chapter is to reflect on the research process. The reflection is split into four parts: positions of the research, research methods & findings, research relevance, personal reflection

10.1 Position research

This study is conducted as the finalization of the master track Management in the Built environment of the Technical University of Delft and is performed within the specialization track of urban development management (UDM). The study performed contributed to the research field of 'sustainable urban development' and of 'private sector-led urban development' by exploring an extension of corporate social responsibility literature in urban development, Shared Value Creation. Thereby identifying a new research field called corporate social opportunities (CSO).

10.2 Research Methods

10.2.1 Topic & wider context

The concept of Shared Value Creation is an interesting topic. However, not advised to be pursued within its current explanation in literature. The definition is vague and very conceptual. It would be very useful if Porter & Kramer provided a more practical paper on the matter providing a sort step-by-step plan. However, I'm convinced of the potential of the underlying philosophy of finding business value in Corporate Social Activities. I believe that we are currently in a transitional phase in terms of business. Going from sole public and private business models towards more hybrid business models combining both a social and business mission. Placing this research into a wider context is therefore not that difficult. The wider context is the so-called 'social economy' which to my opinion I the next logical step to integrate the many social challenges that lay ahead of us. Future businesses should consider their societal mission before even starting thinking about the business model. Social entrepreneurs are in this matter the perfect example of an early-stage business in this new social economy. However, it would be naïve to think that this transition will take place in the coming years. Knowing business a major environmental or social concern needs to happen before business will rethink their way of doing business radically.

10.2.2 Literature study

The literature on the topic of SVC and social sustainability is still in its infancy and understanding these concepts and assembling a framework out of the available literature was challenging. Models found had often rivalry explanations or were not researched at all. The conceptual model assembled could, therefore, is a good first attempt in assessing the overlap between social and business value. But more clarity is needed in both social sustainability or social value and the SVC concept to assemble a sound model.

Besides social sustainability is indeed a process and preferences and values may change over time. The people's angle is very interesting, but also very personal. Looking at urban wellbeing, social solutions could be perceived by one as a welcome solution, but can be seen by others as a burden or another example what is now seen as relevant is in ten years outdated.

10.2.3 Empirical research

Reflecting on the empirical study performed, the most difficult thing was choosing the right approach. Demand or supply-side and survey or interview? The choice was eventually fallen on performing the initial analysis among supply-side stakeholders and performing additional research to reflect on these findings with the demand-side. This second round was eventually not that useful as validation, but more a way to get grip on the urban context

In hindsight maybe a more demand-side oriented approach should have been taken. To measure the actual impact of the possible connections. However, defining and revealing the SVC connections on itself was already one or maybe two papers worth of research. Therefore a study from the supply-side perspective is a good start.

The same goes for the survey interview discussion. Maybe a survey with a predefined list of business and social factors was better to identify value connection with the innovations. Listing a set of metrics per stakeholders and look if there are connections with a certain list of innovations, the impact analysis of 'Appendix F: Impact analysis demand-side shows an example of such an analysis. However, you need to know how these innovations are connected to these factors, which implied a more interview like research structure.

10.2.4 Findings

The findings of this research were not surprising but more an establishment of my initial thoughts that indeed business value could be found in social innovations. However, the way some of the linkages were found was very interesting. Connecting mixed living towards safety costs or health interventions towards the cost of living. In this, the interview structure was very helpful. By implementing three blocks of 15 minutes discussing products process and partnerships. Interesting connections and insights were discovered. But also many barriers to the urban development context were discussed. Providing much insight into the utility of the urban context regarding social innovation.

The Floriade case analysis did go differently than expected. In this case, findings were found, but the case was in terms of expert input pretty much useless. The cause of the problem and eventual recognizable difference in findings compared to the Blue District case was due to the lack of communication between the public and private parties.

10.3 Research relevance

10.3.1 Social relevance

The societal relevance of this research is found in changing the intrinsic perception of businesses towards the performance of social activities. Social activities are often perceived as a costly activity and therefore not attractive for businesses. By exploring the business potential in these corporate social activities. This research proved that potential business value can be found in social solutions. Forming the foundation in changing this perspective and eventually to businesses willingly performing corporate social activities.

10.3.2 Scientific relevance

This research pioneered a new angle within urban development in which an extension of the corporate social responsibility (CSR) literature in urban development is found. This new angle in urban development is defined as the opposite of CSR, CSO (corporate social opportunity). A field in which corporate social activities are not perceived costs for business, but as a value-creating activity. The explored concept of SVC is in this CSO field a means to find these CSO's.

10.3.3 Utilisations potential

Although this study did not succeed in providing findings that can be widely adopted. This research did succeed in providing insight into the possibilities and limitations of the concept and in providing a foundation for the extension of this study and future research. The utility potential as discovered in this research is not the operationalization but rather the philosophy behind the concept that should be pursued in practice and research.

10.4 Personal reflection

Exploring the concept of shared value was probably the most conceptual thing I've ever research in my career as a student. It was performed from a certain ambition to change the way corporates think. Trying to change traditional financially driven corporations into more socially-driven organizations. This ambition is not going to stop after my graduation.

It was an incredible learning process. Where understanding of the concept and small mental break-downs were in a constant fight. Therefore I do think that not only the product but also my learning process was exponentially growing over time. Now looking back on the research process I can conclude that research is probably not my favorite type of game. But it was however really educational to endure such a process. Of most of all the iterative process of learned and adapting.

In this process, I've learned the most from the conversation held with the different perspectives in urban development. This provided me with a good understanding of the development game. But also this link between research and practice is very interesting. However, it is also difficult to step out of your theoretical bubble when conversating with a practice expert.

I think in this all the most challenging part is being satisfied with the work produced and being in a constant state of uncertainty of what you are doing is normal or not. This is probably partly because of the exploratory nature of my thesis, but while having many coffee breaks, it became clear that this is normal for every research study. Looking back on my report I'm unfortunately still not completely content with how I structured and performed the thesis, but on the other hand the exploratory research type you never know what you can expect.

Altogether I look back on a very educative period and look forward to unfolding the massage of this research over the world over the business.

References

- References
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11 References

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11.1 Figures

11.2 Tables

Personal conversations

11.2.1 Semi-structured personal interviews

Blue District
- Developer: (M. Wittens, personal communication, October 4, 2019)
- Investor: (B. Hollander, personal communication, October 18, 2019)
- Municipality: (J. de Koning, personal communication, October 9, 2019)
- Process manager/ Concept developer: (M. de Haan, communication, October 11, 2019)

Floriade
- Municipality: (M. van der Plas, personal communication, October 17, 2019)
- Developer/ investor: (M. Janssen, personal communication, October 17, 2019)

11.2.2 Guided Survey

- Tenant: (M. de Jager, personal communication, November 6, 2019)
- Asset manager: (W. Terhorst, personal communication, November 13, 2019)
- Property manager: (T. van de Water, personal communication, November 13, 2019)

11.2.3 Expert panel

- Developer: (J. Meuwissen, personal communication, 19 November, 2019)
- Investor: (H. Nijmeijer, personal communication, 19 November, 2019)
- Municipality: (J. Baart, personal communication, 19 November, 2019)
- Process manager/ concept developer: (S. Botterweg, personal communication, 19 November, 2019)

Appendix

- Appendix A: Case interview design: Blue District
- Appendix B: Guided Survey
- Appendix C: Creative session's expert panel
- Appendix D: Cross case comparison
- Appendix E: Applications property investor
- Appendix F: Impact analysis demand-side
- Appendix G: Shared value connections combined

12 Appendix

12.1 Appendix A: Case interview design: Blue District

Interviewer: Ricky van Honschoten
Interviewee   Maarten Wittens
Interview structure

- ▪   _____ Deel 1: Achtergrond
- ▪   _____ Deel 2: Nieuwe initiatieven
- ▪   _____ Deel 3: Verbeterde processen en producten
- ▪   _____ Deel 4: Samenwerkingen
- ▪   _____ Deel 5: Afsluiting

Other Topics Discussed:

Documents Obtained:

Post Interview Comments or Leads:

12.1.1 Instructions to the interviewee (opening statements)

Dit onderzoek richt zich op het achterhalen van de meerwaarde van gezondheidsinitiatieven voor bedrijven en gebruikers. Door het bespreken van verschillende initiatieven onder drie thema's; nieuwe initiatieven, verbeterde processen en producten en samenwerkingen. De besproken initiatieven zijn gebonden aan het desbetreffende project en zullen vanuit het perspectief van de ondervraagde worden bekeken. tijdens het interview is ruimte voor open discussie maar dient wel gerelateerd te blijven aan de vragen. Het interview zal maximaal 1 uur in beslag nemen.

12.1.2 Interview questions

Part 1: Achtergrond (max. 5 min.)

Kort bespreken van de achtergrond en rol van de ondervraagde.
1.   Wie is Martijn?
2.   Wat is uw rol binnen de cartesiusdriehoek ontwikkeling?
3.   Wat was de reden voor Ballast Nedam (ontwikkeling) om te participeren in dit project?
4.   Wat is de kijk van uw bedrijf op het thema gezondheid en waarom?

Part 2: Nieuwe initiatieven (max. 15 min.)

Innovatieve concepten die welzijn en gezondheid stimuleren:
5.   Welke nieuwe concepten hebben volgens u een meerwaarde vanuit een ontwikkelperspectief en waarom?
- o   *Verkoopwaarde*
- o   *Ontwikkelkosten*
- o   *Tijd*
- o   *Risico*
- o   *(Reputatie)*
6.   Welke concepten denkt u dat het meeste potentie hebben voor de toekomstige bewoners en waarom?
- o   *Huurder/ Vastgoedbeheerder*
- o   *Koper/ VVE*

Part 3: Verbeterde processen (max. 15 min.)

Gebieds- en gebouwingrepen om gezondheid en welzijn te stimuleren:

- **Beweging stimuleren door het stadsontwerp** *(persoonlijke gezondheid)*
- **Scheiding verkeersstromen en verdiept parkeren** *(speelplaats kinderen, geluid, veiligheid)*
- **Eigen woonomgeving vormgeven en beheren** *(voldoening en welzijn)*
- **Volkstuinen en groenvoorzieningen** *(biodiversiteit en gezonde voeding)*
- **Sociale cohesie stimuleren door organiseren evenement en gemixt wonen** *(welzijn en community building)*.
- **Stimuleren deelmobiliteit en elektrisch rijden** *(voldoening, gezond gebied)*

7. Welke verbeteringen leveren volgens u een meerwaarde voor de rol van de ontwikkelaar?
    o *Verkoopwaarde*
    o *Ontwikkelkosten*
    o *Tijd*
    o *Risico*
    o *Reputatie*
8. Welke concepten denkt u dat een meerwaarde vormen voor de toekomstige bewoners en waarom?
    o *Huurder/ Vastgoedbeheerder*
    o *Koper/ VVE*

Part 4: Samenwerkingen (max. 15 min)

Samenwerkingen op het gebied van welzijn en gezondheid:

- **Het CABLAB** *(Healthy urban living lab, Climate proof cities infrastructure & mobility network)*
- **CAB BV** *(community centrum als sociaal bedrijf)*
- Klankbordgroep *(vertegenwoordiging, belanghebbende in het gebied)*
- **Zorgverzekeraar ONVZ** *(ziektekostenplan gezond wonen lagere premie)*
- **Sligro** *(gezonde aanbod, lokale werknemers)*
- **Vereniging Blue District** *(bewoners, VVE, ondernemers)*
- **Samenwerking 3G's, gezondheid, geluk, geld** *(NSV, Consortium, de gemeente)*
- **Blue mobility** *(NS en gemeente Utrecht)*
- **Samenwerking gemeente** *(stedenbouwkundige en programmatische kwaliteit)*

9. Welke samenwerkingen hebben voor u als ontwikkelaar meerwaarde en waarom?
    o *Verkoopwaarde*
    o *Ontwikkelkosten*
    o *Tijd*
    o *Risico*
    o *Reputatie*
10. Welke concepten denkt u dat een meerwaarde vormen voor de toekomstige bewoners en waarom?
    o *Huurder/ Vastgoedbeheerder*
    o *Koper/ VVE*

Part 5: afsluiting (5 min.)

Overige vragen

11. Zijn er initiatieven die niet zijn opgenomen in de bovenstaande lijstjes maar wel relevant zijn voor het thema gezondheid & welzijn?
12. Wat vind u van de stelling "gelukkige gezonde gebruikers zijn ook garantie voor een gezond langetermijnrendement van eigenaren"?
13. Wilt u nog iets kwijt?

12.2 Appendix B: Guided Survey

12.2.1 Guided Survey

Interviewer: Ricky van Honschoten
Interviewee
Interview structure:

- _____ Deel 1: Achtergrond
- _____ Deel 2: Survey
- _____ Deel 3: Afsluiting

Other Topics Discussed:

Documents Obtained:

Post Interview Comments or Leads:

12.2.2 Survey vragen

1. **Achtergrond**

   Voor we ingaan op de vragen, eerst nog even kort wat achtergrond informatie.

Hoe oud bent u?	leeftijd	
Waar woont u?	locatie	
Hoelang zit u in de huursector	jaren	

Gezondheid en welzijn initiatieven

Hieronder zijn 8 wijkinitiatieven te vinden welke bijdragen aan gezondheid en welzijn. Per onderdeel wordt gevraagd wat de invloed is op een aantal factoren. Verder is er ruimte voor een korte toelichting van het onderdeel, waarin kort mogelijk andere voordelen of nadelen worden besproken.

2. Minder verkeer in de wijk (deelfietsen, deelauto's, autoluwe wijk)

	Hele negatieve invloed	negatieve invloed	Geen positieve of negatieve invloed	Positieve invloed	Hele positieve invloed	Geen idee
Woonkwaliteit/ woonplezier	1	2	3	4	5	6
Voorzieningen & services	1	2	3	4	5	6
Woonlasten	1	2	3	4	5	6
Bereidheid om te participeren/ voor te betalen	1	2	3	4	5	6

Toelichting:

3. Meer 'actief' groen in de wijk met nadruk op voeding; (voedseltuinen, pluktuinen, voedselbos)

Woonkwaliteit/ woonplezier	1	2	3	4	5	6
Voorzieningen & services	1	2	3	4	5	6
Woonlasten	1	2	3	4	5	6
Bereidheid om te participeren/ voor te betalen	1	2	3	4	5	6

Toelichting:

4.

Leer je buren kennen (community app, community manager, wijkvereniging)

Woonkwaliteit/ woonplezier	1	2	3	4	5	6
Voorzieningen & services	1	2	3	4	5	6
Woonlasten	1	2	3	4	5	6
Bereidheid om te participeren/ voor te betalen	1	2	3	4	5	6

Toelichting:

5. Samen je omgeving creëren (gemeenschappelijk groen zelf inrichten en onderhouden)

Woonkwaliteit/ woonplezier	1	2	3	4	5	6
Voorzieningen & services	1	2	3	4	5	6
Woonlasten	1	2	3	4	5	6
Bereidheid om te participeren/ voor te betalen	1	2	3	4	5	6

Toelichting:

6. Leer gezond leven (gezonde scholen, kookworkshops, tuinieren)

Woonkwaliteit/ woonplezier	1	2	3	4	5	6
Voorzieningen & services	1	2	3	4	5	6
Woonlasten	1	2	3	4	5	6
Bereidheid om te participeren/ voor te betalen	1	2	3	4	5	6

Toelichting:

7. Nieuw wijkcentrum met lokale en gezonde voorzieningen; supermarkten, sportfaciliteiten en evenementen

Woonkwaliteit/ woonplezier	1	2	3	4	5	6
Voorzieningen & services	1	2	3	4	5	6
Woonlasten	1	2	3	4	5	6
Bereidheid om te participeren/ voor te betalen	1	2	3	4	5	6

Toelichting:

8. Help je buren (help iemand met een maatschappelijke achterstand; buddysysteem)

Woonkwaliteit/ woonplezier	1	2	3	4	5	6

Voorzieningen & services	1	2	3	4	5	6
Woonlasten	1	2	3	4	5	6
Bereidheid om te participeren/ voor te betalen	1	2	3	4	5	6

Toelichting:

9. Word zelf een wereldverbeteraar (Sociale activiteiten organiseren of opstarten tegenover kleine compensatie en erkenning)

|						
Woonkwaliteit/ woonplezier	1	2	3	4	5	6
Voorzieningen & services	1	2	3	4	5	6
Woonlasten	1	2	3	4	5	6
Bereidheid om te participeren/ voor te betalen	1	2	3	4	5	6

Toelichting:

10

Prioritiseer de bovengenoemde initiatieven op volgorde van relevantie voor jou als huurder (1 tot 8)

Minder verkeer in de wijk	
Meer 'actief' groen in de wijk met nadruk op voeding	
Leer je buren kennen	
Samen je omgeving creëren	
Leer gezond leven	
Nieuw wijkcentrum gezonde voorzieningen	
Help je buren	
Word zelf een wereldverbeteraar	

12.3 Appendix C: Creative sessions expert panel
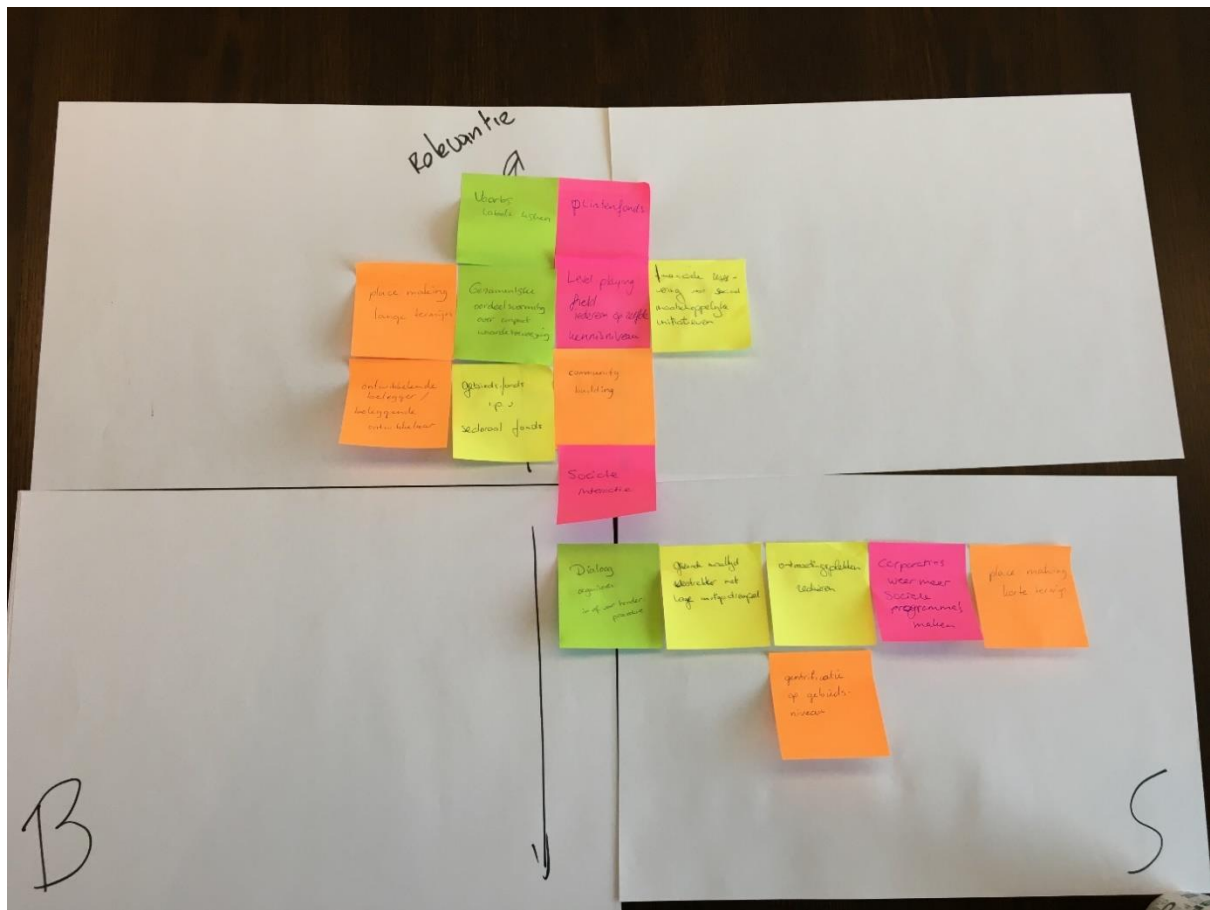
12.4 Appendix D: Cross case comparison

12.4.1 Social aim

The social aim from the Cartesiusdriehoek case and the Floriade case show several similarities. First of all, both concepts are based on a guidebook written and prepared by the municipality. Within this guidebook their central aim is to create more healthier cities and attach this aim to four main themes. Second, the concept of both cases is based on a philosophy. The Cartesiusdriehoek through the idea of the "Blue Zones" and the Floriade through the saying "town and country must be married". Third both cases want to be a (inter)national example and testing ground for their philosophy. The Cartesiusdriehoek wants to be the first urban Blue District in the world and proof that you can live longer in this district and the Floriade wants to be the accelerator for green cities in the world.

Differences between the cases are found in the themes attached to this central aim. Where Cartesiusdriehoek aims at relaxation, community, nutrition and movement. The Floriade case addresses; Feeding, energizing, Healthying and- greening, though with a specific emphasis on nutrition because the nature of the exposition is directed towards horticulture. Another difference is that the Blue District concept is established by the market parties whereas the Growing green cities philosophy is created by the municipality of Almere. The last significant difference was found in the purpose of the concept. The Growing green cities concept is namely primarily founded for the Floriade expo. How this concept is intertwined with the development of Hortus is unclear.

12.4.2 Initiatives

The similarities found in the cases are in general that both cases show findings in each SVC pillar. Within these connection overlapping innovation themes can be found. In the reconceiving products and market pillar; Local entrepreneurship, local events and Health education are similarly discussed. In the redesigning products in the value chain; separating mobility streams and active green spaces directed towards farming and relaxation are discussed. And in the last pillar both cases talk about some sort of aerial residents association before and after development.

All though some similarities were found the initiatives are very different in there initiative. Whereas the Floriade case seems to primarily bind their initiatives towards nutrition. The Cartesiusdriehoek case has more spread over the four themes. Another notable difference is the coherence of the initiatives among the stakeholders. In the Cartesiusdriehoek each interviewee is aware of the initiatives and tells a coherent story about the initiatives. However in the Floriade case only the Municipality seems to know the initiatives written down in the Growing Green Cities book. The developer noted never to have known about almost all of the initiatives. This incoherence is underpinned by the story that most of initiatives are aborted after the Floriade due to financial restriction bounded to the building ground.

12.4.3 Social value

Individual characteristics
The CAB community center forms the basis of the Blue District case initiatives related to nutrition. The program of the community center is based on the Blue Districts philosophy and the restaurants hosted in this building will therefore be selected upon healthy food concepts related to this philosophy. Aside from the community center there are green spaces devoted to local food production to educate people about healthy food. The Floriade case finds its connection with nutrition with as basis the Floriade Expo. This international horticulture event is the central place for showing the latest food innovations. The municipality of Almere therefore established several collaborations with, amongst other partnerships, the local farmers, local entrepreneurs and local schools. To show the current 'sickness' of the food industry and sustainable solution to aid to this problem.

The other factor, mental and physical constitution, is also found in both cases. In the Blue District case this factor is found through Social wellbeing and purpose. Social wellbeing is achieved by stimulating social interaction in the urban design and bound initiatives and purpose though concepts as help your neighbors and shaping and

maintaining green spaces. In the Floriade case this is found in honouring inhabitants of the Floriade and Almere area for doing good things. The growing green medals are the means to achieve this. The Floriade case also has set up the Floriade employment company to employ socially disadvantaged people. Working gives improves their self-esteem and gives them the feeling of participating in the society.

The urban society

Social wellbeing or social network is achieved in the Blue District case by establishing several initiatives focussed on social interaction, creating a sense of community feeling in the neighborhood. Together with social interaction there is a focus on creating a safer neighborhood by knowing you neighbors. Initiatives used for establishing this is the community center, shared facilities and shaping and maintaining the green spaces. In the Floriade case interaction is also stimulated but with a different angle. Through events as the Expo and the soepgroente festival the municipality wants the local community to interact and share knowledge about topics as food or personal health. Though the park management organisation could be a means to establish local connection aside from the expo.

Stimulating a healthy mobility lifestyle is also present in the cases. The Blue District case has several ways how a contribution is made. First of all through design by separating the mobility streams and strategic placement of mobility facilities movement by foot and bike is stimulated. Next to that conscious movement is stimulated by creating sport facilities nearby in the CAB community center. To oversee the mobility concept the consortium established a blue mobility group. The Floriade case also separates the mobility streams in order to create a car free area but did not talk about other specific interventions.

The cities morphology

In the Blue District case there are two kinds of public places created the CAB community center and the shared living rooms in the apartment buildings. This to again increase social interaction but also to provide the smaller rooms with some extra living space. The public places in the Floriade case are bound to educational purposes as the Intestine cancer pavilion and the Food cycle center.

Green and blue spaces are found through separating the mobility streams. Creating a common semi-public space, which can be shaped and maintained to the likings of the inhabitants. The thought behind this is to stimulate people to go outside and interact. The Floriade case is built upon a green concept stimulating biodiversity, the Arboratorium. Aside from the Arboratorium several food related green spaces will be placed in the area.

The public health infrastructure is realized in the Blue District case through its blue mobility concept, stimulating unconscious and unconscious movement as discussed in mobility lifestyle. In the Floriade case separating mobility streams is used to stimulate unconscious movement.

Environmental stressors

In both cases the environmental stressors are all positively affected by reducing transport. In the Blue District case by reducing car use by residents and in the Floriade case by car use of residents and transport by the farming industry. Other than transport the Blue District created a sound blocking design to decrease sound nuisance in the inner commons and the Floriade collaborates with local entrepreneurs to think of environmental impact reducing solutions.

12.4.4 Business value

Property costs

Maintenance is one of the property cost factors addressed in the Blue District case initiatives. In the Cartesiusdriehoek residents are responsible for shaping and maintaining their own living area. The general idea behind this concept is that residents make the common areas more their own and feel more responsible for these

areas. This may lead to reduction in facility costs and investment costs in entourage. A similar concept is found in the Floriade case where they aim at creating a park management group to maintain the Arboratorium.

In both cases examples of sponsoring through collaboration are found. In the Blue District case this is could be done by collaborating with local companies as Sligro. Sponsoring community activities. In the Floriade case found in the Arboratorium initiative where trees are sponsored to make the concept financially possible.

In the Blue District case there are also initiatives related to safety and mutation costs. The mixed living concept is on the idea that when you know your neighbors and mix socially advantaged and disadvantaged, safety related costs could be reduced. Mutation rate is another factor used to reduce property costs. Steering on creating better facilities and amenities to benefit tenant satisfaction. Mutation related costs can be reduced. Tenant satisfaction is also enhanced through extra services and amenities as for instance shared mobility.

Investment risk

In the Blue District case a relation is made to local knowledge to reduce investment risk. By collaborating with local entrepreneurs and companies already established in the area a network and local knowledge is gathered and by involving them in the in the concept they become carriers of the concept. The Blue District case also aims to involve developer for a longer period by making them responsible for setting up and running the CAB community center in its early stages. The Floriade case has found other risk reducing initiatives. They found that local entrepreneurship could carry their own financial burden by cross financing. The intestine cancer pavilion is an example of that where the costs of the pavilion are cross-financed by the housing program on top of the building. Another risk reducing initiatives of the Floriade is the Floriade expo. This expo forms a testing ground for social initiatives. The event gives insight if initiatives have a client base and which work or not in practice.

Rent levels

In both cases initiative related to liveability, amenities and cost of living are found. Liveability in the Blue District case is found in many initiatives; creating more green spaces, reducing sound nuisance, more public facilities and organising social activities. On top of that the CABlab also performs research to increase liveability and health. The amenities and service in the area are increased through stimulating through local entrepreneurship located in the CAB community center. Total cost of living is found by providing shared mobility services and the collaboration with insurer ONVZ, reducing transportation costs and health insurance costs.

In the Floriade case liveability is enhanced by the healthy youth program, creating healthy schools. Furthermore liveability is stimulated through a variety of green and blue spaces. Amenities and costs of living are found through the park management organisation in which a collective fund is propose to reduce individual living costs and finance collective activities. Also the collaboration with Flevofood and the Lelystadse Boeren helps reducing living costs by providing low income households with cheap healthy meals

Property value

The attractiveness of the Blue District area is based on the statement that you can life longer as resident in this area. To proof this the whole program of the area is established around this idea. Within the basis the CAB community center with its healthy program, but also the CABlab is used to prove this idea. In the Floriade case the Abortorium is a big attractor of the area. The first urban concept where a housing program is combined with a botanic garden. Next to that the area is meant to be the accelerator for sustainable initiatives.

Economic benefits found in the Blue District case are bound to the mobility concept, local entrepreneurship, mixed living concept and the collaboration with an insurer. Creating respectively reduction in car-use, employment opportunities, increased safety and reduction in public support to socially disadvantaged, reduction in public health costs. The Floriade case also has initiatives which could benefit the local economy. The Floriade Werkbedrijf provides jobs for socially disadvantaged, separating mobility streams to reduce car use and the Flevofood collaboration stimulating local food production and reducing transportation rates.

12.5 Appendix E: Applications property investor

12.5.1 Applications

Social innovation portfolio

When the assessment model of section 2.3.2 is quantified the impact spread of the social innovations can be depicted (Figure 37). In this case the impact spread over the Business value factors of a property investor and social value factors of Health & Wellbeing. The top part shows how the impact of spread over the business value factor and the bottom part over the social value factor. The central part of the model concerns the social innovations itself. The left side shows the spread of the social innovation over the different pillars of SVC and the right part shows the spread over social and business value in general.
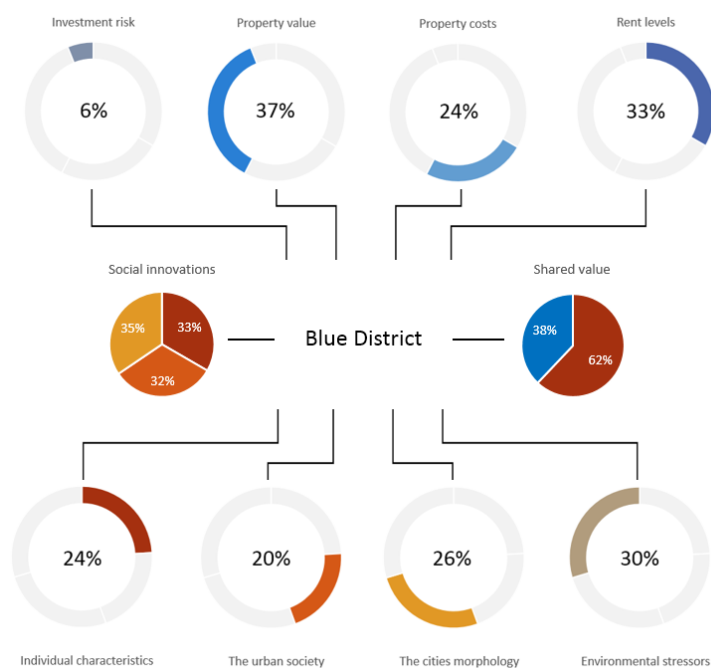

FIGURE 37: SOCIAL PORTFOLIO

Social assets

Next to the innovation portfolios, a single innovation can also be classified according to this dashboard (Figure 38). In this dashboard instead of using percentages the number of connections are used to provide an overview. In the overview the shared use concepts (shared cars, shared bikes etc.) are classified. Taking this one step further and collecting more shared value knowledge about single innovations a database can be built, which could be used for strategic business decision-making about for instance what innovations best fit certain public social strategies or what innovation selection delivers the most added business value.
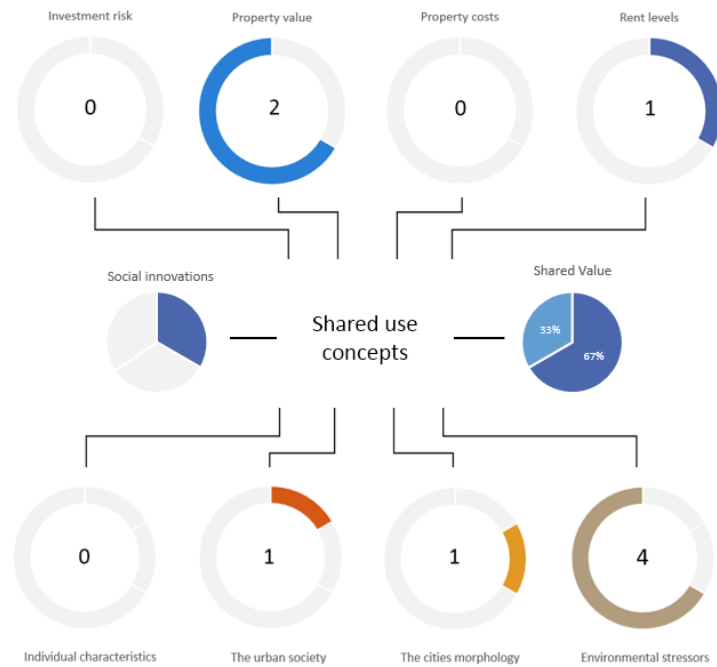
FIGURE 38: SOCIAL ASSET CLASSIFICATION

Communication tool

The assessment could also be used for matching public and private interest regarding social innovations in the concept-phase of an urban development process.

2. Describing stakes in project
3. Translate stake towards social & business value factors
4. Look for fitting innovations
5. Making selection of innovation based on relevance to social and business stakes
6. Establish an social innovation portfolio
7. Report this and use as input for urban concept

12.6 Appendix F: Impact analysis demand-side

12.6.1 Reflection demand-side

Until this point in the research only the supply-side perspective is taken to asses shared value. Providing overview of the possible business opportunities on an aerial level. However, only the connection could be made visible, not the impact of these connections. This created the idea to look at these innovations from a demand-side perspective. This small analysis by means of a guided survey is performed to grasp how the innovations found in the research are perceived by the demand-side stakeholders. As told in section 2.3 this research is scoped towards the residential property investor, therefore the end-users interviewed are bound to the residential function type. Considering a built-to-rent scenario the following end-users are interviewed; the asset manager (landlord), the property manager (technical and facility management) and the Tenant.

12.6.2 Impact analysis

The guided survey is structured as followed. Each participant is asked to judge the initiatives relevant to their (business) interests on a scale from 1 to 5 (1 = very negative influence to 5 Very positive influence). The guided part of this survey was meant to start a discussion about the innovations. The conclusion of each discussion is written down in the 'toelichtingen' part. Results of the survey are depicted underneath.

	Tenant	Livability	Amenities	Cost of living	Willingess to pay	Property manager	Structural maintenance	Corrective maintenance	Mutation costs	Facility management	Asset manager	Rental income	Vacancy/mutation rate	Maintenance costs	Locational value	Management costs	
Social initiatives		4,6	3,4	3,4	4,0		2,8	3,0	3,0	2,6		3,6	3,4	3,2	4,0	2,4	3,3
1. Social interaction	4,0	5,0	4,0	3,0	4,0	2,5	2,0	3,0	3,0	2,0	4,2	5,0	5,0	3,0	5,0	3,0	3,6
2. Shared use concepts	3,8	4,0	3,0	4,0	4,0	2,8	3,0	3,0	3,0	2,0	2,8	3,0	2,0	2,0	5,0	2,0	3,1
3. Mixed living	3,5	4,0	3,0	3,0	4,0	3,0	3,0	3,0	3,0	3,0	2,2	2,0	2,0	3,0	2,0	2,0	2,8
4. Educational facilities	4,0	5,0	3,0	4,0	4,0	3,0	3,0	3,0	3,0	3,0	3,2	3,0	3,0	4,0	4,0	2,0	3,4
5. Social activism & entrepreneurship:	4,0	5,0	4,0	3,0	4,0	3,0	3,0	3,0	3,0	3,0	4,2	5,0	5,0	4,0	4,0	3,0	3,8
Social interventions		4,5	3,8	2,8	3,8		2,5	3,0	3,0	1,8		4,5	4,3	3,0	4,5	2,3	3,3
6. Urban design	3,8	5,0	3,0	3,0	4,0	2,5	2,0	3,0	3,0	2,0	3,8	5,0	5,0	2,0	5,0	2,0	3,4
7. Shared facilities	4,0	5,0	4,0	3,0	4,0	2,5	2,0	3,0	3,0	2,0	3,4	4,0	4,0	2,0	5,0	2,0	3,3
8. Concept & community management	4,0	5,0	5,0	2,0	4,0	2,5	3,0	3,0	3,0	1,0	3,8	5,0	4,0	4,0	4,0	2,0	3,5
9. Neighbourhood collectives	3,0	3,0	3,0	3,0	3,0	2,8	3,0	3,0	3,0	2,0	3,8	4,0	4,0	4,0	4,0	3,0	3,2
	3,8	4,6	3,6	3,1	3,9	2,7	2,7	3,0	3,0	2,2	3,5	4,0	3,8	3,1	4,2	2,3	

Legend

1,0	Very negative influence
2,0	Negative influence
3,0	No positive or negative inlfuence
4,0	Positive influence
5,0	Very Positve influence

FIGURE 39: IMPACT ANALYSIS DEMAND-SIDE

12.7 Appendix G: Shared value connections combined

Social value columns: Individual characteristics · Nutrition · Mental physical constitution · Other medical deposition · The urban society · Mobility lifestyle · Social network · The city's morphology · Green and blue spaces · Public spaces · Public & health infrastructure · Environmental stressors · Environmental stressors

Business value columns: Rent levels · Liveability · Amenities · Cost of living · Property costs · Corrective maintenance · Mutation costs · Facility management · Property value · Location · Usable space · Economic indicators · Investment risk · Structural risk · Development risk · Geographical risk

Social value	Row	Business value
18	**Product**	19
5	1. Social interaction	6
3	2. Shared use concepts	3
3	3. Mixed living	3
2	6. Educational facilities	0
5	5. Social activism & entrepr.	7
22	**Process**	20
9	6. Urban design	8
5	7. Shared facilities	7
3	8. Concept & community	2
5	9. Neighborhood collectives	3
14	**Partnership**	10
2	10. (Inter)national company	3
0	11. Local company/	0
1	12. Supplying parties	1
1	13. Neighboring industry	2
6	14. Academia & schools	3
4	15. Public institution	1

Social value column totals: 54 | 16 | 8 | 8 | 0 | 15 | 6 | 9 | 16 | 2 | 6 | 8 | 7 | 7

Business value column totals: 14 | 7 | 3 | 4 | 14 | 6 | 3 | 5 | 18 | 8 | 4 | 6 | 5 | 1 | 2 | 2 | 51

Value correlation mentioned

- Product
- Process
- Partnership
- No connection found

- 3 — Connections per innovation
- 4 — Connections per SVC pillar
- 6 — Connections per value theme
- 30 — Total social/ business connections

- Mentioned in both cases (product)
- Mentioned in both cases (process)
- Mentioned in both cases (partnership)

TABLE 15: SHARED VALUE CONNECTIONS COMBINED