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**Warning: If you happen to be interested in marketing and real estate development, this thesis is meant for you! Otherwise, the writer of this thesis cannot promise you anything.*

The sale of one of the most expensive products: how do they do it

The relation between marketing and real estate development in the Dutch residential sector

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“We dig what you’re sayin’ ... ”

Example of a construction company slogan, aiming to build trust and bring dreams to reality
(Brandongaille, 2013)

Preface

In this P5 report the empirical findings of my graduation research on marketing in real estate development are presented. This research has been performed in the department of Management in the Built Environment (MBE), former Real Estate and Housing, at the faculty of Architecture at the University of Technology in Delft. The research project has been part of the Urban Development Management section. The aim of the project was to explore the relation between marketing and real estate development projects in the residential sector. As a result, the characteristics of marketing on corporate level, project level and the client have been set out and it is addressed how marketing between these levels is related.

The interest for this research topic has arisen in Vancouver, during the BOSS Study Trip 2016. During a visit to Concord Pacific (a private company active in the residential and commercial real estate investment and development business) I was triggered by their enormous investments in marketing strategies. Just their marketing office cost 3 million dollars, see figure 1 and 2. This got me thinking about the way project developers in the Netherlands execute marketing strategies and about how little I have learned about this during my studies.

Acknowledgement

Through this way I would like to thank the developers and other experts who were open to share their information with me and everyone else who supported me during this research process. The graduation process, starting in September 2016 till today, had its high and lows. The topic marketing provided me with a lot of motivation, however the process of this graduation research has not always been easy. Therefore, I would like to thank my mentors Erwin Heurkens and Sake Zijlstra for their professional knowledge and support and also for their personal involvement. I have highly appreciated your constructive feedback and I have enjoyed the (informal) meetings. Furthermore, I would like to thank Elske for reminding me that 'I am human-being, not a human-doing' and Joost Nieuwenburg for the many laughs at the MBE-atelier. Finally, I would like to thank my parents, brother and sister for their unconditional support and love. Especially my mother for the many phone-calls, visits and letters and my father for his 'patience' on my study progress: You can be proud, I am graduated. And last but not least, I want to thank Ruben for his loving support and for being my 'rock in the branding' during the writing of this thesis.

*Sanne Harmsen,
Delft, July 2018*



Figure 1; Scale model of Concord Pacific Place masterplan ©BOSS



Figure 2; Scale model of The Arc, one of Concord Pacific's projects ©BOSS

SUMMARY

The sale of one of the most expensive products: how do they do it

The relation between marketing and real estate development in the Dutch residential sector

Abstract

Purpose: This graduation research has the purpose to explore the use of marketing in real estate development projects in the residential sector, based on the characteristics of marketing on corporate level, project level and the end-user.

Research question: What are the characteristics of marketing in project development, focussed on the corporate level, project level and the end-user and how are they related?

Research design/method/approach: To gain insight on the relation between marketing and real estate development, a multiple case study is conducted. Three project development companies are studied by means of one representative case and one extreme case. Furthermore, the marketing managers are studied to provide insights in the role of marketing on the corporate level. By means of literature review, document analysis and cross case analysis, theoretical and empirical findings are conducted. These findings are compared and have led to the characteristics of marketing in project development.

Findings: The graduation research has resulted in a set of characteristics, based on the corporate level, project level and the end-user. Results are; the position of marketing in the business organisation is becoming increasingly important and is indicated that marketing is not part of the competences of a project developer and many of the marketing tasks are based on experience and knowledge and involve external parties. Therefore, extern experts, such as publicity agencies and brokers, are involved in the development process. The marketing of a house is partly based on the promotion of an experience, in which the brand and the look & feel are both very important. Registrations of potential clients are important, since they provide a lot of information. Therefore, marketing campaigns are used. If the response is too low, the marketing campaigns are upscaled. The marketing communication starts with a website and a Facebook page and have regular communication tools. Marketing of complex housing projects provide more time and effort than standardized housing projects. The relation between the three different levels depends on the type of project and its context and the vision of the project development company.

Limitations: The graduation process should be fulfilled in a time-frame of approximately nine months, which means choices need to be made about the demarcation of this research. Therefore, six case studies on real estate development projects and three case studies on marketing managers have been conducted. Triangulation is used to increase the validity of the findings of the case studies.

Practical implications: A company's success is often related to its marketing capabilities, however In Dutch real estate development practice marketing is an underexposed topic. Research on this relation might provide project developers with more insight and reflection on their working methods and it will cover a part of Dutch real estate development that has not been extensive executed yet.

Originality/value: The relation between marketing and real estate development has not been described before. This research offers a perspective on the use of marketing by project developers in the Dutch residential sector.

Key words: Marketing, Dutch residential sector, real estate development practice, marketing communication tools, end-user, corporate level

Introduction

The Dutch housing market is booming. With approximately 200,000 sale transactions per year, the market is at pre-crisis level (Staat van de Woningmarkt, 2016). The current trend that the population is increasing the most in the Randstad, particularly in the four large cities, is being continued in the prognosis, which means that in some parts of the country there is increasing pressure, as well as increasing house surpluses in shrinkage areas (Staat van de Woningmarkt, 2016; CBS & Kadaster, 2018; Vrieselaar & Lennartz 2018). "As consumers become less predictable, psychographics – where real estate demand is mainly driven by consumer personality, values, opinions, attitudes, interests, and lifestyles - are the new demographics for determining real estate success." (Buehler, 2016). Knowledge about the consumers therefore seems to be very important for project developers. And by centralizing the client, project developers obtain their market position, can adjust to changing market circumstances and are able to develop more sustainable (Kotler & Keller, 2010; Floor, Van Raaij & Bouwman, 2015; Putman, 2010; Buskens, 2015). Marketing is therefore very important in a business organisation since it enhances company's chances to success. Marketing is used to "identify and concretize human, social and organisational needs and turn these needs into profit" (Kotler & Keller, 2010).

However, there is very little known about the relation between marketing and project development. How does marketing work? What are the main concepts of marketing and how are they related to project development? Therefore, the purpose of this master thesis is to gain insight on the characteristics of the relation between marketing and project development focussed on corporate level, project level and the end-user. The focus of this research is on project developers in the residential sector.

To achieve this aim, the research is divided in three topics. Firstly, marketing on corporate level is described, followed by marketing on the project level and thirdly the relation between marketing communication and the end-user is set out. The research is divided into three research parts: Concepts, Practices and Synthesis. The research method consists of a case study method. An interesting quality of case studies is that it is possible to compare extreme and regular cases next to each other. This is applied in this research by means of case study research on standardized housing projects and complex housing projects. First, based on literature review, the structure devise is established, followed by the conduction of the empirical part of the research. The empirical and theoretical findings are compared and have led to the conclusion. This P5-report finishes with recommendations and a reflection.

Research proposal

The purpose of this master thesis is to gain insight in the characteristics of the relation between marketing and project development focussed on corporate level, project level and the end-user. The problem statement therefore is;

Within the current market circumstances, client orientation and marketing are very important in the business organisation of a project developer. By centralizing the client, project developers obtain their market position, can adjust to changing market circumstances and are able to develop more social sustainability. Marketing communication is very important, since it covers many aspects of the relation between the producer and the consumer (Kotler & Keller, 2010; Floor et al, 2015). In practice as well as in literature, it seems like little is known about the way project developers execute the marketing process and their communication towards the end-users.

Exploring the relationship between the marketing process and the development process and research on marketing communication tools likely covers a part of the knowledge gap on the use of marketing in the Dutch housing sector. Furthermore, it can provide project developers more insight and reflection on their working methods and it will cover a part of Dutch real estate development that has not been

The way a company chooses, creates, delivers and communicates value, depends on strategic planning levels (Kotler & Keller, 2010). Based on Kotler & Keller, this process starts with the mission of the enterprise, which is then distributed to the different departments. Inside each department, business-units (SBU's) are set out. These units make strategic plans, based on the development of profit, resulting in products or services (2010). Floor et al. (2015) indicate the marketing objectives and marketing communication objectives derive from the corporate objectives. When exploring the relation between marketing and real estate development, the above-mentioned planning levels need to be taken into account. Therefore, the main question is divided in corporate level (the enterprise), project level (the department) and the end-user (product level). The main research question of this master thesis is;

Main question: 'What are the characteristics of marketing in project development, focussed on the corporate level, project level and the end-user and how are they related.'

To answer the main question, the structure of the main question is set out in three themes with corresponding sub questions,

Theme 1: Marketing on corporate level

Sub question 1: 'In what way is marketing positioned in the business organisation of project developers?'

Sub question 2: 'What is the relation between corporate marketing and project marketing?'

Sub question 3: 'Which marketing tasks are executed by the project developer and which tasks are outsourced?'

Theme 2: The marketing system in the development process

Sub question 4: 'What type of product is a house and what is the relation between the product, the location and the client?'

Sub question 5: 'What is the relation between the marketing process and the development process?'

Theme 3: Marketing communication and the end-user.

Sub question 6: 'What type of end-users can be identified and in what ways are they identified in project development?'

Sub question 7: 'In what ways are communication tools used during the development process.'

Case study method in graduation research

The nature of this research objective favours this method since it aims to investigate the use of marketing in real estate development projects (Bryman, 2012). In the literature review, no strong relation between marketing and real estate development has been found and the empirical part of the research is concerned with the question ‘Why does something happen at a certain place?’. Therefore, case study design is the appropriate method for this graduation research.

In this graduation research a multiple case study is conducted. “A multiple-case study occurs whenever the number of cases examined exceeds one. The main argument in favour of the multiple-case study is that it improves theory building” (Bryman, 2012). To get a grip on things, the case study should be conducted in a standard context. However, it is also preferred to find a ‘strong’ relation between marketing and real estate development and therefore complex cases are perceived to be interesting as well. Yin (2009) distinguishes five types of different of case and the following two types of cases are used in this graduation research.

- **The representative or typical case**, since they will provide a suitable context for certain research questions to be answered.
- **The extreme or unique case**, to explore whether the marketing of these real estate projects differ from the representative cases.

The following cases have been selected. Besides the six cases, per project development company the marketing manager is interviewed as well.

	Dura Vermeer	VORM	ERA Contour
Type 1:	Goudrand	Verde Vista	Sprankelveld
Type 2:	Pontsteiger	NESTOR/Life	Little C

Besides the investigation of the real life, semi-structured interviews and document analysis are conducted to guard for triangulation. According to Bryman (2012) “triangulation is the use of more than one method or source of data in the study of a social phenomenon, so that findings can be cross-checked. When triangulation is applied, the validity of findings increases”

Research design

This graduations research consists of case study research and the research design of this thesis consists of concepts, practices and synthesis. Figure 1.7 sets out the design of the case study method and in this section the research parts and the corresponding sub questions are addressed.

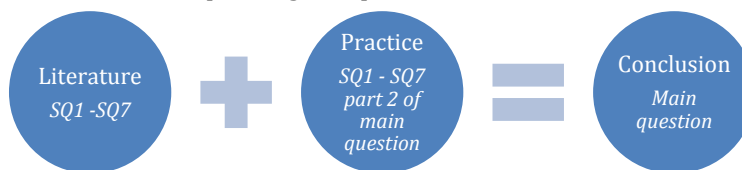


Figure 1.7; Design of case study method

Part 1. Concepts:

Based on the three types of levels in this chapter the main findings of the literature review have been set out. By means of the literature review, at the end of every sub chapter the seven sub questions (SQ1-SQ7) have been answered.

Part 2. Practice:

The literature review has set the foundation of the empirical research. Based on structuring devise, see figure 2.15, the structure of the interviews has been established. By means of a case study method and cross case analysis, at the end of every sub chapter the seven sub questions (SQ1-SQ7) and part 2 of the main question: 'How is marketing on these levels related?' have been answered. The case studies are part of real estate development projects and consist of three typical case and three extreme cases.

Part 3. Synthesis:

This part consists of the synthesis of the literature and empirical findings. the answers to the seven-sub question of the literature review are combined with the answers of the case study analyses. This leads to conclusions and the answer the main question

Marketing on corporate level

Business organisations of project developers have recently established their own marketing divisions. Project marketing has gained more awareness and during the development process, marketing is involved in an earlier stage. It can be stated that the company's vision and the corporate identity to a certain extent are reflected in the marketing mission of the development projects. The corporate vision and the corporate identity of Dura Vermeer and ERA Contour is (or in the future will be) strongly focused on the end-user. Therefore, they believe marketing is very important. VORM first focus is on the generation of revenues. Within this mission, clear communication is used the guide and to accommodate the client through the development process. Therefore, marketing is mainly important to sell the houses and to prevent disruptions. Furthermore, the current over-heated housing market does not have an impact on the vision of marketing of ERA Contour and Dura Vermeer; their focus on the end-user only increases. On VORM, the current market does influence the project marketing; their focus on the end-user decreases.

Marketing on project level

Based on the interviews and document analysis, the following timeline of the relation between marketing process and development process. has been designed, see figure 5.6.

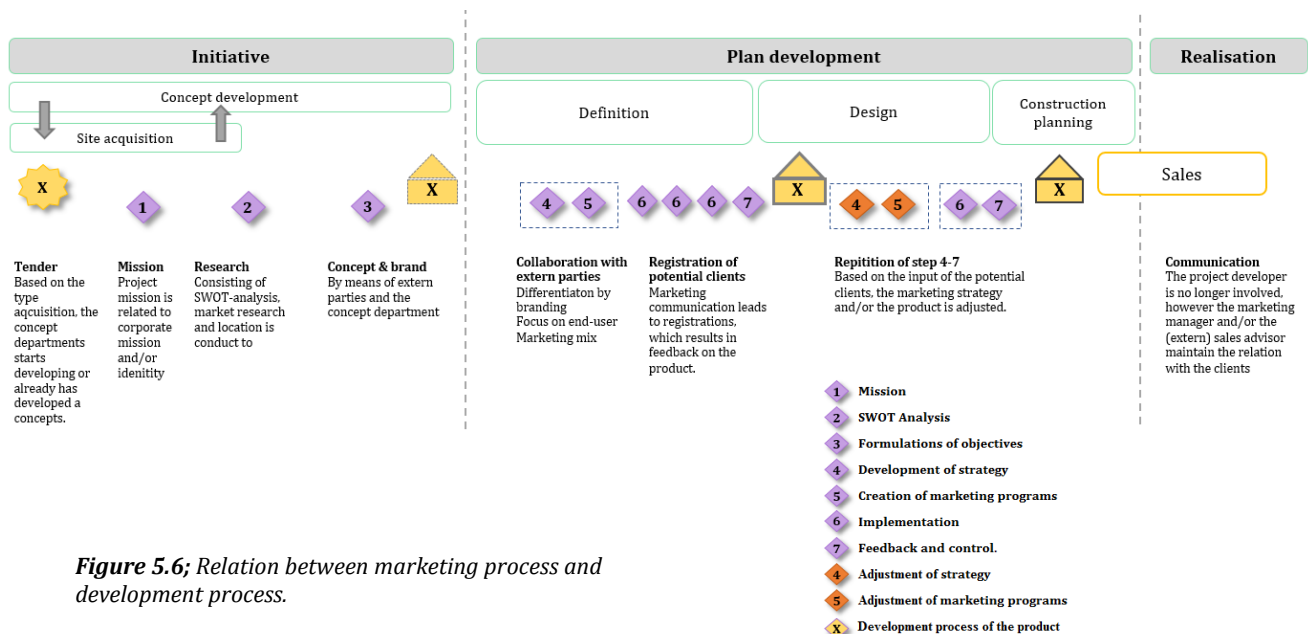


Figure 5.6; Relation between marketing process and development process.

Marketing communication and the end-user

In the initiative phase, all type 1 projects start with a website and a Facebook page and have regular communication tools. In type two projects, depended on target group, not always a Facebook page is created, and furthermore specific marketing communication tools are used. The focus on the end-user is not reflected in what type of tool is used but on how the communication tool is designed to deliver the information.

During the development phase the focus of the communication tools is based on the branding of the product. During this phase, the product is also tested to the market. Tools that are used consist of brochures, newsletters and events/exhibitions.

During the realisation phase sales advisors are involved to communicate with the clients. This is an important phase since it is indicated a lot can go wrong if there is no clear and fast communications. Good communication can lead to satisfied clients and furthermore, this might lead to fewer interruptions during the realisation phase. During the operational management phase, guarantee departments take care of any communication with the clients. In figure 6.1 an overview of the marketing communication tools in real estate developments is set out. Based on the thickness of the lines, the figure indicates how important these communication tools are.

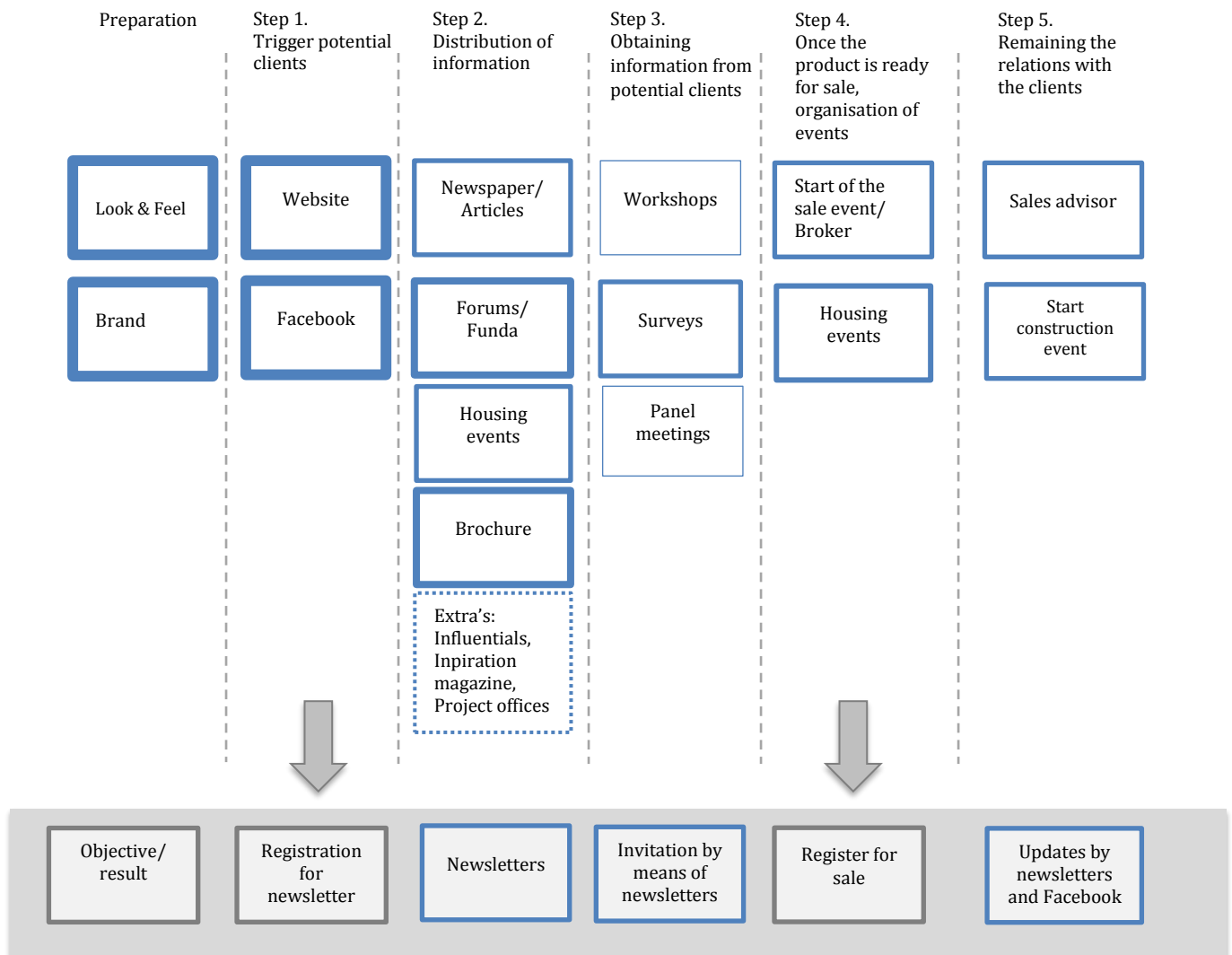


Table 6.1; Communication tools retrieved from case studies

Answer to the main question

Main question: 'What are the characteristics of marketing in project development, focussed on the corporate level, project level and the end-user and how are they related.'

Set of characteristics:

The characteristics of marketing on corporate level can be described as:

- The position of marketing in the business organisation is becoming increasingly important.
- The corporate vision is reflected in the development project, however there is no relation between corporate and project marketing, in which the brand of the project is significantly more important.
- It is indicated that marketing is not part of the competences of a project developer and many of the marketing tasks are based on experience and knowledge and involve external parties. Therefore, extern experts, such as publicity agencies and brokers, are involved in the development process.

The characteristics of the relationship between the marketing process and the development process can be described as:

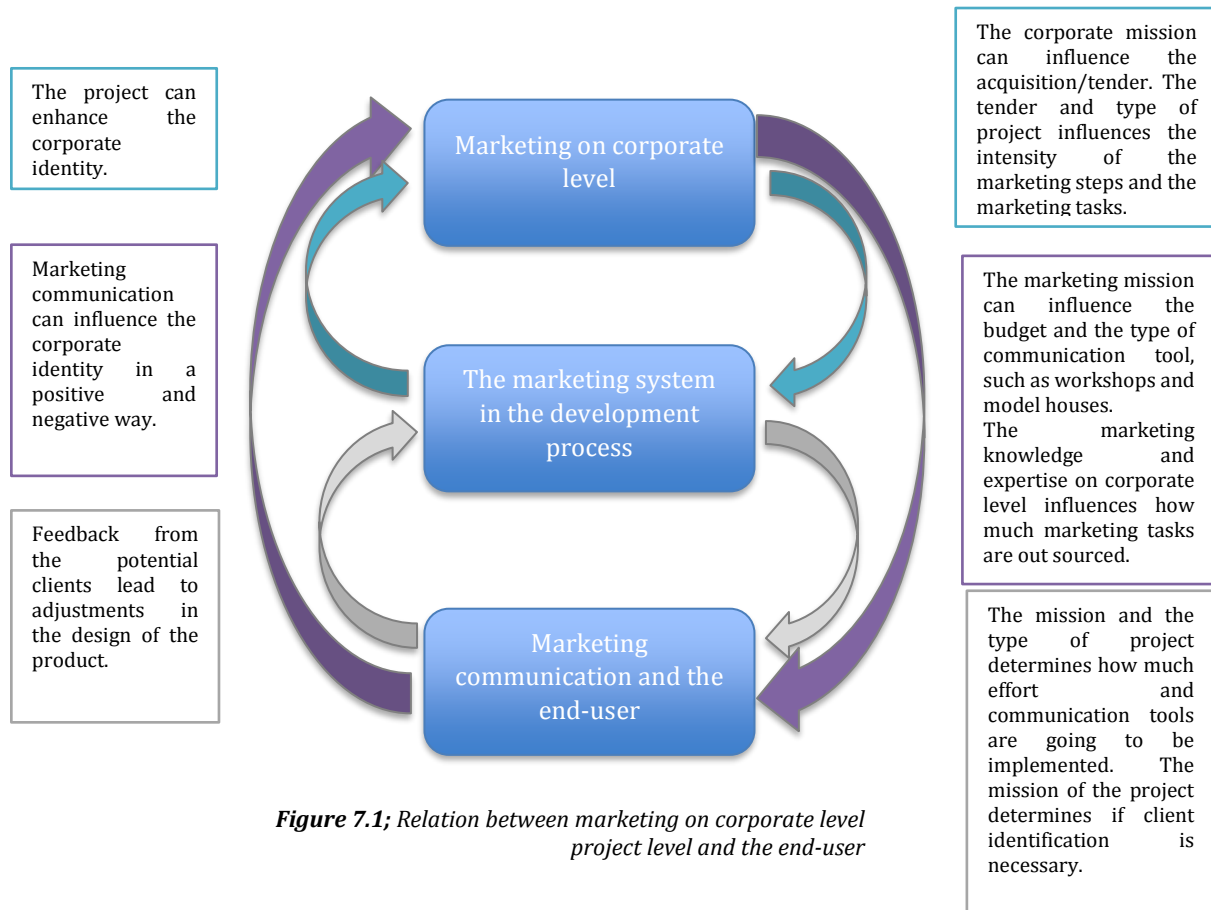
- The focus point of the acquisition of a project determines a lot about the product and the end-user and thus about the marketing strategy.
- A house is a type of product which cannot be compared to a regular consumer good. It is a speciality good, with a long lifetime and personal sales and services should be the main communication tools in the housing market.
- During the development process, the project developers is mostly concerned with implementation of the marketing strategy and testing of the product in the market. The brand and the look & feel are very important. In all project extern companies, such as publicity agencies, are involved to (partly) execute the marketing process.

The characteristics of the client and marketing communication can be described as:

- In the initiative phase, all type 1 projects start with a website and a Facebook page and have regular communication tools. The focus on the end-user is not reflected in what type of tool is used but on how the communication tool is designed to deliver the information.
- The marketing of a house is partly based on the promotion of an experience. By means of the website, the brochures and services the clients have been triggered to buy the house. In type 2 projects, more time and effort is spend on the branding, the website, the brochures and extra marketing communication tools, compared to type 1 projects.
- Registrations of potential clients are important, since they provide a lot of information. Therefore, marketing campaigns are used. If the response is too low, the marketing campaigns are upscaled.
- During the realisation phase sales advisors are involved to communicate with the clients. This is an important phase since it a no clear and fast communication can damage the corporate image.

Relation between marketing on corporate level, project level and the end-user

An overview has been provided on the characteristics of marketing on corporate level, project level and the end-user. Based on the case studies, it is visible there are relations between these levels however this specific relation depends on the type of case and its context. Therefore, there is no general answer to this question and based on presumptions and suggestions about possible relations have been described



By means of this model it is indicated most the relation is mostly based on a top-down approach, however the project level and the end-user do have an impact on the corporate identity of the project development company. Furthermore, the corporate mission and project mission can influence the marketing process and marketing communication. This type of influence depends on the type of project and its context and the type of project developer.

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“Only those who attempt the absurd can achieve the impossible.” – Albert Einstein



Introduction

The Dutch housing market is booming. With approximately 200,000 sale transactions per year, the market is at pre-crisis level (Staat van de Woningmarkt, 2016). The current trend that the population is increasing the most in the Randstad, particularly in the four large cities, is being continued in the prognosis, which means that in some parts of the country there is increasing pressure, as well as increasing house surpluses in shrinkage areas (Staat van de Woningmarkt, 2016; CBS & Kadaster, 2018; Vrieselaar & Lennartz 2018). "As consumers become less predictable, psychographics – where real estate demand is mainly driven by consumer personality, values, opinions, attitudes, interests, and lifestyles - are the new demographics for determining real estate success. " (Buehler, 2016). Knowledge about the consumers therefore seems to be very important for project developers. And by centralizing the client, project developers obtain their market position, can adjust to changing market circumstances and are able to develop more sustainable (Kotler & Keller, 2010; Floor, Van Raaij & Bouwman, 2015; Putman, 2010; Buskens, 2015). Marketing is therefore very important in a business organisation since it enhances company's chances to success. Marketing is used to "identify and concretize human, social and organisational needs and turn these needs into profit" (Kotler & Keller, 2010).

However, there is very little known about the relation between marketing and project development. How does marketing work? What are the main concepts of marketing and how are they related to project development? Therefore, the purpose of this master thesis is to gain insight on the characteristics of the relation between marketing and project development focussed on corporate level, project level and the end-user. The focus of this research is on project developers in the residential sector.

To achieve this aim, the research is divided in three topics. Firstly, marketing on corporate level is described, followed by marketing on the project level and thirdly the relation between marketing communication and the end-user is set out. The research is divided into three research parts: Concepts, Practices and Synthesis. The research method consists of a case study method. An interesting quality of case studies is that it is possible to compare extreme and regular cases next to each other. This is applied in this research by means of case study research on standardized housing projects and complex housing projects. First, based on literature review, the structure devise is established, followed by the conduction of the empirical part of the research. The empirical and theoretical findings are compared and have led to the conclusion. This P5-report finishes with recommendations and a reflection.

1. Research proposal

The first chapter of this report consists of the research proposal. First the research topic is set out, followed by its scientific and practical relevance. Subsequently, the problem analysis is clarified and this leads to the problem statement and its corresponding main and sub-questions.

1.1 Research topic

First, it is interesting to realise that the main goal of marketing is not 'the sale' but it is used as a means to diminish or eliminate the effort to sell. In other words, marketing is about understanding the client to that extent that the offered product or service always suits the client and therefore 'sells' itself. Thus, making sure that the client is willing to buy (Drucker, 1973). Marketing is important because it enhances a company's chances to success. It is used to identify and concretize human, social and organisational needs and turn these needs into profit (Kotler & Keller, 2010).

Successful marketing is no coincidence but the result of detailed planning (Kotler & Keller, 2010). Companies are starting to realise its importance and besides CEO's and CFO's, Chief Marketing Officers (CMO) are increasingly introduced to business organisations. According to Kotler & Keller (2010) marketing management is "the art and science of the selection of markets and market segment and attracting, retaining and developing customers by creating, offering and communicating superior customer value". This is not an easy process, since it consists of many different levels. It is a systematic compilation of processes that deal with business markets, human-psychology, supply chains and competition and in which there is a constant tension between the formal side and the creative side of the market.

1.2 Research relevance

In this paragraph the scientific and practical relevance of this master thesis is set out. Followed by its utilisation potential and my personal motivation on this research.

1.2.1 Practical relevance

The housing market is booming. With approximately 200,000 sale transactions in 2016, the market is at pre-crisis level. The current trend that the population is increasing the most in the Randstad, particularly in the four large cities, is being continued in the prognosis, which means that in some parts of the country there is increasing pressure, as well as increasing house surpluses in shrinkage areas (Staat van de Woningmarkt, 2016). Within this changing market Putman (2017) still emphasises the importance of marketing communication in which knowing how to communicate with your end-user will give benefits when the market changes (Floor et al., 2015; Putman; 2017). According to Pullen (2018) the building sector is still very traditional, in which he states "the reflex is; we have survived the crisis and now we have to produce as much as possible. Once the building is finished, we continue with the next project. Knowledge about the end-user is required, otherwise there is a big chance 'unknown' parties, whom do have this knowledge, take over our potential projects." Buehler (2016) states "as consumers become less predictable, psychographics – where real estate demand is mainly driven by consumer personality, values, opinions, attitudes, interests, and lifestyles - are the new demographics for determining real estate success." According to Putman (2017) nowadays, almost all parties are involving the end-users in a certain form. However, there has not been found scientific knowledge on how this is executed in practise. Research on

this relation might provide project developers with more insight and reflection on their working methods and it will cover a part of Dutch real estate development that has not been extensively executed yet.

1.2.2 Scientific relevance

As mentioned above, marketing is used to understand the client to that extent that the offered product or service always suits the client and therefore 'sells' itself. Especially in a demand-driven context, in which project developers realise focus on the end-user is needed, scientific knowledge about marketing is required. This more customer orientated focus, asks project developers to put more effort in to marketing. Putman (2010) indicates "there is a future for project developers to enhance their marketing knowledge" and according to Buskens (2015) "developers should use marketing to create new opportunities and niches in the market.". Also, in the current context, which shows a backwards shift to a supply-driven market, marketing is indispensable. This because many actors active in the field are searching to re-establish their competitive place in the market (Geesing, 2015).

Many graduates recommended to do more research on the relation between project developers and marketing, divided on different subjects such as innovation, sustainability and centralization of the end-user (Hooghiemstra, 2012; Putman, 2010; Bogers, 2015; Buskens, 2015; Haak, 2015). This research aims to close a bit of this knowledge gap by relating literature about marketing to marketing in development practices in the residential sector.

1.2.3 Personal motivation

My focus on project developers is based on my ambition to work at a project development company as concept developer after graduating. Marketing is something I find very interesting as well. Commercials on TV can show creativity and be humorous, but, as far as I know, this rarely happens in real estate developments. I am motivated to discover what types of marketing tools are used in housing projects and what the relation between real estate development and marketing consists of.

1.3 Problem analysis

Almost a decade ago, the construction industry has shifted from a supply-driven market to a demand-driven market (Putman, 2010; Heurkens, 2012; Bogers, 2015; Haak, 2015). For a long time the end-user had not been one of the main focus points of developers, but since 2008 the end-user should be involved in an earlier stage, as is shown in figure 1.1 (Putman, 2010). Meanwhile, technological developments such as social media and the focus of companies on data collection, allows the growing self-consciousness of citizens. Consumers search online for information, are contacting suppliers, users and critics and in a number of cases they design their own products (Kotler & Keller, 2010).

In this section the problem analysis of this master thesis is set out. It addresses the shift towards centralization of the client in a demand-driven market, how project developers and the construction industry have responded towards this shift, how other industries deal with client orientation and how these developments relate to marketing. The findings of this analysis lead to the problem statement of the next paragraph.

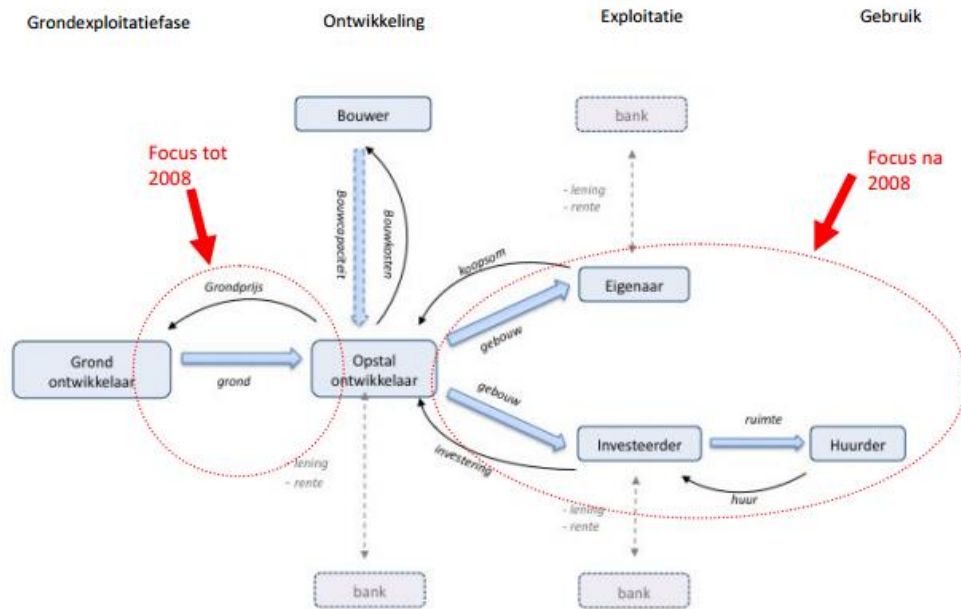


Figure 1.1; Focus shift of the project developer (Putman, 2010)

1.3.1 The shift towards client orientation

Due to the financial crisis in 2008, the Dutch built environment has faced some major difficulties: the demand for real estate collapsed, the investment possibilities of banks are limited, and the value of land dropped considerably (De Zeeuw, 2011; Deloitte, 2013; De Zeeuw, Franzen & Van Rheenen, 2011, cited in Buskens, 2015). This resulted in a decrease of capital availability, which damages the ability of developers to acquire financing (Bogers, 2015). The financial crisis has also put a lot of financial pressure on governments. The retrenchments municipalities had to make, combined with decreased land values, resulted in unwillingness of municipalities to take financial risks during project development. This allowed market parties to take a leading role, resulting in a governmental switch in which the government has a facilitating role and private parties take initiative, see figure 1.2 (Heurkens, 2012). In urban area development this has led to an increase of private sector-led urban development projects. Furthermore, Heurkens (2013) stated "it is important to realise that the role of developers in private-led area developments is different and requires long-term investments and commitment. Involving residents and companies has become crucial for market parties, but this entails that market parties need bigger investments and funding with own equity."

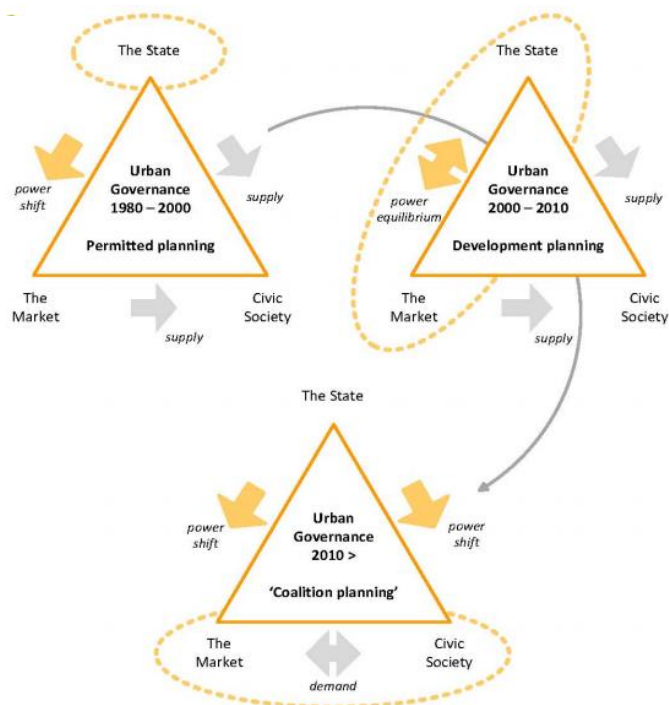


Figure 1.2; State-Market Relations; shift in governance (Heurkens, 2012)

1.3.1 Client orientation by project developers

In his research about Post Global Financial Crisis Property Development, Bogers (2015) argues that adapting to a new context can happen in two ways. By following a 'Red Ocean' strategy a firm opts for securing existing methods of conducting business. By aiming for survival, the idea is to outlast other competitors and wait for better times. Alternatively, a 'Blue Ocean' strategy is selected in which new ways of doing business are sought, that are currently unexploited (Kim & Mauborgne, 2005; Bogers, 2015). Focussing on the Blue Ocean strategy, Putman (2010) indicates project developers should focus on process innovation, in which centralization of the perspective of the end-user and operator should be the main objective to the develop, instead of the other way around. Buskens (2015) adds to this that the earlier involvement of consumers leads to more social sustainability.

Project developers realised centralization of the client in the housing and office market has become increasingly important and their response to this demand resulted into demand-driven developments and into "new" collaboration models. Where most of the housing-market used to be market-provided, there became a demand for custom-made products. And nowadays, bottom-up approaches, co-creations, CPO's, crowdfunding, DIY, crowdsourcing, etc. are increasingly used for both financing and marketing purposes (Zijlstra, 2011; Agrawal, Catelini & Goldfarb, 2013; De Buysere et al., 2012; Douw&Koren, 2015; Marchand, 2015). Zijlstra (2007) has concluded there is a difference between demand-driven development as individual or as collective. Kremers (2008) is focused on the 'demand' as collective, in which he states "there is need of a market where existing and new supply responds to the question, and in which the question therefore is able to send the offer". In a demand-driven market, project developers should facilitate the need and wishes of the end-user. Demand-driven development can be done on several scales and acquire different levels of participation (Beenders, 2011). Participation of the end-user is something the project developers need different kind of skills and knowledge for. It requires changes in the development process

and the business culture but also marketing becomes increasingly important (Straub, 2012; Mengerink, 2015).

However, since in the current context the housing market is booming. With approximately 200,000 sale transactions in 2016 and the current housing prices, the market is at pre-crisis level (CBS & Kadaster, 2018). The current trend that the population is increasing the most in the Randstad, particularly in the four large cities, is being continued in the prognosis (Vrieselaar & Lennartz 2018).

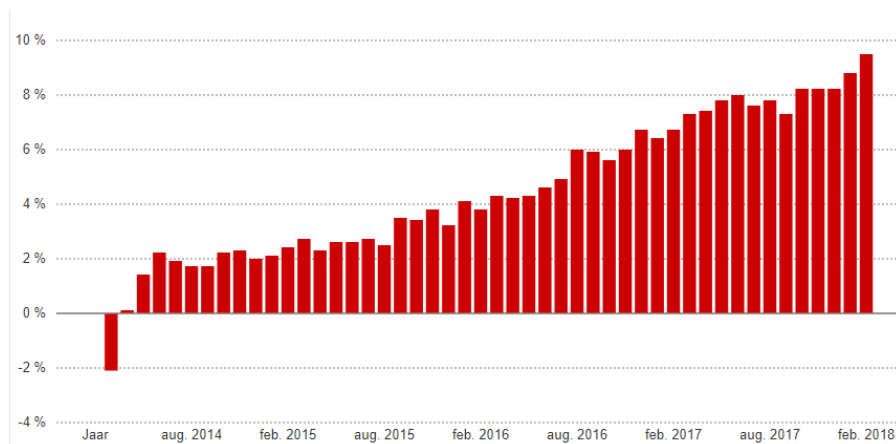


Figure 1.3; Increase of the housing prices (CBS & Kadaster, 2018)

1.3.2 Client orientation by other parties in the construction sector

Other parties in the construction sector have also responded to the financial crisis and architects and construction companies have adapted their business models in order to survive. Due to the decrease of market demand, an increasing amount of construction companies nowadays possesses architectural knowledge and skills, threatening the existence of many architecture firms. In response, several architects have taken on a pro-active role and are taking on development projects, thereby entering competition with project developers. Also, the government started to realise it is a market actor and therefore can (in)directly influence other market parties (Adam & Tiesdell, 2010). For example, architecture firms Skonk and Space & Matter are now functioning as project developers and the municipality of Utrecht is initiating Healthy Urban Quarter (HUQ) in which they are searching for “a strategic composition of a development team that is responsible for the development process, e.g. partners who can ensure the development, construction, ownership and operation of the project”. (HUQ, 2017). In other words, they are designing their own project development team.

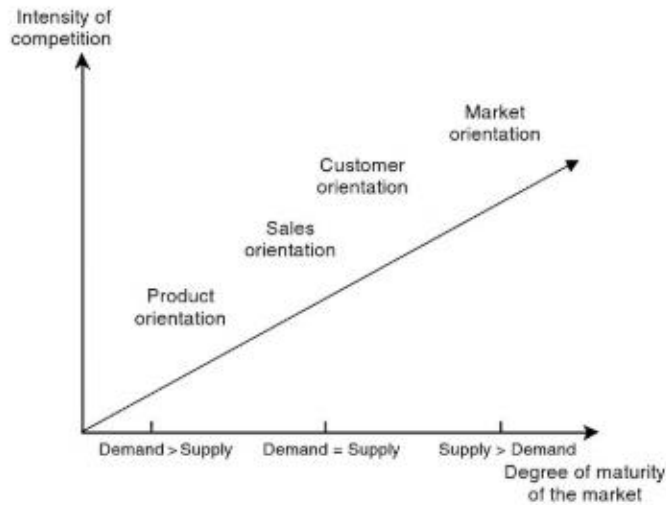


Figure 1.4; *Difference between product orientation and market orientation (Lambin, Chumpitaz & Schuiling, 2007)*

By focusing on, connecting to and involving the (future) end-user, these parties accomplished financial feasibility early in the development process. By facilitating the needs and wishes of the end-user they have been able to sell an idea, which is not realised yet, resulting in sufficient financial feasibility to realise their developments. (Skonk.nl, n.d.; Space and Matter; n.d). According to Lambin, Chumpitaz & Schuiling (2007), an increase of competition requires an increased focus on marketing orientation, see figure 1.4.

1.3.4 Marketing in relation to client orientation

Marketing is one of the essential tools to determine the corporate and business strategy of the project developer. To form a business strategy, marketing communication tools are required. Knowing how marketing affects competition, the project developer knows which marketing communication tools to use and how to use them more effectively (Hooghiemstra, 2012). As can be seen in the examples of Skonk and Space and Matter, the project developer functioning as market actor, is replaceable, but the function he fulfils is not. Van Tartwijk & Van Croon (2002) state that the project developer is the key to the realisation of a project, for he has various roles and responsibilities for very diverse parties (his environment, the stakeholders etc.). Complementary, Putman (2010) discovered the central role of the project developer, the so-called 'Spider in the web'. However, what is the role and/or value of the project developer in the development process if other parties, consortia, consults etc. have the same knowledge and competences? Hutten (2013) adds to this "the housing development market seems to completely turn into a demand-driven market in which there is no more role left for 'old' parties and newly build houses 'organically' develop themselves. In which he focusses on the end-users' self-reliance and almost declares the project developer redundant. However, this appears not to have happened since anno 2018 most of the housing market in the Randstad is based on a supply driven market.

According to Hooghiemstra (2012) it remains necessary for the client to collaborate with professionals, since the client mostly has needs and wishes he or she is not aware about. Dismissal of the project developer does not offer a solution and to adjust to this new role of the client, project developers therefore need to change their role as well.

1.3.4.1 Marketing communication

Marketing communication tools are used to communicate a product or service to clients, with the goal to positively influence their shopping behaviour. Nowadays, marketing communication tools are intertwined in daily life, not only in the psychical but especially in the digital world. Think about the presence of commercial signs, big luminous characters and shiny billboards on buildings, streets, districts, cities etc. These physical aspects consciously or unconsciously influence human behaviour. In the IT-world marketing is indispensable.

Centralization of the client and project developers adapting to this, has resulted in the need for the private sector to gain more knowledge on how to market their development projects. This is supported by Putman (2010) who indicates there is a future for project developers to enhance their marketing knowledge, by Buskens (2015) who states developers should use marketing to create new opportunities and niches in the market marketing and the real-life examples show the need for the private sector to gain more knowledge and skills on marketing. These findings have led to problem statement.

1.4 Problem statement

The purpose of this master thesis is to gain insight in the characteristics of the relation between marketing and project development focussed on corporate level, project level and the end-user. The problem statement therefore is;

Within the current market circumstances, client orientation and marketing are very important in the business organisation of a project developer. By centralizing the client, project developers obtain their market position, can adjust to changing market circumstances and are able to develop more social sustainability. Marketing communication is very important, since it covers many aspects of the relation between the producer and the consumer (Kotler & Keller, 2010; Floor et al, 2015). In practice as well as in literature, it seems like little is known about the way project developers execute the marketing process and their communication towards the end-users.

Exploring the relationship between the marketing process and the development process and research on marketing communication tools likely covers a part of the knowledge gap on the use of marketing in the Dutch housing sector. Furthermore, it can provide project developers more insight and reflection on their working methods and it will cover a part of Dutch real estate development that has not been

1.5 Research question

The way a company chooses, creates, delivers and communicates value, depends on strategic planning levels (Kotler & Keller, 2010). Based on Kotler & Keller, this process starts with the mission of the enterprise, which is then distributed to the different departments. Inside each department, business-units (SBU's) are set out. These units make strategic plans, based on the development of profit, resulting in products or services (2010). Floor et al. (2015) indicate the marketing objectives and marketing communication objectives derive from the corporate objectives. When exploring the relation between marketing and real estate development, the above-mentioned planning levels need to be taken into account. Therefore, the main question is divided in corporate level (the enterprise), project level (the department) and the end-user (product level). The main research question of this master thesis is;

Main question: 'What are the characteristics of marketing in project development, focussed on the corporate level, project level and the end-user and how are they related.'

To answer the main question, the structure of the main question is set out in three themes with corresponding sub questions,

1.5.1 Theme 1: Marketing on corporate level

Sub question 1: 'In what way is marketing positioned in the business organisation of project developers?'

Sub question 2: 'What is the relation between corporate marketing and project marketing?'

Sub question 3: 'Which marketing tasks are executed by the project developer and which tasks are outsourced?'

1.5.2 Theme 2: The marketing system in the development process

Sub question 4: 'What type of product is a house and what is the relation between the product, the location and the client?'

Sub question 5: 'What is the relation between the marketing process and the development process?'

1.5.3 Theme 3: Marketing communication and the end-user.

Sub question 6: 'What type of end-users can be identified and in what ways are they identified in project development?'

Sub question 7: 'In what ways are communication tools used during the development process.'

The following paragraph sets out the conceptual model of the research question.

1.5.4 Conceptual model

Figure 1.6 sets out the conceptual model of the main question, focussed on relation between the corporate level, project level and the end-user. In paragraph 1. On project level, the phases of the development process are used as the structure to be able to describe its relation with marketing.

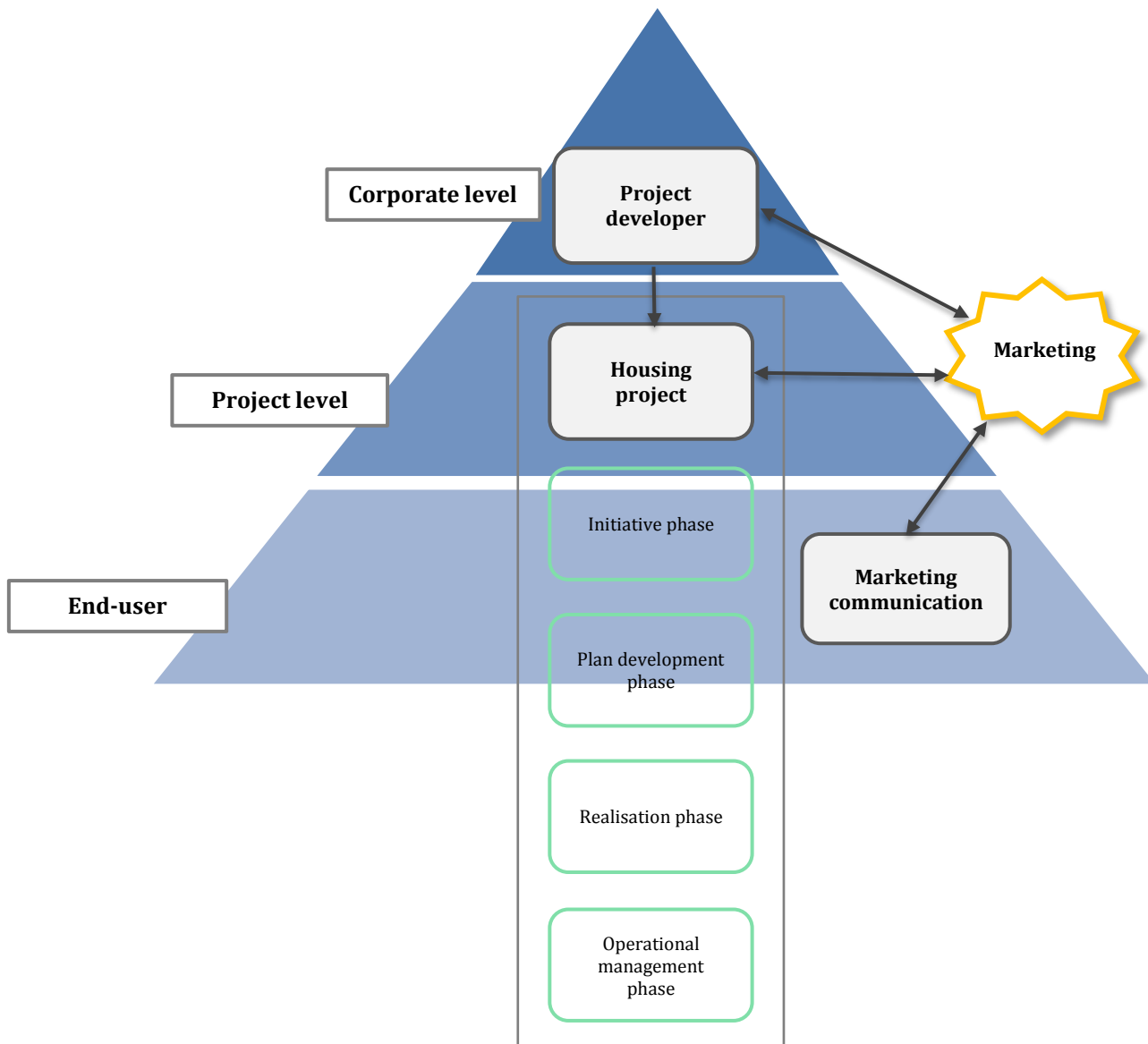


Figure 1.6; Visualization of the main questions; focused on corporate level, project level and the end-user

1.6 Research design and thesis structure

This graduation research consists of case study research and the research design of this thesis consists of concepts, practices and synthesis. Figure 1.7 sets out the design of the case study method and in this section the research parts and the corresponding sub questions are addressed.

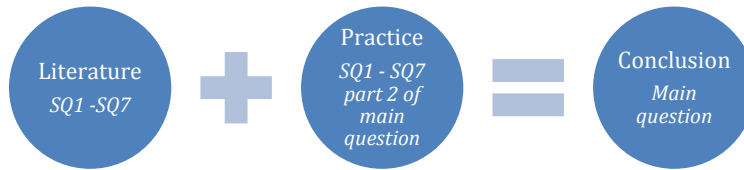


Figure 1.7; Design of case study method

- Part 1. Concepts:** Based on the three types of levels in this chapter the main findings of the literature review have been set out. By means of the literature review, at the end of every sub chapter the seven sub questions (SQ1-SQ7) have been answered.
- Part 2. Practice:** The literature review has set the foundation of the empirical research. Based on structuring devise, see figure 2.15, the structure of the interviews has been established. By means of a case study method and cross case analysis, at the end of every sub chapter the seven sub questions (SQ1-SQ7) and part 2 of the main question: 'How is marketing on these levels related?' have been answered. The case studies are part of real estate development projects and consist of three typical case and three extreme cases.
- Part 3. Synthesis:** This part consists of the synthesis of the literature and empirical findings. the answers to the seven-sub question of the literature review are combined with the answers of the case study analyses. This leads to conclusions and the answer the main question

This design of the case study method leads to the research design of the master thesis of figure 1.8. In chapter 2 the seven sub questions are answered based on the literature findings, in chapter 4 to 6 the seven sub questions are answered based on empirical findings. In chapter 7 the answers to the seven-sub question of the literature review are combined with the answers of the case study analyses, which results in conclusion and answering of the main question.

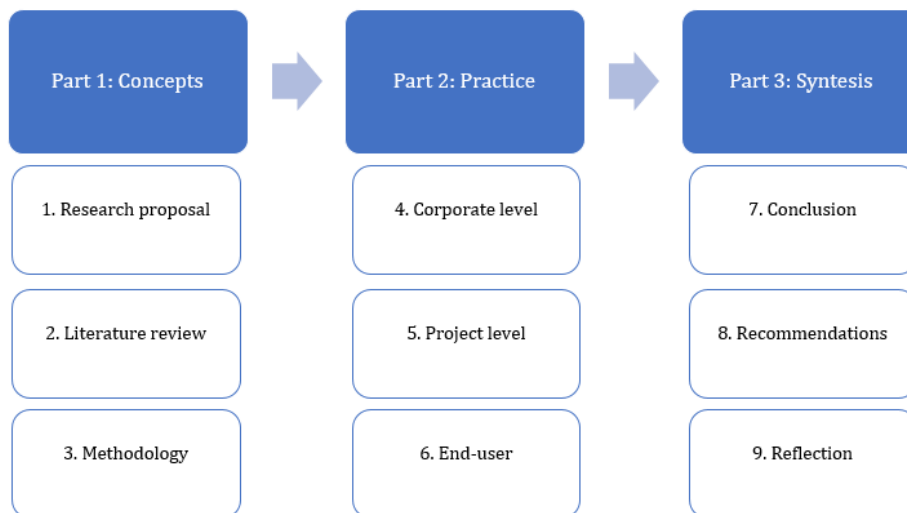


Figure 1.8; Research design of master thesis.

In the following chapter, the literature review is set out.

Part 1: Concepts

“Learning is experience. Everything else is just information.” -Albert Einstein



2. Literature review

As mentioned in chapter one, there is little knowledge about the relation between marketing and project development. Therefore, this chapter consists of the literature review about project development and marketing. Based on three business levels, the corporate level, the project level and the end-user, the scientific relation between marketing and project development is characterized. The aim of each subchapter is to give an answer to the theoretical sub-questions, in order to, in the end, be able to give an answer to the main question. Furthermore, this chapter provides the theoretical framework for the empirical part of the research.

2.1 Main topics: project development and marketing

This master thesis is written in the perspective of a project developer. Therefore, it is first necessary to address what the main concepts of project development are. This paragraph focusses on the definition of a project developer, its core competences and different types of project developers. Marketing is the second concept of this research and this chapter covers its main concepts and the importance of marketing

2.1.1 Project developers in the Netherlands

According to Nozeman (2008) a project developer is; “a person or company who invests in the development and realisation of a real estate project for the market, and therefore not for own use, with the goal to make profit”. Gehner (2008) states real estate development can be characterised by its complexity and inherent uncertainty. Every decision to invest in a project implies that risks are taken. Even though risk taking is essential for real estate development, Gehner discovered there is a lack of insight and knowledge about the way real estate development organisations actually deal with risk. Besides the knowledge cap, risk management is difficult to measure unless it relates to financial grades. According to Miles et. al. (2000) the project developer functions as risk-manager and creative entrepreneur instead of risk-carrier. The added value of a project developer consists of;

- The project developer is willing and able to invest in the whole process of development and realisation.
- The project developer carries the risks, until the project is sold or rented out to a private individual, group of individuals, a public- or market party.
- The developer is a market player, he competes as commercial party with other developers to sell its goods or services to a customer. As market player he knows the qualitative and quantitative demand and is able to find creative real estate solutions to comply to this demand.
- The goal of the project is profit. The project developer organises the initiative and realisation of the project to add value, which he can retrieve as profit. Profit is the premium on the building costs of the project.

Putman (2010), the kern competences of a project developer are:

- Venture capital in land;
- Venture capital in planning and preparation;
- Concept development;
- Product development;

- Project management;
- Knowledge of the market;
- Marketing knowledge;
- Contract and organise;
- Network of relations (other actors)

Within the Netherlands, there can be a distinction made between different kind of project developers. Some developers are focused on the office market while others are specialist in the housing market, there are project developers focused on certain regionals while others might have an international focus, but project developers can also be categorized in, for example, the size of the company. Even though, Keeris (1997) states: 'project development is the core business of a project' an often-made distinction is based on the main activity of the project developer; whether the project developer develops as a mean or whether is it the core business of the company (Nozeman, 2008; Van Tartwijk & Van Croon, 2005).

Project developers for whom development is a mean for example are;

- *Clients/end-users*
- *Investors / financial institutions with a development division*
- *Smaller construction companies/contractors with a development division*

Project developers for whom development is the aim can be divided in;

- *Independent developers*
- *Delegated developers*

Independent and construction related developers are taking sales risks, e.g. "the risk that the project cannot be sold (due to deteriorating economic conditions or an incorrect product-market combination). Delegated developers differ from independent developers since they develop for clients while independent developers can initiate a development on their own. In addition to the method to distinguish types of developers based on their genesis, there are also other differences between developers. Some developers focus on the residential sector and on co-creation whilst others are focussed in sustainability and innovation developments, such as OVG Real Estate Development. Miles (2000) describes the following methods to differentiate between developers:

- Location: some are local developers while others have an international orientation.
- Size: some developers have a small organisation and hire extern advisors while other developers strive for all knowledge in one (extensive) organisation;
- Image: the hit and run developer versus the project developer who prefers a long-term reputation above short term profit.
- Product: some developers focus on only on retail while others are experts in the residential market.

According to Kotler & Keller (2010) companies can also be specialized in the following niche markets;

- End-user: the focus one type of client.
- Product size: a small number of products versus mass production.
- Individual approach: the product is aligned with individual clients.
- Price/quality: specialization in the low or high segment.
- Service: there are unique services provided.
- Channels: the company uses one distribution channel.

These methods and niche markets can be used to establish the corporate identity, which is part of the corporate and project marketing.

2.1.2 Importance of marketing

“A company’s success is often related to its marketing capabilities.” (Kotler & Keller, 2010). Marketing is important because it enhances company’s chances to success. It is used to identify and concretize human, social and organisational needs and turn these needs into profit (Kotler & Keller, 2010). It is interesting to realise the main goal of marketing is not “the sale” but it is a means to diminish or eliminate the effort to sell. In other words, understanding the client to the extent that the offered product or service always is suitable and therefore ‘sells’ itself. Thus, the client is willing to buy (Drucker, 1973).

Successful marketing is no coincidence but it is the result of detailed planning. The field of marketing is dynamic and it consist of creative thinking and formal aspects. Companies are starting to realise it importance and besides CEO’s and CFO’s, Chief Marketing Officers (CMO) are increasingly introduced in business organisations. CMO’s have 5 main tasks;

- Brand strengthening
- Measurement of marketing effectivity
- Initiate new developments, based on customer-demand
- Collect useful insights / ideas from clients
- Use new marketing technologies

According to Hospers (2011) and Burhs (2016) marketing is often combined with branding and together they are important for creating identity of buildings and cities. Philip Kotler (1980) states “a brand is a name, term, sign, symbol or a combination of them, intended to define the goods or services of one seller or a group of sellers and to differentiate them from those of competitors”. In first instance a brand was nothing more than a communicative shell of a product, with the aim to stimulate consumers shopping behaviour, nowadays brands are used to guarantee the basis of a company’s long term success (Ashworth et al., 2007; Van der Loo et al., 2007; Vijgenboom, 2008). Branding therefore is an important aspect of marketing and companies profit from strong brands by;

- Differentiation from other companies; *create a monopoly position*
- Continuity; *increase the number of fixed satisfied end-users*
- Higher prices; *by creating added (psychological) value for the end-user*
- Introduction of new products; *well-known companies are experienced as reliable*
- Increasing market independence; *clients go to stores that have the brands they prefer.*

A good brand positioning is an anchor for the marketing strategy. This positioning defines the essence of the brand, the goals clients can achieve with the brand and in which unique way this occurs (Kotler & Keller, 2010).

2.2 Marketing on corporate level

This paragraph focusses on project development and marketing on the corporate level. It describes the relation between corporate marketing and project marketing, the relation between marketing and market demand and how strategic marketing is implemented in business levels. Finally, the characteristics of the marketing on the corporate level are described.

2.2.1 Corporate marketing versus product marketing

Corporate marketing focusses on communication related to the enterprise or organisation while marketing communication focusses on the products, brands and services of this enterprise (Floor et al., 2015). Corporate marketing is used to positively influence the identity of the company behind the product and corporate marketing does not have a direct sales purposes. Corporate identity is more complex than product branding. The identity a company communicates towards the outside world, can differentiate from the company's true identity. This differentiation cannot be too vast, since this will have a negative impact on the company's credibility. Internal corporate branding can stimulate transformation towards the desired identity and external corporate branding has the ability to convert the current image of a company into the desired image (Van Raaij, 2000; Hage, 2009).

2.2.2 Strategic marketing on business levels

At the start of a development project, a temporary organisation is established with the aim of achieving a unique product (Nozeman, 2008). The way a company chooses, creates, delivers and communicates value, depends on strategic planning levels, see figure 2.1 (Kotler & Keller, 2010). According to Mintzberg (2001) these departments can be categorized in; strategic apex, middle line and operating core, technological structure and support staff, in which they are all having their own tasks, products and responsibilities. According to Kotler & Keller it starts with the mission of the enterprise, which is then distributed to the different departments. Inside each department, business-units (SBU's) are set out. These units make strategic plans, based on the development of profit, resulting in products or services (2010).

The enterprise makes decisions about both the amount of resources allocated to each division as to which activities are started or eliminated (Kotler & Keller. 2010). In this sense, the enterprise will and support this temporary organisation and realisation of the development project. The departments divide the resources within their business units and every business unit has its own planning, strategy and manager. Finally, every brand or product requires a marketing plan.

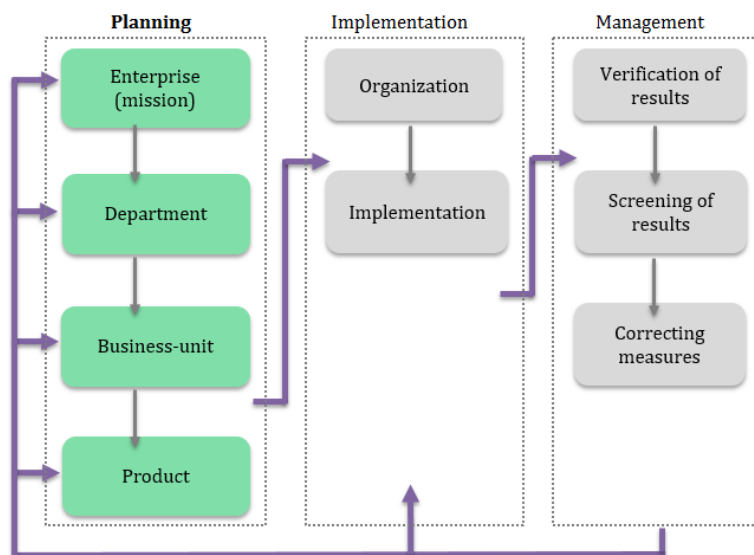


Figure 2.1; Business levels, based on Kotler & Keller (2010)

As mentioned above, Chief Marketing Officers (CMO's) are more often included in business organisations and also marketing managers appear in different business levels. Among other things, they are responsible for the planning and execution of the basic marketing process, see figure 2.2. Within a business organisation, this planning continuous to repeat itself at the pace the market allows. In a market with strong competition, marketing managers need to adjust the planning more often.



Figure 2.2; Basic marketing process, based on Kotler & Keller (2010)

Main tasks of the marketing manager consist of:

- Development of marketing strategies and plans;
- Conduction and analysis of market research;
- Connect with customers;
- Development of strong branding;
- Shaping market supply;
- Delivering value through market channels;
- Communicate value by means of integrated marketing communication;
- Create long-term growth

2.2.2.1 Holistic marketing concept

If companies want success, they apply holistic marketing to ensure that they keep in touch with the changes in the market in their programs and activities (Kotler & Keller, 2010). Holistic marketing is based on the development, design and implementation of marketing programs, -processes and -activities with the awareness of the scope of marketing and interdependence of the various aspects (Kotler & Keller, 2010) As figure 2.3 shows, holistic marketing consists of intern marketing, integrated marketing, social responsibility marketing and relation marketing. In holistic marketing it is assumed that within marketing 'everything counts' and a broad, integral perspective is required.

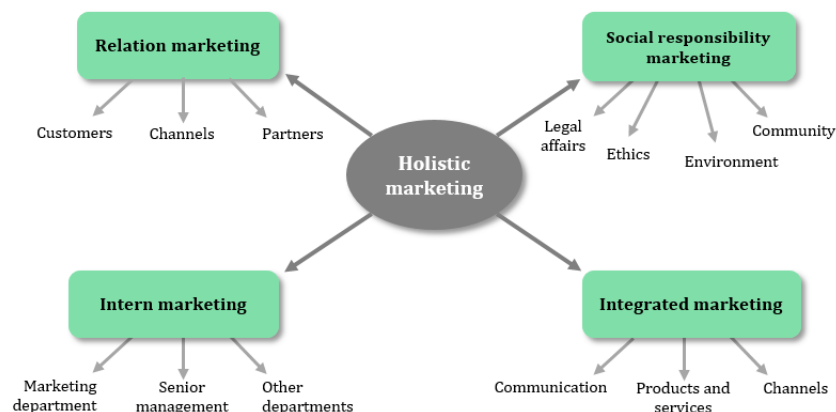


Figure 2.3; Holistic marketing Kotler & Keller (2010)

Focussing on the product/ the development, integrated marketing is most important. Integrated marketing consists of two main themes; first, a mix of marketing activities is used to create and deliver value, and second all marketing activities must be coordinated to achieve maximum effect. Integrated marketing covers the process of the composition of these marketing activities and marketing programs, e.g. the marketing mix. The marketing mix consists of all the marketing instruments that are used to achieve the marketing goals. This mix of instruments can be very divers and that's why the four-P's classification of McCarthy is used (McCarthy, 1996). These four P's are based on the perspective of the provider. From a customer's perspective every instrument should create, communicate and/or deliver end-user value. Therefore Lauterborn (1990) states the four P's of the marketer are corresponding with the four C's of the customer, see figure 2.5. Companies that know how to fulfil the needs and wishes of the client, based on these four P's, turn out to be successful.

Marketing mix

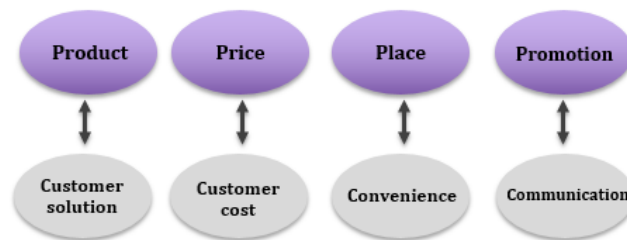


Figure 2.5; 4 P's classification, based on Lauterborn (1990) and McCarthy(1996).

2.2.3 Market demand

Project development is a process of many years that takes place in a continuously changing market (Van Tartwijk & Van Croon, 2005). The return of the project is determined by the type of product (the product-market combination) and the market situation (supply and demand/economy). Together, the return and the development costs, such as the acquisition costs, construction and installation costs, additional costs and financing costs, determine the cash flow that the project generates and thus the investment value of the product. Because of the long duration of the project development process, "timing" is an important factor in achieving the desired results. After selling the created product, the project developer generates profit (or takes his loss) (Van Tartwijk & Van Croon, 2005). According to Lambin, Chumpitaz & Schuiling (2007), when the supply transcends the market demand, this results in a marketing orientation see figure 1.4.

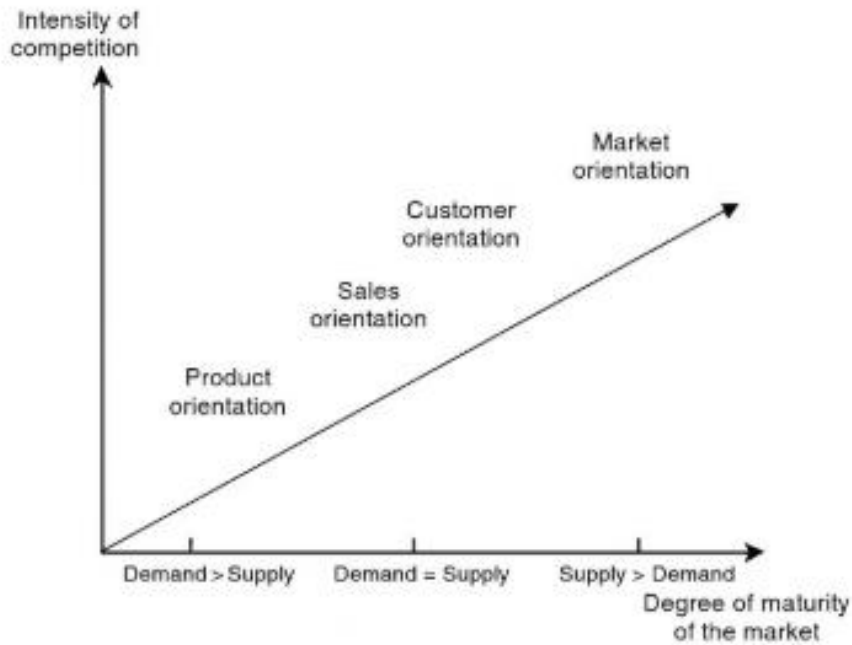


Figure 1.4; Difference between product orientation and market orientation
(Lambin, Chumpitaz & Schuiling, 2007)

2.2.4 Conclusion

By means of the following three sub questions, the literature findings of the characteristics of the marketing on the corporate level are described.

Sub question 1: 'In what way is marketing positioned in the business organisation of project developers?'

According to Kotler & Keller (2010) companies are starting to realise the importance of marketing and besides CEO's and CFO's, Chief Marketing Officers (CMO) are increasingly introduced in business organisations. Empirical research will indicate whether this introduction also occurs in the business organisation of project developers and what the perspective of project developers on the importance of marketing is.

Sub question 2: 'What is the relation between corporate marketing and project marketing?'

There is a difference between corporate marketing and project marketing. Corporate marketing focusses on communication related to the enterprise or organisation while marketing communication focusses on the products, brands and services of this enterprise (Floor et al., 2015) Corporate marketing is used to positively influence the identity of the company behind the product and corporate marketing does not have a direct sales purposes.

Within the business organisation of project developers, the development projects have their own temporary, project team. The enterprise divides the resources within these business units/project teams and every business

unit has its own planning, strategy and manager. The execution of a development project requires a marketing plan. According to Kotler & Keller (2010) the mission of the enterprise is reflected in each division and business unit. In this sense, the corporate mission of the project development should be reflected in the marketing plan of the development projects.

Sub question 3: 'Which marketing tasks are executed by the project developer and which tasks are outsourced?

According to Putman, the main tasks of a project developer are: venture capital in land; venture capital in planning and preparation; concept development; product development; project management; knowledge of the market; marketing knowledge; contract and organise; and network of relations (other actors)

According to Kotler & Keller the tasks of a marketing manager consist of; conduction and analysis of market research occur during the initiative phase; connect with customers; development of strong branding; shaping market supply; delivering value through market channels; communicate value by means of integrated marketing communication and create long-term growth.

Combining these tasks, project developers should be able to execute the following marketing tasks:

The project developer conducts and analyses market research during concept development, connects with customers by means of his marketing knowledge, develops a brand during the concept development, shapes market supply during the product development and delivers this supply through market channels also by means of his marketing knowledge.

However, it is unknown whether project developers communicate value by means of integrated marketing communication and create long-term growth. Furthermore, it is not clear to what extent these tasks are executed by the project developer or if they are partly outsourced to internal colleagues or to external companies. Empirical research might provide more insight in the marketing tasks of project developers.

2.3 Marketing on project level

This paragraph focusses on marketing on the project level. The aim is to find a scientific relation between the marketing process and the development process. First the development process of housing projects is set out, followed by the basic marketing system and by the characteristics of the product 'house'. In the last paragraph sub questions 4 and 5 are answered.

2.3.1. The process of project development

The process of real estate development is characterized by the following phases; initiative, plan development (consisting of definition, design and construction phase), realisation and operational management (Nozeman, 2008; Van 't Verlaat, 2008; Wolting, 2006). Van Tartwijk & Van Croon (2005) and add site acquisition and sales/rental to this list, see figure 2.6.

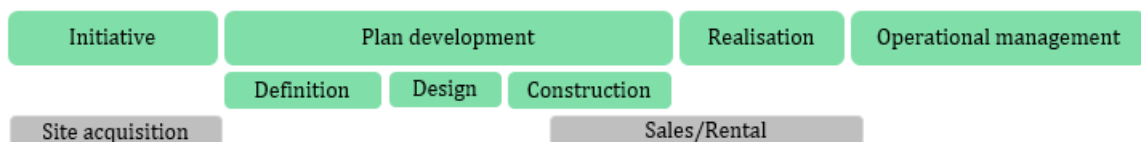


Figure 2.6. The process of development project

Initiatives to develop can come from a municipality, a project developer, a building contractor, an investor or a company looking for space (Van Tartwijk & Van Croon, 2005). Firstly, a location needs to be available by means of site acquisition. The characteristics of the location and its surrounding environment shape a part of the framework and the conditions of the development plan. In his research about co-creation Mengerink (2015) points the location out as starting point for the dialogue with the end-user. The potential of the location determines how saleable the houses are and defines the target group. The initiative can be by means of a tender, personal invitation or own acquisition.

Site acquisition; *“Certainty about an available and suitable location and the involved cost and time in the acquisition are necessary for further development planning. The availability is at a relatively early planning stage often arranged in the form of a - paid or unpaid - option on the ground. The actual acquisition will then usually take place at a later stage”* (Tartwijk & Van Croon, 2005).

The plan development phase is an iterative process, in which in different steps the main components of a project are further elaborated and adjusted to each other. These main components can be distinguished in;

- the market plan; consisting of market research and the program of requirements
- the architectural plan; concerning the design process (preliminary design, definitive design, building specifications);
- the legal plan: including the application of the permits and spatial planning processes (such as a zoning plan).
- the financial plan; concerning the execution of a financial feasibility study, an estimation of costs, revenues, financial risks and project returns.

Once the plan development has been completed, the building preparation and realisation of the development will be started. Once the building is completed and sold or/and rented out the final phase consists of operational management.

As mentioned in paragraph 2.1, a project developer initiates the project and carries the risk until the project is sold or rented out. To generate profit, the market must be willing to buy the project and therefore the project needs to add value to its clients. Furthermore, mostly a certain percentage pre-sale is required as criterium to start with the construction phase. Meaning during the plan development phase a part of the sale has to be transitioned (Van Tartwijk & Van Croon, 2005). However, there are no guidelines about at what time during the plan development phase the project start selling. This depends on the market demand and the specifications of the project.

To be able to sell, knowledge about the market demand is needed as the starting point of the marketing and sale process, see figure 2.7. (Keuning, 1994; Mengerink, 2015).

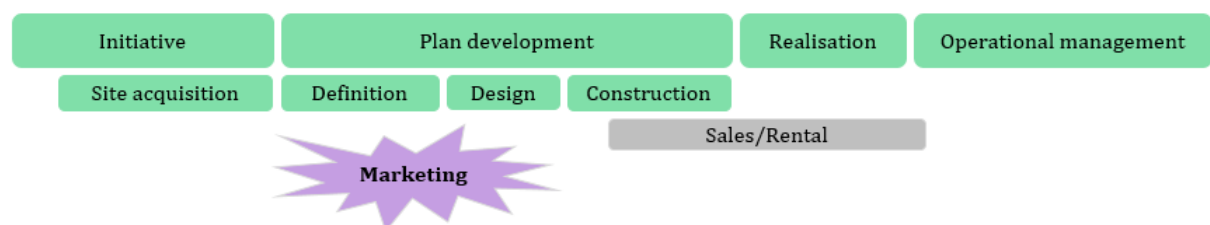


Figure 2.7. The involvement of marketing in the development process

Marketing is used to identify and concretize human, social and organisational needs and turn these needs into profit (Kotler & Keller, 2010). Within project development marketing is essential and therefore it has a relation with the development process. However, marketing is a very broad concept and to be able to research the relation between marketing and the development process, this concept first needs to be explored.

2.3.2 The basic marketing system

A long time ago, before the inventions of mobile phones, internet, television, telephony, newspapers, flyers and other printed matters, the market was the main location to sell and buy products. These salesmen, screaming loud to sell their merchandise, represent the first forms of marketers and advertising. *Reclamare* in Latin stands for loud screaming and 'reclame' therefore is the oldest marketing communication tool (Floor et al., 2015). By using marketing communication tools, a marketer asks for a response of his prospects. This response can be attention, a sale, a vote or a donation (Kottler & Keller, 2010). Based on the prospects, the distinction can be made between the end-user, the client, the consumer and the customer. The differentiation lies in the fact that an end-user and consumer do not necessarily pay for the product, a client mostly buys a service and a customer does not necessarily need to use the product of service. Coming from the perspective of a project developer, the focus lays on both the purchaser and the user of the product and therefore it is assumed the end-user/client are both financing and utilising the house.

Nowadays, online advertisements, television commercials, radio spots and magazines ads are daily used as communication tools and therefore are part of a basic marketing system. They are used by a seller to communicate a product or service to the buyer in return for money and information, see figure 2.8. This figure portrays a basic marketing system in which the seller (in this case the project developer) provides a product/service (house) and communication tools to the market (the end-user). In return the end-user provides the developer of information and money. Marketing can be based on a product or service, but it can also be based *an event* (Real Estate Career Day), *a city* (Er gaat niks boven Groningen (Hospers, 2011)), *an experience* (Disneyland Paris), *a person* (mostly celebrities), *an asset* (like a building) or *an organisation* (Het Rode Kruis). The market on which this distribution takes place can be divided in the physical market (a shop), the virtual market (online shopping platform) and the meta-market (Rayport & Sviokla, 1994).

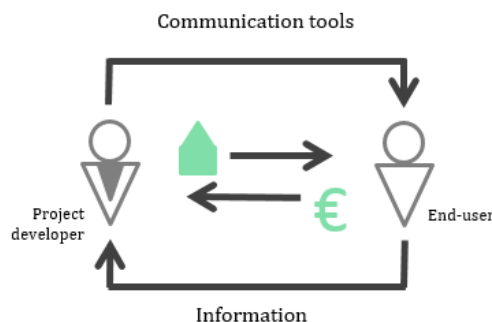


Figure 2.8; Marketing system in project development, based on Kotler & Keller (2010)

2.3.3.1 Marketing process

The marketing process consists of the following steps, see figure 2.9. As mentioned above, within a business organisation, this process continuous to repeat itself at the pace the market allows. In a market with strong

competition, marketing managers need to adjust the planning more often. At the end of this paragraph the marketing process is related to the development process.

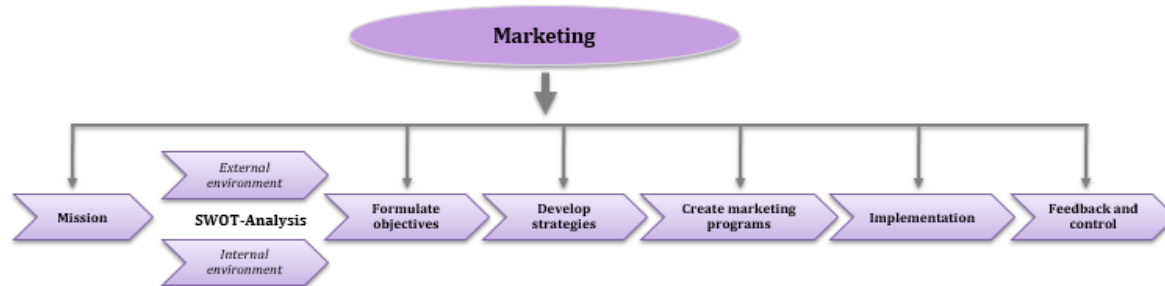


Figure 2.9; Process of strategic business units, based on Kotler & Keller (2010)

2.3.3 The product 'house'

The foundation of a brand or marketing success is based on a product. The product is therefore a very important element of the marketing offer (Kotler & Keller, 2010). Products can be used to provide a certain need or desire and there are different types of products. A product can be a physical good, a service, an experience, a person, a location, a possession, information or an idea (Kotler & Keller, 2010). A client bases his decision to purchase the product based on the combination of the qualities and specifications of the product, the quality of the service and the fairness of the price.

A company can be divided in three dimensions; segments, needs and technology (Abdell, 1980). Project developers who develops houses for elderly, has for example the elderly housing market as segment, in which the need is to provide 'shelter' and houses is the technology he uses to provide these needs. These dimensions describe the project developer as a producer of a process rather than the producer of a product (Kotler & Keller, 2010). The product 'house' as we know it now, might be different in the future, but the need 'shelter' will remain.

Compared to convenience goods, such as toothpaste or beer, a house is a speciality good. It is a product with unique features and/or brand characteristics for which customers are willing to make extra effort. Furthermore, it is also categorized as durable good since it has a long lifecycle. In general, the housing market therefore should be related to personal sales and services, in which the project developer includes high profit margins and in exchange for more guarantees. According to Priemus (1978) the housing market is a different kind of consumer-market for multiple reasons; "A house is different than other products by a number of important aspects; a house is a stock product, localized, capital intensive, has a long life, takes a lot of time to get established, is difficult to adapt and highly heterogeneous.". The housing market can be categorized in the meta-market; it is a cluster of complementing products and services which the consumer experiences as one type of product but in reality, are distributed by several types of industries (Kotler & Keller, 2010). Table 2.1 sets out the characteristics of the industrial market compared to a consumer's market.

Characteristics	Consumer's market	Industrial market
<i>Amount of (potential) buyers</i>	High	Low
<i>Sales amount</i>	Low	High
<i>Need for information</i>	Low	High
<i>Period of the sales process</i>	Short	Long
<i>Involved actors in decision-making</i>	Few	Many

Table 2.1; Characteristics of the industrial market compared to a consumer's market (Floor et al., 2015)

Several housing projects of one project developer become one product line when they fulfil similar functions, are sold to the same kind of clients, are distributed by the same channels or fall in the same price range (Kotler & Keller, 2010). In the development sector, a lot of horizontal promotion occurs, since clients are (mostly) not able to frequently by the product.

The decision process of a product consists of the steps visualized in figure 2.10.

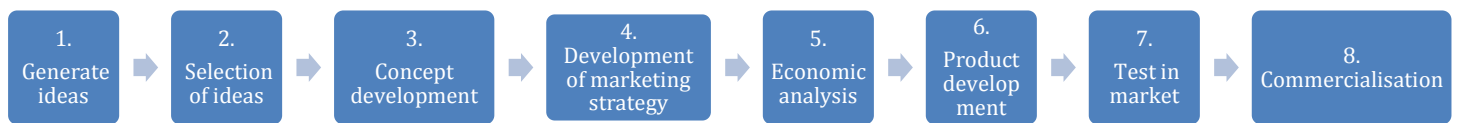


Figure 2.10. Decision process of a product, based on Kotler & Keller (2010)

During step 2, the idea of the product is being tested with the corporate mission and vision. Step 3 focusses on the client, during this phase it is tested whether the concept fits the clients' needs and wishes. A marketing strategy, step 4, consists of three parts. The first part consists of the target group, the planned product positioning and the targets for the turnover and profit for the first years. In the second part the planned price, the distribution strategy and the marketing budget are explained. The third part contains the long-term goals for turnover and profit. In step 7 the product is testes in the market. If the product does not sale, the product is 'send back' and being adjusted in step 6. If the sale of the product fits the expectations, future plans can be made, and the product can be commercialized. Within the housing market, step 7 might appear when a second phase or third phase is being developed. Commercialisation of a house can be compared to the moment of sale and realisation; at this moment the project developer decides to put the product in the market and is faced with the biggest costs; the construction costs of the house.

2.3.3.1 Location

To realise a housing project an available location is required. This can occur in two ways; it can start with a certain type of project followed by a suitable location, or there is an available location for which a suitable product is developed (Tartwijk & Van Croon, 2005). The potential of the location determines how saleable the houses are and defines the target group (Mengerink, 2015). The following risks should be taken into account:

- accessibility by car and public transport
- suitability of the location for the planned development
- quality of the environment
- facilities such as retail, public services and parks

- environmental aspects of the location
- developments in the environments which have impact on the quality of the location

The risk of acquiring a suitable location lies in the fact that the value and quality of the location and the land have to be assessed through market research and prognoses. Ultimately, in particular, the scarcity and quality of a location determine the value of the land. The image of a location differs per resident, visitor or user and is based on personal perception and interpretation (Hage, 2009). Kotler (1993) defines the image of a location as "the sum of beliefs, ideals and impressions people have towards a certain place.". According to Studio Urban Catalyst (2001) there are four levels of participation between temporary end-users and the location. Based on Hage (2009) and own interpretation these levels have been used as examples for the relation between a client and the location.

- There is no relation between the client and the location. The client is mainly searching for an affordable location and has no interest in its context.
- The client is mainly interested in the internal context of the location.
- The client chooses the location based on its strategic characteristics.
- The client is interested in both the internal and external context

2.3.4 Conclusion

By means of the following two sub questions, the characteristics of the relation between the development process and the marketing process are described.

Sub question 4: 'What type of product is a house and what is the relation between the product, the location and the client?

A house is a type of product which cannot be compared to a regular consumer good. It is a speciality good, with a long lifetime. Therefore, personal sales and services should be the main communication tools in the housing market (Floor et al., 2015).

Clients have wishes and needs and the tasks of the marketeer is to provide these needs by developing a product that adds value to the client (Kotler & Keller). A client bases his decision to purchase the product based on the combination of the qualities and specifications of the product, the quality of the service and the fairness of the price. Mengerink (2015) also addresses the potential and the specifications of the location determine the saleability and the define the target group.

According to the literature, the clients have a need for shelter and the project developer should respond to this by developing new housing projects. Besides the house, location plays a role in the quality of the housing project.

Sub question 5: 'What is the relation between the marketing process and the development process?'

This section focusses on the development process and the relation with the marketing process. In figure 2.9 the process of a strategic business unit is shown. Combining this marketing process with the process of project development, results in the following assumptions and a conceptual model, see figure 2.11.

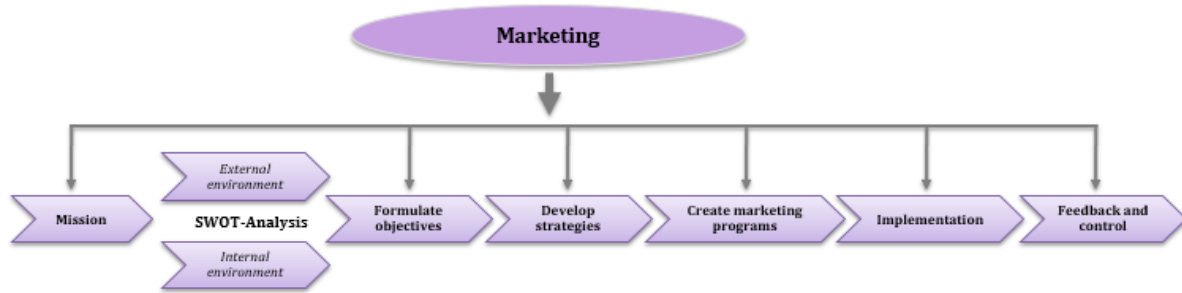


Figure 2.9; Process of strategic business units, based on Kotler & Keller (2010)

1. Mission

It is assumed the mission is formulated in the initiative phase, since the framework of the development project is set out during the acquisition phase.

2. SWOT Analysis

It is assumed this occurs in the beginning of the definition phase, since documents such as market plan and plan of requirements, need to be established.

3. Formulations of objectives

It is assumed this occurs in the definition phase and results in the developments plans

4. Development of strategy

It is assumed this occurs in the definition phase by means of the development plans.

5. Creation of marketing programs

It is assumed this occurs later in the definition phase

6. Implementation

It is assumed this occurs shortly after the creation of the marketing programs

7. Feedback and control

It is assumed this occurs at several moments after the implementation.

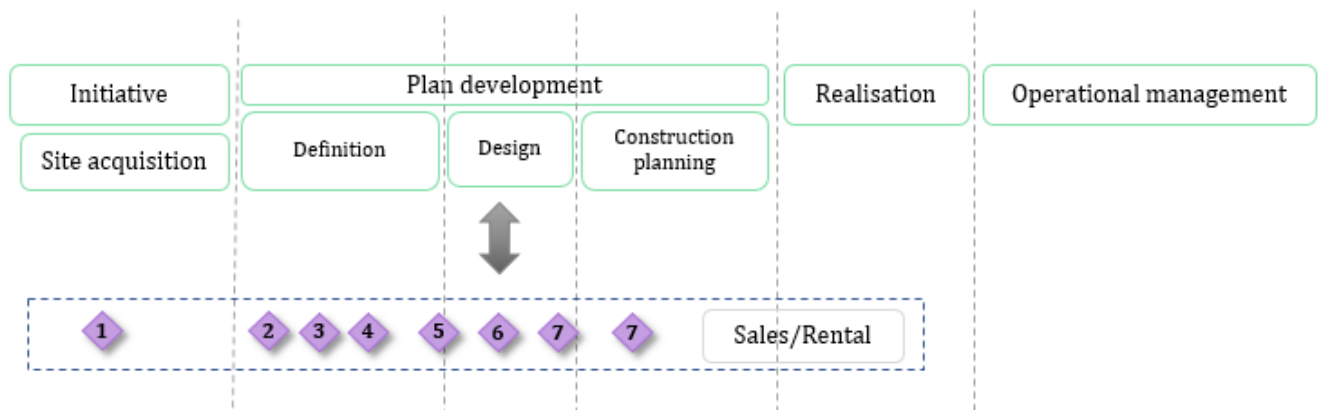


Figure 2.11; Conceptual model of marketing and development process, based on own assumptions

This conceptual model is used to analyse the empirical findings of the case studies. By means of semi-structured interviews and document analysis an answer to this sub question is going to be provided.

2.4 Marketing and the end-user

According to Kotler & Keller (2010) marketing management is “the art and science of the selection of markets and market segment and attracting, retaining and developing customers by creating, offering and communicating superior customer value”, see figure 2.12. This paragraph focusses on needs and wishes, market segmentation, marketing communication and end-user value. First the development process of housing projects is set out, followed by the basic marketing system and by the characteristics of the product ‘house’. In the last paragraph sub questions 6 and 7 are answered.

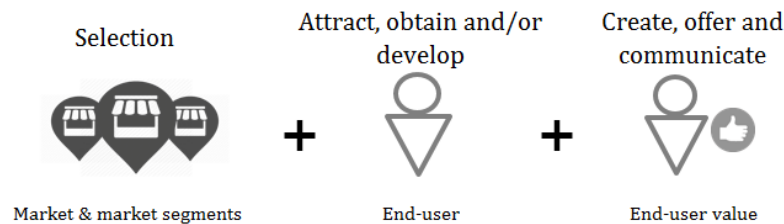


Figure 2.12; Marketing management, based on Kotler & Keller (2010)

2.4.1 Needs and wishes

A product is a success when the customer is satisfied, e.g. when the value of the product meets the expectations of the customer. Value is a very central marketing concept since marketing is based on the identification, creation, communication, delivery and control of customer value. Primarily, it consists of quality, service and price in which quality and service (positive) are in balance with the price (negative). Every part of the supply chain is supposed to add value to the end product. To approach target groups, three types of marketing channels are used; communication channels, distribution channels and service channels. Per product the marketer should find the optimum mix of marketing channels.

One of the tasks of a marketer is to understand and to distinguish between the needs, wishes and demands of the target groups. A house suffices for the need of shelter and someone who lives in the Netherlands might wish for a single house but can only afford a small apartment. The demand is based upon the willingness and feasibility to spend money on the product/service, in this case this person might ask for example a small apartment.

Then there is also differentiation between different kind of needs. The so-called need for shelter can be subdivided in;

1. Formulated need: A house in Amsterdam.
2. Real need: The client rather buys a single house in Diemen, than a small apartment in Amsterdam
3. Unformulated delight: The client expects to be living in his new house within 6 months.
4. Delight need: The client would like the living room of the house to be orientated on the south.
5. Hidden need: The client wants to live nearby his friends.

For companies it is important to not only focus on the formulated need, since this may lead to incomplete products (Kotler & Keller, 2010). Just like Putman (2010), they state the client is not always aware of its needs and wishes. If companies want to stay ahead of the competition, they need to help their clients in figuring out what kind of desires they have. This response on customer needs can be done on collective and individual level. Besides the focus on needs and demands, another task of the marketer is market segmentation.

2.4.2 Market segmentation

The communication target group is the group of consumers, decision makers or companies to whom the communication campaign is directed (Floor et al., 2015). This communication target group can be bigger than the marketing target group when the communication is also implemented to reach influentials. Influentials are persons who can influence the buyers and users of the product (Floor et al., 2015). For the development of marketing strategies it is important to know which target group is going to be approached; this knowledge allows them to adjust their style, visualizations and language use (Floor et al., 2015).

Consumer behaviour is steered by cultural, social and personal factors, in which the cultural background plays a prominent role. Within the Benelux the social class is divided in 5 segments;

- High segment (a few percent)
- Entrepreneurs (approximately 12%)
- Professional mid-class (approximately 20%)
- Working class (50%-60%)
- Low class (a few percent)

Other important distinctions are based on demographic, geographic, psychographic variables, such as;

- Current residence (City, area code, municipality, village etc.)
- Age and stage of life; (Elderly, single houses, families with a new born)
- Work and economic circumstances; (Amount of savings, monthly income etc.)
- Personality; (mainly based on psychological characteristics)
- Lifestyles and core values; (the 'inner' behaviour) (Kotler & Keller, 2010)

As mentioned above, there are several variables that can be used to define different target groups. Most commonly target groups are specified on their purchase and usage behaviour. According to Floor et al, (2015) this can occur in two ways;

- Forward segmentation; the clients are firstly divided on their purchase and usage behaviour and then are specified by demographic, geographic, psychographic variables. The advantage of this method is that the target groups are defined on their purchase and usage behaviour.
- Backward segmentation: the clients are firstly divided by demographic, geographic, psychographic variables and then are specified on their purchase and usage behaviour. The advantage of this method is that the target groups can be defined on their location or age, and therefore are easier to reach in the communication strategy.

Within lifestyle segmentation it is assumed different lifestyles consist of their own preferences, behaviour and focus (Doff & Ouwehand, 2013). Pinkster and Van Kempen (2002) define a lifestyle as a consistent set of preferences on aspects of life, such as work, family, leisure and living. Based on the ideas of psychoanalyst Jung, which later have been further researched by Myers-Briggs, the Brand Strategy Research Model (BSR-model) makes distinctions between end-user's preferences. Jung discovered in the early 1900's humans are born with certain preferences and can be categorized in certain psychological types (Jung & Myers-Briggs, n.d.). These preferences, or so-called drivers, determine the person's first action/thought, however they do not entail person's lack of ability to choose between a second or third option. This simply requires more effort or/and energy. The BSR-model consist, as visible in figure 2.13, of the following four worlds;

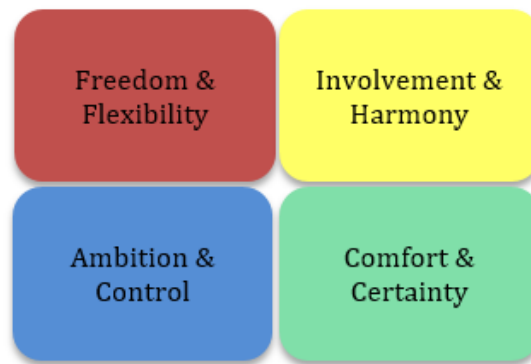


Figure 2.13; Life styles of the BSR-model

Red world

Consumer's in the red world can be identified as intelligent, opinionated and self-aware. The 'red'-consument has a free spirit and therefore regards freedom and independence as fundamental values. Life is based on more than work and family and therefore enjoyment of life is one of the key elements. This is very contrasting to the blue world, in which work and career are the key elements. In terms of marketing, red consumers are early adopters, e.g. consumers who want to be the first ones to buy and do not wait on products to become main stream.

Blue world

The blue world is about presentation. This group of consumers is very ambitious and, like mentioned above, sees a successful career as key element of life. They use commitment, analytical skills and assertiveness, but are also thoughtful and make base their decisions on information. People in the blue world like to control situations, are sensitive for status and prestige and prefer beautiful objects. Exposure of successful career is not something to be ashamed of.

Yellow world

The yellow world has an extravagant and group focus. Social contacts are very import and these consumers are very open, helpful and involved. Harmony and balance are not only key elements in the social environment, but also between work and private life'

Green world

The green world also has a group, focus but it is much more inward than the yellow world. Consumers in de green world lead a quiet life and move in a smaller social circle, in which the contact is more intense. The world is, in that regard, not very big for the green consumers. They regard privacy as a fundamental value and can be identified as calm, serious and quiet. (Jung & Myers-Briggs, n.d.).

There are several ways in which target groups can be segmented. Most common is to focus on their purchase and usage behaviour and lifestyles. Based on market segmentation, marketing communication tools can be implemented to communicate the product to the target groups.

2.4.3 Marketing communication goals

This paragraph sets out the process of marketing communication, the goals, the tools and elaborates on the use of data and online & virtual communication. "Execution of marketing should focus on every aspect of

client-experience. All contact moments, lay-outs, product designs” (Floor et al., 2015). Good marketing communication is partly dependent on a good relationship between the employer and a communal consultancy firm. Both parties can contribute to this relationship. Here, human factors, information factors, decision-making and procedures are distinguished (Floor et al., 2015).

Many will say the goal of marketing is to sell a product of service. This seems to be a logic assumption, because why else would you see commercials if they do not have to goal to sell? Still, marketing and sale are two different and rather contradictory concepts within marketing. (Kotler & Keller, 2010). Selling focuses on the needs and wishes of the salesman and marketing focuses on the needs and wishes of the buyer. With the selling concept, the product is used to create cash while the marketing concept aims to use the product and the whole process around the product to create customer satisfaction. According to Floor et al. (2015) there are four marketing communication goals with the consecutively order.

1. Change in knowledge
2. Attitude
3. Intention to purchase
4. Buying behaviour

2.4.3.1 Process of marketing communication

Figure 2.14 sets out the process of marketing communication combined with marketing objectives. The marketing communication process starts with a corporate mission, which is formulated in corporate objectives, such as profit, continuity and employment. Marketing objectives are established to achieve the corporate objectives. Marketing objectives can be, attract new clients, increase the number of outlets, increasement of market share etc. Marketing communication objectives are concerned with the expected effects of all marketing communication tools (Floor et al., 2015). Marketing communication objectives should not be confused with marketing objectives: marketing communication tools is one of the many marketing instruments that can be implemented to achieve the marketing objectives.



Figure 2.14; Process of marketing communication and objectives, based on Floor et al. (2015)

The scope of the marketing communication determines the target group, the medium, the frequency and the procedure. These aspects need to be aligned. Process objectives are objectives that relate to the direct reactions of the consumer to the advertisement. By means of an advertisement, a business wants to

stimulate an informed process through which the consumer learns something about the brand. Process objectives are:

- attracting attention
- acceptance and appreciation of the advertisement
- information processing.

Besides process objectives, communication tools also have effect objectives. Communication effect objectives are about the impact of communication tool on what consumers ultimately feel, think and do in relation to the brand. The impact objectives are; category need, brand awareness, brand knowledge, market attitude, behavioural intention, behavioural facilities, behaviour and satisfaction (Floor et al., 2015).

The categorical need focusses on the primary demand and need of the client. With the introduction of new products, such as technological innovation, firstly a need for this type of product needs to be created. In this case, a lot of information about the qualities of the product is given.

After the need is being established, branding becomes important. Brand awareness indicates the clients 'know' the existence of the company, brand knowledge indicates the client have knowledge about specifications and quality of the product and based on this knowledge client create a positive or negative brand towards the product.

The branding results in behavioural effects. Clients first gain the intention to purchase the product, followed by the facilitation of this purchase, by the provision of information on where and how clients can buy the product. This results in clients buying and using the product.

Afterward the sale, marketing communication can have three effects; it can confirm the choice of purchasing the product, structure the usage of the product or/and create levels of satisfaction.

2.4.3.2 Marketing communication tools

Marketing communication tools are used to communicate a product or service to clients, with the goal to positively influence their shopping behaviour. For companies, marketing communication tools are used to strengthen the company's brand(s), since the possession of one or more strong brands is of the utmost importance (Kotler & Keller, 2010). In the relation between a company and a consumer a brand can; ease the sale and contribute to a consumer's self-expression (Floor et al., 2015). The following categories of marketing communication tools can be described; promotion, commercials, events/exhibitions/ PR-marketing/ direct marketing/ personal sale/ shop communication and sponsoring.

Marketing communication distinguishes thematic marketing communication (influencing the awareness and attitude of the client) and active marketing communication (influencing its shopping behaviour). This can be achieved on the long and short term, see table 2.2. A combination of all marketing communication tools, which are implemented by a company to influence a client's behaviour, is a marketing communication mix. The choice for the implementation of one communication tool or a communication mix is a strategic choice which also has influence on the organisation of the company. If a project developer, for example, decides to organise information markets (communication tool) for the end-user, its employees (organisation) should be able to manage the stands.

Goal	Long term	Short term
<i>Thematic (awareness & attitude)</i>	Commercials Promotion	Events/exhibitions Marketing-PR
<i>Active (behaviour)</i>	Personal sales Direct marketing communication	Promotion Shop-communication

Table 2.2; Goals of marketing communication tools (Kotler & Keller, 2010)

Compared to a product, for a service a marketing communication tools is far more important. Since the quality of a service for the end-user is only measurable after the service is finished, it is important to give the end-user a preview and idea in advance of what he can expect if he decides to buy the services (Floor et al., 2015).

2.4.3.3 Developments in marketing communication tools

On an average day, a Dutch citizen is faced with an amount of 377 commercials. If the number of visible packages of products, such as Coca-Cola cans or Adidas sneakers, is added to this, this will result in 1546 expressions of promotion per day! That is an average of 65 times an hour, assuming you do not sleep. Since 2013 this does not only occur while watching television, listening to the radio, reading the newspaper or magazines etc., but almost half of the commercials are displayed by online advertising (John Faasse, n.d.). Floor et al. state the prominent position of commercial tools is diminished but the importance of direct marketing, internet and 'venues' is increasing (Floor et al., 2015). Data and social media companies, such as Google, Facebook and Twitter, utilize their client's information, their locations, personal data, etc. by selling them to companies. This information of prominent social media networks can be used to improve public safety measures but advertising and marketing professionals can also identify the necessary data and insights needed to make strategic decisions. (Social media surveillance start-up, 2016; Marketingland, 2016).

One key product that allows online advertising to be this enormous is the smart phone. More and more people in the Netherlands are having smartphones. Not only children at elementary schools are using iPhones or Samsungs, also the amount of the elderly (65-80 year olds) who own smartphones has increased from 40% in 2014 to 54% in 2015. (Telecompaper, 2015) Research of IAB Nederland shows the deployment of mobile advertising in the first half of 2016 grew by a whopping 61% and online video advertising increased with 55%. Overall, they conclude online advertising increasingly takes a larger market share in the mix of all possible media channels. (Dutch Cowboys, 2016). The advertising market is also responding to this phenomenon; mobile advertising revenue is forecasted to reach \$24.5 billion in 2016 and will create new opportunities for app developers, ad networks, mobile platform providers, specialty agencies and even communications service providers in certain regions (Gartner, Inc., 2013).

2.4.3.4 Data

In recent years there has been a clear shift from mass communication to more personal forms of communication (Floor et al., 2015). Mass communication has the advantage that the costs per contact are relatively low. The (logical) disadvantage is that the message can not be tailored to the individual. In personal sales and direct marketing this is possible and here a relationship between the customer and the company

can be created through a focused, direct and personalized approach. Data also plays a major role in the current context. A good database offers great opportunities for effective direct marketing communication (Floor e al., 2015).

2.4.3.5 Vloggers

Another development in marketing communication tools consists of vloggers, e.g. influentials. According to marketing professional Moers (2018) vloggers are the future of marketing commercials., in which “70% of the advertising market will consist of social media and 30% will consist of classic media”.

2.4.4. Testing of marketing

Research and valuations play a major role in marketing communication. End-users insights are not static; they need to be constantly generated and validated, by both qualitative and quantitative research (Kotler & Keller, 2010) This can be done by structurally collecting customer information at various levels and by testing the acquired insights. By means evaluations the company can test whether the marketing objectives have been exceeded. Marketing communication is just one of the marketing tools to make a purchase. Even if the marketing communication fully meets the expectations, the effect can be disappointing. The effect is determined by the marketing mix; the mix of marketing tools such as price and quality. The SIVA-model can be used to create more insight in to the customer’s perspectives. (Kotler & Keller, 2010),

1. **Solution:** How can I solve my problem?
2. **Information:** Where do I find information?
3. **Value:** How much effort and money will it cost me to obtain this solution?
4. **Access:** Where can I find the solution.

However, there are multiple ways to conduct research and evaluations. This can be done by background research, pre-tests, post-tests and campaign evaluations and a variety of types of tests are provided, for example the Starch-method, Advisor-method or Impact (Kotler & Keller, 2010).

2.4.5. Conclusion

By means of the literature of paragraph 2.4 the following two sub questions are answered. The characteristics of the client and marketing communication tools are described.

Sub question 6: ‘What type of end-users can be identified and in what ways are they identified in project development?’

A product is a success when the customer is satisfied, e.g. when the value of the product meets the expectations of the customer (Kotler & Keller, 2010). Value is a very central marketing concept since marketing is based on the identification, creation, communication, delivery and control of customer value. Based on identification, one of the tasks of a marketer is to conduct market segmentation. By means of market segmentation, marketing communication tools can be implemented to communicate the product to the target groups. Target groups can be categorized in different segments and by multiple variables. Most common is to focus on their purchase and usage behaviour and lifestyles and this can occur by forwards and backwards segmentation. The empirical part of the research will focus on the answer on ‘in what ways are end-users identified in project development?’.

Sub question 7: 'In what ways are communication tools used during the development process.'

Marketing communication tools are used to communicate a product or service to clients, with the goal to positively influence their shopping behaviour. The combination of marketing tools is the marketing communication mix. For the purchase of a house, a marketing communication tools is far more important. Since the quality of a service for the end-user is only measurable after the service is finished, it is important to give the end-user a preview and idea in advance of what he can expect it he decides (Floor et al., 2015).

There are multiple marketing communication tools and marketing communication goals, however it is not specified in what ways these communication tools are implemented during the development process. Therefore, table 2.3 is designed to provide a structure on the empirical research part of this master thesis. The conceptual model combines the characteristics of marketing communication with the development phase process. Per type of case-study it will provide an indication why a certain kind of communication tool is implemented on a certain moment during the development process.

Communication tool	Case study	Communication goal	Phase
Promotion			
Commercials			
Events/exhibitions			
PR-Marketing			
Direct Marketing			
Personal sale			
Shop communication			
Sponsoring			

Table 2.3; Table to conduct empirical research on marketing communication tools in project development processes (Kotler & Keller, 2010)

2.5 Conclusion

Based on the three types of business levels in this chapter the main findings of the literature review have been set out. By means of the literature review, at the end of every sub chapter the corresponding sub questions have been answered.

The literature has set the foundation of the empirical research, see chapter 3.2. Based on theoretical framework, see figure 2.15, the structure of the interviews has been established. The theoretical framework explains the key factors and/ or variables that have been studied. Furthermore, two conceptual models (figure 2.10 and table 2.3) have been designed according the literature and they are used during the conduction of the empirical research of this thesis. Based upon interpretation of literature study.

In chapter 7 the answers to the seven-sub question of the literature review are combined with the answers of the case study analyses.

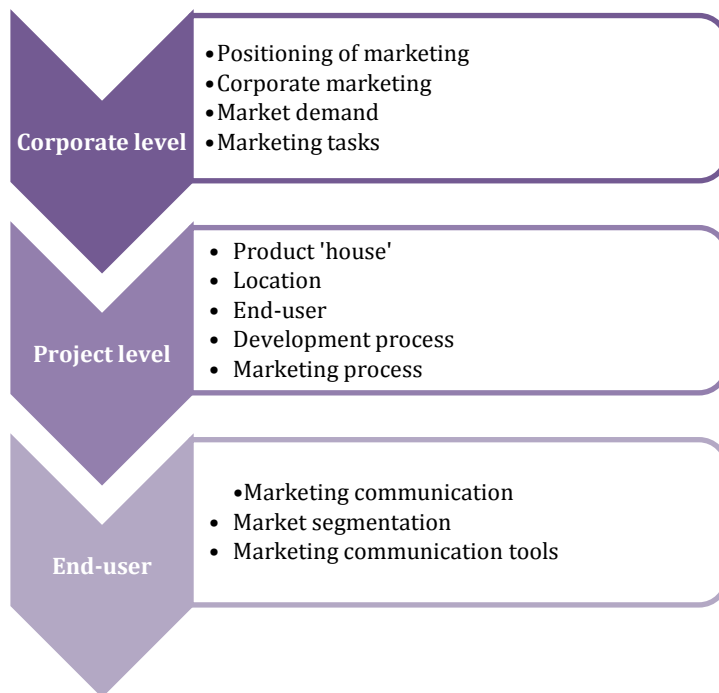


Figure 2.15; Structuring devise for the case studies, based on literature review.

3. Methodology

To be able to conduct the empirical case studies and answer the main and sub questions the design methods must be set out. Firstly, this chapter presents the complete methodological structure of the research and throughout the chapter this structure is divided in concepts, practices and synthesis. Subsequently, the case study method, research techniques and case study selection are explained.

3.1 Research design

The main research question of this master research is:

“What are the characteristics of marketing in project development, focussed on the corporate level, project level and the end-user and how are they related.”

To answer the main research question, the graduation research is divided in three parts; Concepts, Practices and Synthesis. The following paragraph describe the objectives, questions and methodology of each research part. In figure 1.7 the research design of the case study method is set out.

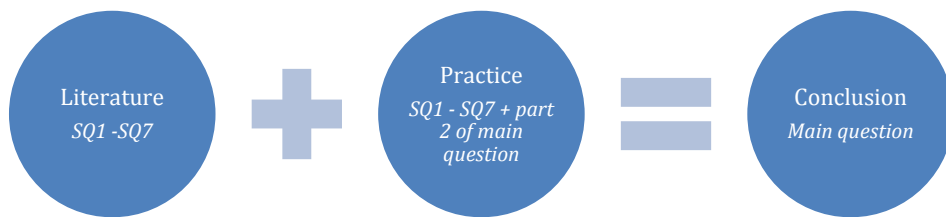


Figure 1.7; Design of case study method

3.1.1 Part 1 – Concepts: Theory and methodology

Part 1 of the research consists of theory and methodology. Since very little is known about the topic marketing and the key factors of the relation between marketing, project developers a theoretical framework is designed to create a better understanding. This scientific framework allows for the conduction of empirical case studies in part 2. The main question, objective and methodology of this stage are as follows.

Objective:	Gain insight in current scientific knowledge on marketing in relation to real estate developments and ways to research it.
Question:	Sub question 1-7
Methodology:	Literature review & document analysis

3.1.2 Part 2 – Practice: Marketing managers, standardized and extreme housing projects

Part 2 of the research focusses on describing the characteristics of marketing in practice. It consists of empirical case study analysis of marketing managers and marketing in standardized and extreme housing projects. The main question, objective and methodology of this stage are as follows.

Objective:	To gain insight in practical knowledge on marketing in relation to real estate developments.
-------------------	--

Question:	Sub question 1-7 and part 2 of the main question: 'How is marketing on these levels related?'.
Methodology:	Empirical case studies, in which semi-structured interviews are held with practitioners and case documents are analysed. Followed by cross-case analysis.

3.1.3 Part 3 – Synthesis: Conclusions

The final stage of the research focusses on the conclusions, which consist of the synthesis between the literature findings and the empirical findings. Furthermore, this part consists of recommendations and a reflection. The main question, objective and methodology of this stage are as follows.

Objective:	To compare the literature findings and empirical findings on marketing in relation to real estate developments and to answer the main research question.
Question:	The main research question.
Methodology:	Comparison of cases and literature

3.2 Research method

This paragraph sets out the research method of this graduation research. This graduation research consists of case study method. Firstly, this method is described followed by the case study method of this research, the case study criteria, the selected cases and the case study design.

3.2.1 Case study method

Case study research is a form of qualitative research and can be defined as “an empirical inquiry that investigates a contemporary phenomenon within its real-life context” (Yin, 2009). “The most common use of the term ‘case’ associates the case study with a location, such as a community or organization (Bryman, 2012). According to Bryman (2012) the basic case study consists of “the detailed and intensive analysis of a single case” and Stake (1995) addresses case study research is “concerned with the complexity and particular nature of the case in question.”

3.2.2 Case study method in graduation research

The nature of this research objective favours this method since it aims to investigate the use of marketing in real estate development projects (Bryman, 2012). In the literature review, no strong relation between marketing and real estate development has been found and the empirical part of the research is concerned with the question ‘Why does something happen at a certain place?’. Therefore, case study design is the appropriate method for this graduation research.

In this graduation research a multiple case study is conducted. “A multiple-case study occurs whenever the number of cases examined exceeds one. The main argument in favour of the multiple-case study is that it improves theory building” (Bryman, 2012). To get a grip on things, the case study should be conducted in a standard context. However, it is also preferred to find a ‘strong’ relation between marketing and real estate development and therefore complex cases are perceived to be interesting as well. Yin (2009) distinguishes five types of different of case and the following two types of cases are used in this graduation research.

- **The representative or typical case**, since they will provide a suitable context for certain research questions to be answered.

- **The extreme or unique case**, to explore whether the marketing of these real estate projects differ from the representative cases.

Besides the investigation of the real life, semi-structured interviews and document analysis are conducted to guard for triangulation. According to Bryman (2012) "triangulation is the use of more than one method or source of data in the study of a social phenomenon, so that findings can be cross-checked. When triangulation is applied, the validity of findings increases"

The case studies are used to collect, analyse and compare empirical data and since the research strategy is qualitative, the research design tends to take an inductive approach to the relation between theory and research (Bryman, 2012). The following paragraph further elaborates on the selected cases.

3.3 Case studies

The empirical research of this thesis is conducted on three project development companies and six development projects. Per project development, one marketing manager has been interviewed and two case studies have been executed. This paragraph sets out the case study criteria, the selected cases and the case study design.

3.3.1 Case study criteria

As mentioned before, the graduation research is based on a multiple case study consisting of typical and extreme projects. These cases are analysed by cross-case analysis and therefore a set of selection criteria must be formulated. Furthermore, the graduation process should be fulfilled in a time-frame of approximately nine months, which means choices need to be made about the demarcation of this research to prevent study delay. This also influenced the choice of the type of cases.

The research objective is to gain knowledge on the relation of the marketing and real estate development, focussed on three business levels. Since there is little known about marketing in relation to all the different types of developments, choices need to be made about the type of real estate development projects. In the marketing system the project developer is focussed on delivering a real estate project in return for money and information from the end-user. Within the residential sector, the end-user has a strong relation with the project developer and with the product, since he buys the product from the project from the developer and uses it for its own purposes. Therefore, early in the graduation process the choice has been made to focus on the residential development projects.

Scaling down, decision needed to be made about the amount of cases. As mentioned above, the graduation process should be fulfilled in nine months. Since this thesis is based on a qualitative research, consisting of multiple case studies, the decision has been made to conduct six case studies, divided by three representative cases and three extreme cases. It is assumed standardized housing projects (the representative cases) require less marketing effort than complex developments (extreme cases). Focussing on these two types of development, three project developers are chosen to have both types of cases analysed.

Besides the six cases, per project development company the marketing manager is also interviewed. It was assumed the project developer would provide a lot of information about the case studies, however they might not have sufficient knowledge about marketing on corporate level. Therefore, three marketing managers have been interviewed to provide insight on marketing on corporate level.

This has led to the following selection:

3 project development companies, each consisting of;

- 1 marketing manager
- 1 standardized housing project, also referred to as type 1 projects
- 1 complex residential project, also referred to as type 2 projects

The following set of selection criteria is formulated:

Project development company

- Experienced with residential sector.
- *Develops with financial risks.
- Aligned with construction division.

Case type 1: Standardized residential project

- Size of the project should at least be 25 to \pm 100 houses.
- The housing stock is meant for sale.
- The project must be at least in the sales phase.
- Preference is given to projects that are as recent as possible
- Target group: single family house

Case type 2: Complex residential project (extensive marketing strategy)

- Specified marketing objectives and/or known extensive marketing strategy.
- Complexity based upon location and/or target group and/or prices.
 1. Location: place-making (mixed-use)
 2. Target group: one specific target group
 3. Prices: High- end segment
- The project must be at least in the sales phase.
- Part of the housing stock is meant for sale.
- Preference is given to projects that are as recent as possible.

3.3.2 Selection procedure

The selection of the case studies started with the search for complex residential projects, e.g. the type 2 projects. Per type 2 project it is researched whether the project development company develops with financial risks and is experienced with the residential sector. Furthermore, the three companies all have a construction division and therefore these companies are comparable to each other. After the type 2 projects, there is searched for the standard housing projects of within the same developers.

3.3.3 Selected cases

The selected project development cases belong to ERA Contour, VORM and Dura Vermeer, see table 3.1. The following type 2 projects have been selected.

Pontsteiger developed by Dura Vermeer

- The largest and most expensive apartment in the Netherlands
- Mentioned in the media

NESTOR/Life developed by VORM

- Targeted on the 55+ gay-scene

- Recommended by Bijn Worms, project develop VORM

Little C developed by ERA Contour

- Large project which consists of place-making
- Advised by Merel Putman, project developer Blauwhoed

The type 1 projects meet the established selection criteria and are therefore selected.

Table 3.1; Overview of selected cases

	VORM	Dura Vermeer	ERA Contour
Case type 1	Verde Vista	Goudrand	Sprankeveld
Location	Meerburg	Gouda	Rotterdam
Start	2016	2014	2016
Phase	Phase 3, in sell	Sold	Sold
Number of houses	106	81	106
Program (m ²)	175 - 178	108 - 169	107 - 132
Price (€)	484.000 – 799.000	232.000 – 449.000	195.000 – 255.000
Case type 2	NESTOR/ Life	Pontsteiger	Little C
Location	Amsterdam	Amsterdam	Rotterdam
Start	2016	2007	2015
Phase	In sell	In sell	Cluster 2 & 3 in sell
Number of houses	92	66	± 350
Program (m ²)	109 - 142	100 - 1440	42 - 270
Price (€)	550.000 – 850.000	850.000 – ±16.000.000	199.500 – 725.000

In the following paragraph the cases are briefly described.

3.3.3.1 VORM

VORM is a nationally operating developer and builder, located in Papendrecht. VORM is mainly active in the Randstad and develops and builds locations where people like to live, both inside and outside the city (VORM, 2018a). VORM describes itself as ‘the creator of homes’: “In every project we want to make people feel truly at home” (VORM, 2018a.). Initiatives like VORMFinance, VORMotica and 6D Wonen are examples of this.



Figure 3.1; VORM Logo (©VORM)

Organisation

VORM started in 1919 as a small a construction company but nowadays they belong to the 15 largest construction and development companies in the Netherlands. The company consists of a number of divisions.

- VORMDevelopment
- VORMBouw
- transVORM
- VORMFinance
- Initiatives: VORMotica and 6D Housing

The company has approximately 243 employees and a combined revenue of ± € 310 million.

Vision

The company believes that the best achievements can be made if there is a right balance between the 3 P's (People, Planet and Profit) (VORM, 2018b). These three pillars form the bases for every decision they make as a company.

People: People (the employee, customer and supplier) first. VORM tries to achieve this with good and open communication. And VORM has a behavioural code for the employees.

Planet: Striving for the smallest possible ecological footprint

Profit: LEAN manufacturing is implemented in the whole VORM organisation.

3.3.2.2 Type 1: Verde Vista



Figure 3.2; VORM VerdeVista (2018)

Verde Vista is part of the area development Meerburg and development organisation Meerburg (OMM) and OMM is responsible for the whole development of Verde Vista Meerburg, see figure. OMM sells the land to developers and develops the public space. In total, the development site covers some 14.5 hectares (Ontwikkelingsmaatschappij Meerburg, 2018).



Figure 3.3; Situation of Verde Vista, part 7, in Meerburg
(© Ontwikkelingsmaatschappij)

Within the whole development of Verde Vista Meerburg, VORM is developing part 5 and 7, see figure 3.3. Part 5, also referred to as phase 1 has been completed in 2015 and is already in use. In this master thesis the focus is on part 7. The housing program of part 7 consists of 106 owner-occupied houses, which have been developed in four years, divided in three phases; phase 1 and phase 2a, 2b and 2c. Currently phase 2a is also completed and in use, 2b is under construction and 2c is in sell, see figure 3.4. The project developer of part 7 started in the realisation phase of phase 1b. Later, the project developer organised the sale of phase 1c and phase 2a and 2b.

According to Otterman (2018) the housing types of Verde Vista are “standard products, consisting of very typical, Dutch houses with gardens.”. One of the main features of this project is that clients are able to purchase a larger house for less monthly payments. In addition, the water also plays a major role, see figure 3.2 and 3.4.



Figure 3.4; Plot division Verde Vista 2c (VORM Verde Vista, 2017)

During the development process, several aspects related to marketing occurred. The timeline sets out the high lights of the development process based on a timeline. Most remarkable is the way marketing has been used to increase the profit. In the third phase, there were 350 clients interested in 20 houses. VORM invited interested clients of the previous phases for conversations, to find out if they were willing to purchase a house in the third phase. Fourteen clients showed up and based on this amount, not all the houses would be sold. However, VORM offered a kind of exclusivity which allowed them to also make the price exclusive. Hoping the 14 clients would purchase the houses, and thus, set the tone in the market. Afterwards, the rest of the 350 clients could register with the broker. The timeline sets out the high lights of the development process.

2015

2016

2017

2018

Realisation of phase 2a

The experience and knowledge of part 5 has been applied in part 7. Based on the registered clients of part 5, a lot of information about potential clients already has been available.

The sale of phase 2b

In phase 2b the waterfront houses did not get sold very easily and therefore several adjustments happened. Three row houses turned into semi-detached houses and the sizes of the waterfront houses increased. This costed revenue, since the number of houses decreased however the sales price and thus the return increased. Due to this modification the semi-detached houses did get sold because the clients preferred to live next to the 'chique' waterfront houses

Development of phase 2b & Preparations sale phase 2c

The databases of phase 2a and 2b have been used to increase the sales prices in phase 2c to a maximum height. A selected part of the group who missed out on phase 2a and 2b have been invited to a conversation in which VORM offered them exclusivity in phase 2c.

Start sale of phase 2c

The same adjustment of phase 2b have also been applied to phase 2c. Therefore, for the start of the sale of the third island a new brochure had to be made.

3.3.2.3 Type 2: Life/ NESTOR



Figure 3.5; Life/NESTOR (VORM Life, 2017)

Life is located in the Houthavens in Amsterdam and focusses on the 55+ age group. The project consists of 92 owner-occupied apartments, 39 subsidized rental apartments, 1000m² facilities and 3000m² *verzorgingstehuis (VORM Life, 2018). The project Life used to be referred to as NESTOR. With NESTOR, a specific target group, the 55+ gay-scene, has been established at the start of the development process. NESTOR focussed on really Amsterdam living, "With a colourful palette of people, opinions, lifestyles, ideas, needs and fun. The motto used to be: It's your way of life." (AmsterdamWoont NESTOR, 2017). It was very important to identify this target group, since this has led VORM to win the tender. Currently, the motto is changed into 'Live, Life, Love.' (VORM Life, 2018; AmsterdamWoont Life, 2017).

Specifically, for this project the acquisition was based on private tenders from the municipality, with selection criteria based on quality. Quality was formulated as the objective; the establishment of a modern

care complex. Based on VORM's idea, to focus on the 55+ gay-scene, VORM has won the tender. However, during the process it appeared the target group did not fit the project, and this has led to the new brand of the project; Life.



Figure 3.6; Situation of Life in the Houthavens (VORM Life, 2017)

The location, see figure 3.6, is one of the main aspects used in the marketing of the development of Life. The website, brochures and the Facebook page of Life address the qualities of the location and its environment, followed by the qualities of the houses. The care aspect is not mentioned extensively. The timeline sets out the high lights of the development process.



3.3.2.4 Dura Vermeer

Dura Vermeer is a solid and careful builder, located in Rotterdam. Dura Vermeer is active in construction, infrastructure, engineering and services. They develop at own risk, realise and operate projects commissioned by third parties (Dura Vermeer, 2018a).



DURA VERMEER

Figure 3.7; Dura Vermeer Logo (©Dura Vermeer 2018)

Organisation

DURA Vermeer is the result of the merging (1998) of two family businesses in the same sector of industry, but in different segments. DURA started 160 years ago. and was specialised in residential and non-residential building. Vermeer started in 1961 and was at the time of the merging an infrastructure company. The company has approximately 2.500 employees and an annual revenue of more than € 1 milliard. It belongs to the 10 largest building companies in the Netherlands.

It has real estate departments in Rotterdam, Amsterdam, Hengelo and Rosmalen are the same in this mission and goals, but the approach differs per department. Only at Midden-West a sales manager has just joined the department.

Vision

One of the missions of Dura Vermeer is to make “very attractive homes. E.g. comfortable and pleasant housing based on emotions, enjoyment and the feeling of a home” (Dura Vermeer, 2018a; Van Triet, 2018). Within their strategy Dura Vermeer increases, among other things, their focus on digitalization and collaborations in which a good dialogue lies at the basis of their goal; customer intimacy (Dura Vermeer, 2018b). Dura Vermeer states:

- Customer orientation: we listen carefully to your wishes and interests
- Reliable: we keep to our agreement with you
- Connecting: we are cooperators
- Inventive: we look for creative and fitting solutions (Dura Vermeer, 2018a).

3.3.2.5 Type 1: Goudrand



Figure 3.8; Goudrand phase 3 (Goudrand, 2018)

Goudrand is part of the area development Westergouwe in Gouda, see figure 3.8. Since the 80's, Gouda has been interested in the development of a residential area in the Zuidplaspolder. However, the Zuidplaspolder is with an NAP of -6.7m the lowest point of the Netherlands and therefore safety and water management play a major role (Wessels, 2010). In 2015 the construction of the first development started and in 2016 the first residents started living in Westergouwe.

Partnership Westergouwe, consisting of Heijmans, VolkerWessel and the municipality is responsible for the whole development of Westergouwe. In Westergouwe, approximately 4000 houses are going to be developed in 5-6 phases in at least 15 years. Phase 1 (470 houses), see figure 3.9, will be finished at the end

of 2018/start of 2019 (Westergouwe, 2018). Furthermore, Westergouwe consists of public facilities, a large pond and a private nature and recreation area of 45 hectares. Project office Westergouwe is in charge of the marketing and communication of Westergouwe and this agency carries out all joint activities in which it fulfils a portal function (Brand, 2018; Westergouwe, 2018).



Figure 3.9; Area development Westergouwe (Westergouwe, 2018)

By means of personal invitation Dura Vermeer has bought in 2014 a couple of plots from the municipality (Dura Vermeer, 2015). On one of these plots Goudrand is being developed. Goudrand consists of 81 houses and the development process is divided into three phases to spread development risks (Van Triet, 2018). Phase 1 has been completed in May 2017, phase 2 has been completed in December 2017 and currently phase 3 is under construction, see figure 3.10.



Figure 3.10; Plot division Goudrand phase 3 (Goudrand, 2018)

Within this case study the focus is on Goudrand phase 3. Recently phase 3 has been sold out and the construction will be completed in July 2018. Goudrand phase 3 consists of 22 houses, divided in three types, see figure 3.10. Project office Westergouwe and Dura Vermeer both are in charge of the marketing of Goudrand. Dura Vermeer regulates its own project website and Facebookpage and project office Westergouwe is focussed on the marketing of the Goudrand in relation to the marketing of Westergouwe. However, project office Westergouwe supports Dura Vermeer in the execution of the marketing ideas of Dura Vermeer and they have been in charge of the marketing and communication of the sale of Goudrand. (Van Triet, 2018; Brand, 2018; Westergouwe, 2018). The timeline sets out the highlights of the development process.



3.3.2.6 Type 2: Pontsteiger



Figure 3.11; The Pontsteiger (© Pontsteiger 2017)

The Pontsteiger is an important part of the transformation of the Houthaven, see figure 3.11, towards an inspiring residential area. The area encompasses a total of 50,000 m² of facilities, including 2,500 homes, business and office spaces, catering establishments, schools, a hotel and a care center (Pontsteiger, 2018). The housing program of the Pontsteiger consists of 66 owner-occupied apartments and 252 free sector rental apartments, all meant for the high-end sector.

Ontwikkelingscombinatie Amsterdam Arche VOF, a special collaboration between Dura Vermeer Vastgoed and M.J. de Nijs Project development is in charge of the development of the Pontsteiger. These are two family businesses, both of which have already developed and built a large number of prestigious projects in Amsterdam (Pontsteiger, 2018).



Figure 3.12; *Situation of the Pontsteiger in the Houthavens.*

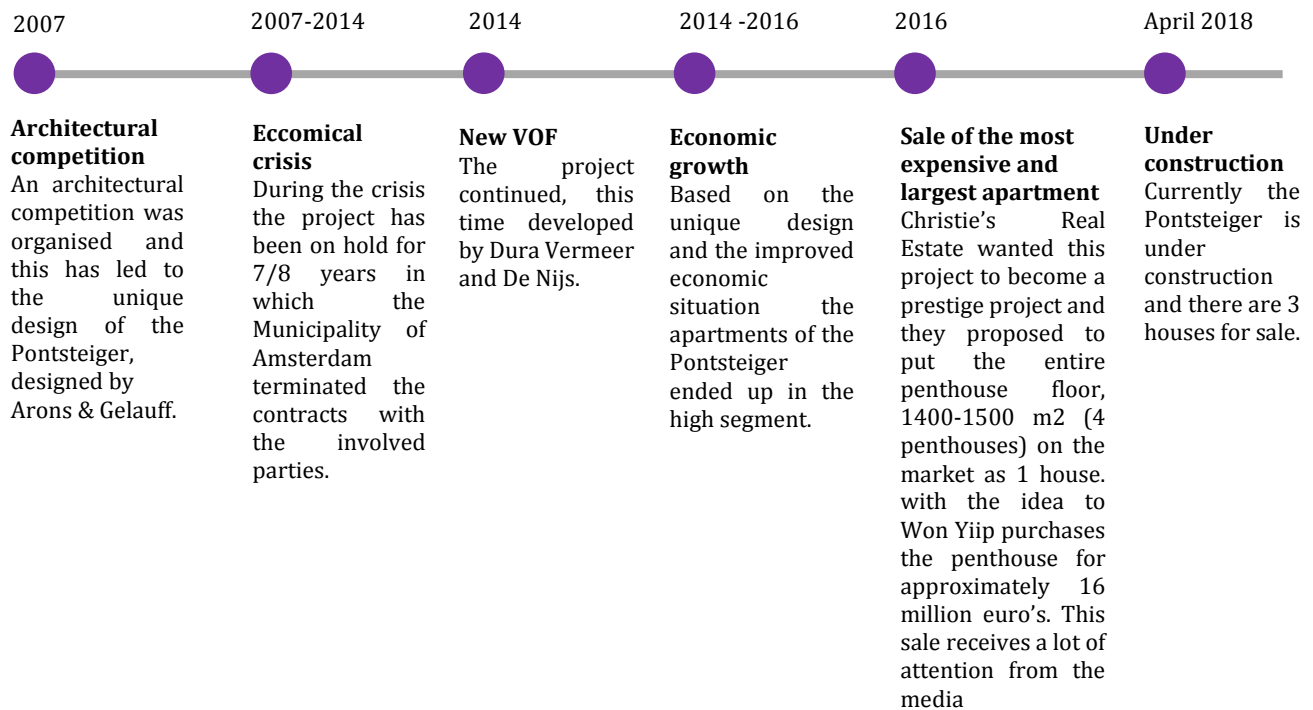
The design of the Pontsteiger is described as spectacular and unique in which the Pontsteiger will be a pioneer in the Houthavens, see figure 3.12 (Koops, 2018). This design was created through an architectural competition, organised in 2007 by the Partnership Bouwfonds MAB, Ymere and Rochdale in collaboration with Westerpark and won by Arons & Gelauff (Architectenweb, 2007). During the financial crisis the project was put on hold the partnership withdrew from the project. Later, the economic market improved and in 2014 Ontwikkelcombinatie Dura Vermeer and De Nijs came to an agreement with the municipality of Amsterdam for the further development of the project (Architectenweb, 2014).

Due to the economic growth, the real estate market in Amsterdam and the prestigious design on a central location the project ended up in the high segment. Based on the high segment, Christie's Real Estate got involved as international, high-end broker to market the owner-occupied apartments. Furthermore, extra services, such as personal assistant Jammers R, a private harbour, interior architects and residential services got included in the program of the Pontsteiger, see figure 3.13.



Figure 3.13; *The private harbour of the Pontsteiger (© Pontsteiger 2017)*

In 2016 the Pontsteiger has gained a lot of media attention through the sale of the largest and most expensive apartment of the Netherlands. The 1440 m² penthouse, with 11,000 euro per m² was dreamed up by Christie's real estate and combines four apartments to one mega penthouse. During the Masters of Luxury show at the RAI convention center. Won Yip saw the project for the first time. Christie's stated there were many foreign buyers in the market, driving up the final selling price. Several celebrities, allegedly including American Hollywood star Brad Pitt, were outbid by the Dutch restaurant tycoon Won Yip (Stolte, 2016). The timeline sets out the high lights of the development process.



3.3.2.7 ERA Contour

ERA Contour is a development and construction company. The headquarter is located in Zoetermeer and ERA Contour is mainly active in the Randstad and especially in places that are not so obvious, such as the more difficult districts and inner-city developments, instead of Vinex-locations (ERA Contour, 2018a; Van den Bos, 2018).



era contour | TBI

Figure 3.14; Logo ERA Contour (©ERA Contour)

Organisation

ERA Contour is part of TBI Holdings, a group of companies that sustainably renew, organise and maintain the built environment. The company has approximately 285 employees and a revenue of ± € 210 million.

Vision

ERA Contour wants to create places where people can live happily. Co-creation is key in this process: working together with all partners and the end user on a transparent basis; in the process of development and realisation (ERA Contour, 2018b). “The customer's wish and the direct consequences for a customer are therefore central to our choices, decisions and activities.” (ERA Contour, 2017). Where other developers focus on generating high revenues as soon as possible, e.g. hit and run developers. ERA Contour prefers to go into the neighbourhood in order to develop quality for the current and new residents (Van den Bos, 2018). In addition, the attention and care for the client are main focus points and development is more than “the realisation of building blocks and cash flows” (Van den Bos, 2018).

3.3.2.8 Type 1: Sprankelveld



Figure 3.15; Sprankelveld (2018)

Sprankelveld is a housing project in Rotterdam Zuidwijk, located on a wide green strip and close to various facilities such as shopping center Zuidplein, the Zuiderpark and Ahoy, see figure 3.15 and 3.16. Sprankelveld is being built on the Brekelsveld, where a completely new residential area will soon arise with spacious single-family homes (ERA Contour Sprankelveld, 2018; Sprankelveld, 2018).

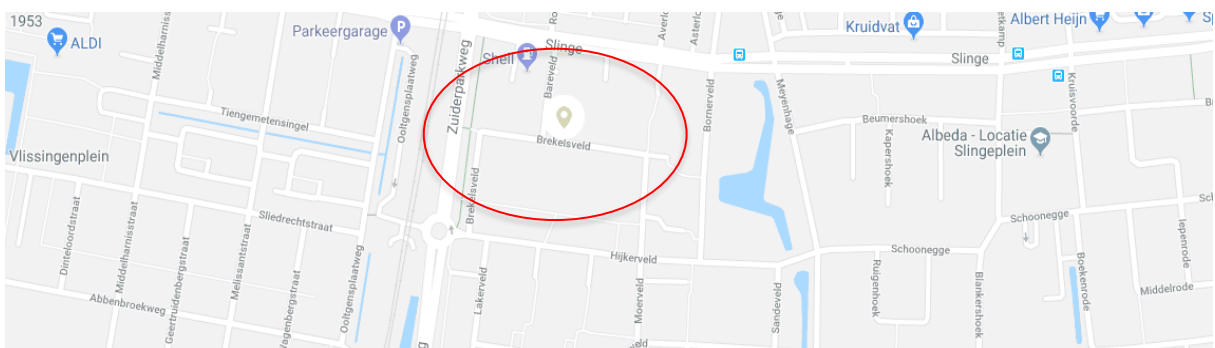


Figure 3.16; The situation of Sprankelveld, adapted from Sprankelveld (2018)

Total housing program consist of 106 row houses, divided in three phases. Phase 1 consists of 36 houses, phase 2 of 37 houses and phase 3 of 33 houses, see figure.... This thesis focusses on the third phase of Sprankelveld. Currently all houses are sold and the construction of phase 3 is under construction. According to Van den Bos (2018) the sale of the 3rd phase was easy. The interested clients, who had been excluded from the first and second phases, were waiting for the next phase. The timeline sets out the high light(s) of the development process.

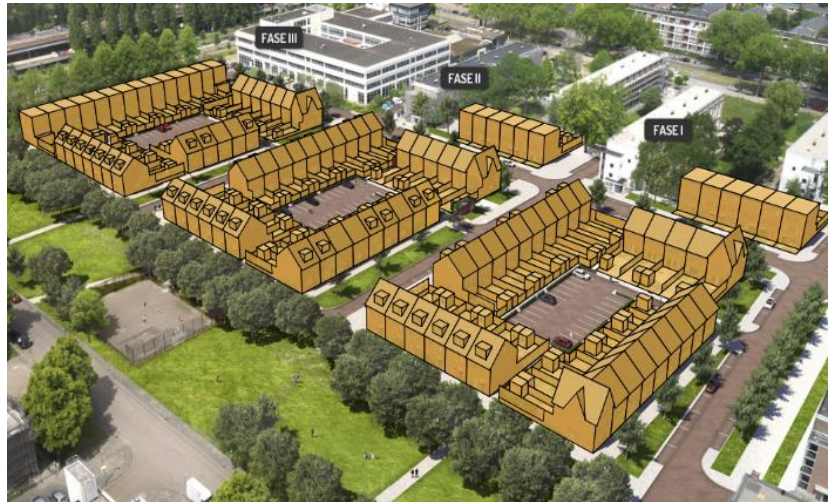
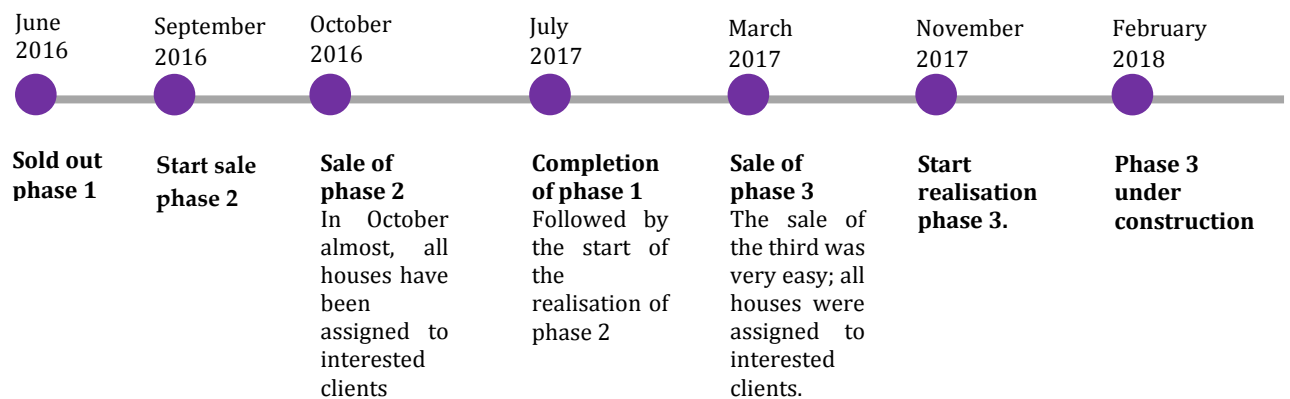


Figure 3.17; The phases of Sprankelveld. (Sprankelveld, 2018.)



3.3.2.9 Type 2: Little C



Figure 3.18; Little C. (2018a)

Little Coolhaven, also referred to as Little C, combines a robust, urban atmosphere with a relaxed and intimate village vibe (Little C, 2018a). Little C is located in Rotterdam, near Hoboken, Het Park, the Erasmus MC and the Kunsthal, see figure 3.19



Figure 3.19; The location of Little C in bird view and as map, adapted form Little C (2018b)

Little Coolhaven, also referred to as Little C, combines a robust, urban atmosphere with a relaxed and intimate village vibe (Little C, 2018b). It consists of rental and owner-occupied lofts and apartments, divided over 15 building blocks, with each their own style and identity, see figure 3.18. Furthermore, public squares designed by landscape architect Cor Geluk, workspaces, facilities and a waterfront park. The style of Little C is “cosmopolitan, raw and cuddly” and Little C is described as New York living in Rotterdam (Little C, 2018c).



Figure 3.20; Public squares of Little C. (2018c).

The fact that this new piece of Rotterdam is popular is evident from the fact that around 200 people participated in the Little C Makers evenings (co-creation sessions) in the autumn of 2015 (ERA Contour Little C, 2018). During the events, attendees were asked for feedback so that Little C could be designed as place where the clients would like to live and/or work. This feedback was collected on the basis of questions in Little C's inspiration book. An online survey was also sent out, which has been completed by more than

120 interested parties. The results of the Little C Makers evenings and the online survey are used in the further development of Little C (ERA Contour Little C, 2018). The timeline sets out the high lights of the development process.



3.3.4 Case study design

Per business level, the empirical findings of the marketing managers and the type 1 and type 2 projects are compared by means of cross-case analysis, see figure 3.21. For the conduction of the case studies, the structuring devise is used, see figure 2.15 in chapter 2.5.

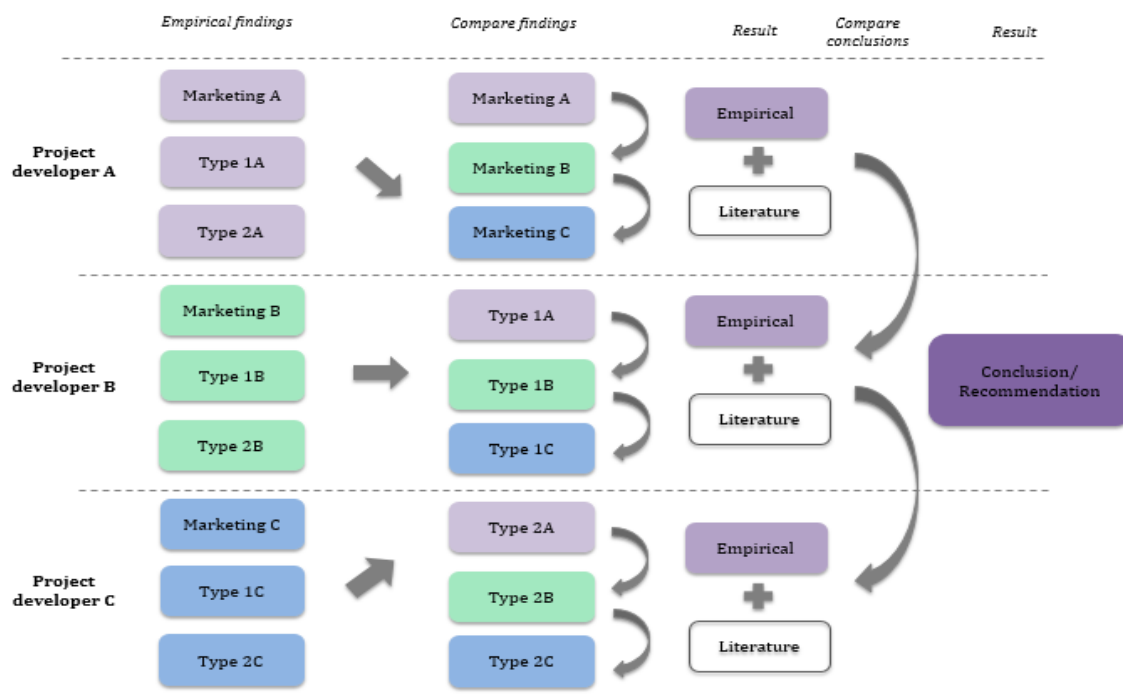


Figure 3.21; Research design of case study method in graduation thesis

In chapter 4, 5 and 6 the empirical research on the case studies is set out

Part 2: Practice

4. Marketing on corporate level

This chapter covers the empirical findings of the case studies focussed on the marketing managers and project developers of Dura Vermeer, VORM and ERA Contour followed by cross case analyses. The aim is to create a better understanding of marketing on corporate level of project developers. This chapter provides insight in the characteristics of marketing on corporate level and indicates the similarities and differences of marketing on corporate level between Dura Vermeer, VORM, ERA Contour and type 1 and type 2 projects.

4.1 Positioning of marketing in the business organisation

In this paragraph the positioning of marketing is set out, based on the business organisations, the importance of marketing and the relation between market demand and marketing by both the marketing managers and the type 1 and type 2 projects. The aim of this paragraph is to give an answer to the first sub question 'In what way is marketing positioned in the business organisation of project developers?'. Table 4.1 addresses case studies of the marketing managers and table 4.2 sets out the relation between market demand and marketing, based on the type 1 and type 2 projects.

4.1.1 Marketing managers

Table 4.1; Marketing managers: the positioning of marketing

4.1	ERA CONTOUR	VORM	DURA VERMEER
Function	Marketing communication specialist	Head of sales strategies – VORMlab	Sales manager
Start date	December 2016	*Since 15+ years	November 2017
Background	Marketing communication agency	Project developer	Marketing communication agency, with a focus on real estate
Department	Since 1 January 2018 there is distinction made between the marketing communication department and corporate communication. Due the amount of work, the marketing department was not able to execute corporate marketing and project marketing. A marketer has been contracted and the marketing department is involved earlier in the development process	After 1 pilot year, VORMlab is January 2018 established. VORMlab is involved to realise the sale process	Dura Vermeer has the ambition to enlarge and professionalise its development branch and they have concluded that demand driven developments lead to better results and more satisfied clients. Location MiddenWest is the first division with a sales manager and my job is to set up the marketing department. Recently a data-analyst has been hired and at the moment we are searching for new employees for our marketing team.
Importance of marketing	Marketing is very important because we develop in more difficult places. We want to let people live in successful places; then we need marketing otherwise we cannot find out how to make to place successful.	We have one project marketing goal, that is to sell the house, as quickly as possible for the highest possible price. With new team we are increasing the focus on our own brand, the VORMhouse, in the sense that if there is a location with multiple developers, clients prefer the VORMhouse because it distinguishes itself from others.	Marketing communication is incredibly important but in most projects, this is overlooked. They discovered that marketing and sales is a profession apart and not the core business of the developer. It is an expertise you cannot outsource and therefore, it is important to add this function into the business organisation.

Market demand versus marketing	The service aspect is derived from the financial crisis. During that period it was very difficult to sell houses and the focus on the end-user increased. Currently, we have to preserve this focus on the end-user and prevent going back to the pre-crisis situation in which 'everything gets sold anyway'. We want to identify ourselves as co-creators in different locations and therefore, even within the current market situation, we continue to improve the focus on the end-user in our working methods.	We want to focus on the end user, but we are taking risks with our development projects and therefore revenues must be realised. Everybody wants what is best for the client, but everyone also wants to make money without disruptions. So, do we want every individual to design their own house or do we prefer housing repetition? In this sense we are specialised in a fast and high-quality product, which generates a high revenue without disruptions during the process. With this knowledge you have to do the best for the customer. So, you should have a clear demarcation of the product and indicate which options they have within this framework.	The sky is the limit isn't it? The fact that some developers believe the current market demand does not require them to focus on the end-user is, in my opinion, misguided arrogance. This because once every 7 or 10 years a crisis occurs which will have effect on you. Besides, I believe that as a developer you have to be proud of what you make and that is only possible if you deliver quality and make people happy. Certainly, in the context of sustainability regulations, it is important to anticipate and not to go beyond the facts. As a developer you cannot stay behind. There are too many small developers who do small-scale projects and big developers who win tenders. You must keep up. There has been a lot of mismatch in supply and demand. Currently, we fortunate the market demand is high. But that is far from true in all areas. And no one has a glass ball but this current market situation cannot continue. I prefer to stay with the 'feet in the clay' and rather focus on the people for whom we develop than think 'it sells itself'. People also pay the highest prices and the price/quality ratio must be right.
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The marketing and communication departments of three project developers, related to development projects, have all been recently established. All three developers have had a marketing and sales manager for less than a year; in one case they are currently hiring new marketing employees. Furthermore, the marketing managers indicate the marketing and communication department is earlier in the process involved.

For ERA Contour, marketing is important, since it is necessary to comply the project with the corporate mission. Within their mission, ERA Contour has a strong focus on the development of 'difficult' areas. In this case study, marketing used to develop successful places for the end-user and therefore, the execution of marketing is aligned with the corporate mission. Van Den Bos addresses "Project development is based on market demand, if there is no market demand, developments do not occur since the houses will not get sold. That is pure marketing." In the business organisation of ERA Contour, the concept department has become very adept in marketing and recently the initiative, marketing and concept departments have been merged into one division (Koole, 2018). Since the financial crisis, the focus on the end-user has increased. As response, ERA Contour business management shifted towards co-creation development process. Even though the current housing market is at pre-crisis level, the focus on the end-user remains. ERA Contour wants to be identified as 'co-creator' and therefore they continue to improve the focus on the end-user in our working methods

VORM states the goal of marketing is to sell the house, as quickly as possible for the highest possible price. The corporate marketing has another focus. At VORM's website, the following mission is set out "What the organisation should do in any case is to opt for a recognizable profile. Show who you are and what you stand for in a credible and consistent way". This is executed on corporate level by the VORM-label, for example VORMfinance, VORMmotica etc.

VORM indicates they want to focus on the end-user, however their main focus is on generating revenues. Within the current market, marketing is used to develop a high-quality product by means of a fast process, without any disruptions. By means of clear communication, clients are provided with information about the guidelines and restriction of the product.

Marketing has become very important at Dura Vermeer. Dura Vermeer has the ambition to enlarge and professionalise its development branch and they have concluded that demand driven developments lead to better results and more satisfied clients. They acknowledge the mismatch in supply and demand in the past.

Within the current context they state they are fortunate that the mismatch will get sold due to the high market demand, but that is not the case in all areas. Furthermore, they can only be proud of their developments if they deliver quality and have made people happy.

4.1.2 Type 1 and type 2 projects

Table 4.2; Type 1 and type 2 projects: market demand versus marketing

4.2	VERDE VISTA	GOUDRAND	PONTSTEIGER
Market demand versus marketing	In the current market we see that the customers are waiting in line and therefore the element of own contribution and individuality is lower. If sales disappoint, we are more inclined to satisfy the client so that he still buys from us. It can almost be described as; put it online and it will get sold. Marketing is used to increase the profit. It is favourable to be able to have a fast sale process with high asking prices and a high return, but it does create a new bubble. The housing shortage is high and the asking prices a gigantic. I do not know when and what the effect will be, but it cannot continue like this. After the crisis in 2008, you saw that the end-user became much more important. That was fun; the focus on seducing and 'massaging' the client.	We are already 160 years old, which means that we also know what the customer wants. For example, we see for years that the customer wants an extension or a larger bedroom. Gradually, we go along with these wishes, but new wishes remain. Understanding the market, that is also an art in my opinion. For example, the houses in Gouda, we thought if we make 80 the same houses they will sell anyway. But I believe that if you can sell your product a bit more, it also works better for the customer, for the scores and for the more and less work.	Compared to the current situation, the market demand was very different in 2004. Due to the growing economy we have been able to raise the house prices along the way. This has resulted in a product for the high-end segment with a corresponding marketing strategy. Now there is a high market demand and we benefit from it.

All project developers address they benefit from the over-heated market. According to Ottermant he current market can almost be described as "put it online and it will get sold". They have a fast sale process, with high asking prices and high returns. However, the downfall of the current market situation is also mentioned. Otterman states a new bubble is created and van Olpen indicates the current market situation cannot continue like this. Furthermore, he acknowledges the current market situation leads to a decrease of contribution and individuality of the client. "If sales disappoint, we are more inclined to satisfy the client so that he still buys from us." Van Triet (2018) addresses "even though the houses will get sold, market knowledge leads to a better development process and higher client-scores". Within the type 2 projects, not much is spoken about the current housing market, asides from the fact that due to the growing economy they have been able to raise the house prices along the way (Koops, 2018).

4.1.3 Conclusion

The aim of this paragraph is to give an answer to the first sub question 'In what way is marketing positioned in the business organisation of project developers?'. The following characteristics of the positioning of marketing in the business organisation can be described.

- Business organisations of project developers have recently established their own marketing divisions. Project marketing has gained more awareness and during the development process, marketing is involved in an earlier stage.
- It can be stated that the company's vision and the corporate identity to a certain extent are reflected in the marketing mission of the development projects. The corporate vision and the corporate identity of Dura Vermeer and ERA Contour is (or in the future will be) strongly focused on the end-user. Therefore, they believe marketing is very important. VORM first focus is on the generation of revenues. Within this mission, clear communication is used the guide and to accommodate the client through the development process. Therefore, marketing is mainly important to sell the houses and to prevent disruptions.

- The current over-heated housing market does not have an impact on the vision of marketing of ERA Contour and Dura Vermeer; their focus on the end-user only increases. On VORM, the current market does influence the project marketing; their focus on the end-user decreases.

4.2 Corporate marketing versus project marketing

In this paragraph the characteristics of the relation between corporate marketing and project marketing are covered. The aim of this paragraph is to provide an answer to sub question two 'What is the relation between corporate marketing and project marketing?'. Table 4.3 indicates the relation between the corporate marketing and project marketing from the perspective of the marketing managers. Table 4.4 sets out the relation between corporate marketing and project marketing from the type 1 and type 2 projects.

Table 4.3; Marketing managers: corporate marketing

4.3	ERA Contour	VORM	Dura Vermeer
Relation between corporate marketing and project marketing	The brand of the project is more important than ERA. We do not develop marketing plans with ERA in the back of our minds, we do not look at that at all. Clients buy a house, not an ERA-product. It is about location and product and not about who develops it. Also, clients buy only 1 or 2 times a house and therefore they are not brand loyalty. Currently, corporate marketing is separate from the projects. Corporate is working on the identity of ERA Contour as a whole.	Corporate marketing is business communication and project communication is used to ensure the project gets sold. And that can be totally different for project A than for project B. Currently, there is no relationship between marketing within the company and marketing within the projects. Ultimately, the goal is always to sell, but in terms of corporate marketing, there can be other objectives than cashflows. In addition to earning money, it is also possible to use the corporate identity in acquisitions or in other plans. That kind of communication is also expressed at VORMCorporate. In 50 projects there is enough to express the identity of VORM. And vice versa, we can use that corporate identity again for new projects.	Project marketing and corporate marketing each serve a different purpose. These are separate from each other. However, there are guidelines for the use of logos, pay-offs and the like, for example for brochures, construction boards etc. However, project marketing is project related
Corporate mission versus project mission	With projects, we look carefully at whether the place fits ERA. There are all kinds of criteria for this. We look closely at whether it strengthens ERA and whether it is an ERA- location.	A choice is made as to whether it fits within the vision, but in the past, it was different. Then we took everything we could get. But now that the company has grown, a choice is made. Small projects are no longer developed by VORM. These are management's choices, which have to do with cash flows. It's a money thing.	The project developers determine if the location fits the company. Every week new locations are discussed. The concept department then sets out the concept of the product.

4.2.1 Marketing managers

The marketing managers of VORM, Dura Vermeer and ERA Contour all state that project marketing has no relations with the corporate marketing, however project marketing can contribute to corporate identity and, vice versa, the corporate identity can contribute to acquisition process of the project. Koops indicates "Project marketing and corporate marketing each serve a different purpose" and Switzar describes corporate marketing as "business communication while project marketing is used to ensure the project gets sold". Furthermore, Van den Bos addresses "the brand of the project is more important than the brand of the company since clients are not interested in the developer but are focused on the product".

However, as previously mentioned, VORM uses labels to enhance its identity, which is part of their corporate vision. Since there are no unique project websites and all clients are visiting the VORMwebsite, they are increasing brand awareness. Therefore, it can be stated the corporate vision of VORM is reflected in their project marketing. Furthermore, the marketing goal of VORM is "to sell the house, as quickly as possible for the highest possible price." On project level this is visible in the sizes of project they develop in which "small projects are no longer developed by VORM".

Within its corporate mission, ERA Contour has a strong focus on the development of difficult locations. The development projects must reflect this mission. With the other project developers there is no significant relation between the corporate vision and the location have been found. However, these companies had different focus points in their mission.

DURA Vermeer aims to develop “comfortable and pleasant housing and living” in which they focus on customer intimacy. This is reflected in the development process and on how important marketing and the end-user are to the marketing manager. This mission is not reflected on project level.

4.2.2 Type 1 and type 2 projects

Table 4.4; Type 1 and type 2 projects: corporate marketing

SPRANKELVELD	LITTLE C	VERDE VISTA	NESTOR/LIFE	GOUDRAND	PONTSTEIGER
There is no relation between the marketing of the project and the corporate marketing.	This project has its own brand. And this brand is way more important in communication than the corporate brand.	The marketing activities are executed from the VORM office with a website and a structure, but the marketing of the project has nothing to do with VORM. Somewhere in the back of the brochure there is a logo of VORMfinance, but the brochure focuses on the Verde Vista. In this sense, branding of VORM is not relevant.	The marketing vision of VORM has no relation with the project. Ultimately, the project always contributes to the brand of VORM, but it is not standard that this is organised. The only corporate marketing is based on news items on the website and press releases at important moments in the project. The only project where marketing is handled differently is in Sluishuizen. That is different because the project is a very beautiful landmark-like thing. That project must really reflect on the brand VORM. E.g. we have to become a stronger brand there, like an icon.	Within this project we used the communication company Westergouwe to create our own community. We wanted clients to buy a Dura Vermeer house and thus a house in Goudrand. We have had a matrix sign next to the A2 that said: 'Houses for Sale, Dura Vermeer, Goudrand'. We have also advertised in newspapers with 'Dura is going to build' and as Goudrand became more familiar, we started to advertise more with that name.	It is not important to use this project for the corporate marketing of the company. Nowhere in the brochure the developer needs to be addressed. This because it is a unique project, in a high segment in which they do not necessarily belong. They are very experienced in complex structures, so in that sense it fits them. But the marketing that they have built the most expensive apartment in the Netherlands does not match with their positioning.

Both in type 1 and type 2 project, the brand and marketing of the project is more important than the corporate brand. The logo's and name of the companies are, besides general press releases, almost not mentioned in the marketing communication, except in Goudrand. In Goudrand the brand Dura Vermeer has explicitly been used in the marketing communication. Their goal was to trigger the client into buying a house of Dura Vermeer instead of another developer, since multiple developers are simultaneously developing houses in Westergouwe. In this sense, corporate branding is used to differentiate from competitors.

Another exception to combine project marketing with corporate marketing is when the development project functions as prestige project or icon. In this case, the project is used to increase the corporate identity. In the case of the Pontsteiger, the opposite happened. Even though this is a prestige project, it did not fit the corporate brand and therefore there was no relation between the corporate marketing and project marketing.

4.2.3 Conclusion

The aim of this paragraph is to provide an answer to sub question two 'What is the relation of corporate marketing and project marketing?'. The following characteristics of the relation between corporate marketing and project marketing can be described.

- The marketing managers and the project developers indicate the corporate marketing and project marketing have no relation, except for the type 1 project of Dura Vermeer and the website of VORM.

- The relation between the corporate vision and the project mission, are characterised in the location, the project size, the type of project and the focus points of the development process. In which prestige projects have an influence on the corporate identity.

4.3 Marketing tasks

In this paragraph the characteristics of marketing tasks in project development are set out. The aim is answer sub question three 'Which marketing tasks are executed by the project developer and which tasks are outsourced?'. Table 4.5 describes the characteristics of marketing tasks with marketing managers and table 4.6 describes the characteristics of marketing tasks with the project developers of the type 1 and type 2 projects.

4.3.1 Marketing managers

Table 4.5; Marketing managers: marketing tasks

4.5	ERA CONTOUR	VORM	DURA VERMEER
Tasks & responsibilities	Currently there are approximately 6 projects in which I am responsible for all the communication. The intensity varies per project phase. The one extreme is where I am responsible for every little detail that is related to the sale of the project, but in projects that are sold out my role is reduced to writing newsletters. During the realisation phase I am responsible for maintaining the relation with clients.	We have to ensure that the product that is being developed is in line with the target group, is sold at the highest possible price as quickly as possible. Our responsibility ends when the last property is sold. That can take a long time, after which we for example have to build a model home. Fortunately, that has not happened in 5 years, but that is also related to the current market.	Based on the positioning of the plan I am responsible for the marketing and sales strategy. My involvement ends shortly after the sales, at the start of the construction phase. Within that period, I monitor in the background whether the agreements with the client and the buyer guidance are still going well and if outstanding issues are being solved. During the construction phase I only go to events.
Expertise & knowledge	We have gained marketing knowledge over time. Another company has conducted research about 4 different lifestyles and the associated fonts, hobbies, etc. This we use to generate a global picture of the target group. During the financial crisis, the former marketing department has not been cut, therefore a lot of experience has remained in this department	We know a lot about the clients through VORMfinance. Their family compositions, their preferences, the choices they have made in the design of their houses, their age, their interests etc. This knowledge is used in new developments.	At my previous work we used a standard marketing briefing, so I still work with that. I have been doing this kind of work for quite some time, so a lot of it is based on knowledge and experience.
Outsourcing of tasks	We show all the initiative, but we do collaborate with experts. For example, publicity agencies for visualisation since it is not my expertise to design logo's and brochures. Sometimes local experts are involved to segment the target group, but most of the work we do ourselves. We have contracts with brokers, but not by means of a tender. Mostly we already know which broker our preference has, based on location or type of product. We use them for advice about the market demand and the *v.o.n. prijs. Brokers are organised to communicate with the clients. If we were to do that, we would receive about 200 calls, which is not feasible. Furthermore, they ensure that the project is placed on Funda and on their own website and they may do some local promotion.	Sometimes in new locations the municipality is involved as advisor and it would be foolish not to use advice for the broker. It was common to use fixed publicity agencies, but nowadays we have gained enough experience to realise which publicity agency fits to types of projects. There is a need for DTP-work. The making of a look & feel and advertisements is fun, but it costs a lot of time and thus money; leading a project meeting generates more revenue.	We collaborate with visualization agencies, copywriters, air photographers, brokers etc. These parties receive a separate marketing briefing, consisting of opportunities & threats etc. Within large projects we often worked together with publicity agencies.
Innovation	-	Currently WhatsApp is used as new communication tool towards the clients. Are we going to exclude the broker and design our communication process in such a way that one event is sufficient in providing information? That will save a lot of money, since the broker receives 1% revenue per house. We are planning on executing a pilot project, with the financial focus on monthly expenses instead of *v.o.n. prices.	There is an internal focus on corporate digitization. This should make it is easier for project developers to market their projects online in an earlier stage and this will benefit the development processes. Currently everybody executes marketing and

		And the use of data is uncommon, which is also something for the future. Especially for the 6D-houses data can be very interesting.	communication in his own way. If someone lacks marketing knowledge it results in nothing that is being done in terms of communication. There many opportunities remain unused.
Marketing with other companies	In this profession you automatically keep up with marketing activities in other industries. Through websites, newsletters, blogs, social media it is not difficult to follow what happens in other industries. At the moment we are focussing on the client. How can we satisfy and amaze them? In this case we have involved Tony Chocology, a company who is specialized in focussing on the client, in order to learn from them and to find out to what extent we need to adjust our processes.	There are collaborations with other companies, such as Sonos and XS4ALL. These collaborations make it possible to upgrade our houses by the use of technology. We look at other branches, for example, to find out if bidding on houses functions as new sales model. Or if it has a negative effect on the sales process. We can learn from companies in other industries. For example, Nike, they make it possible to design your own shoes. With houses this would be more difficult due to building regulations, but facilitate this as an internal process. Or, just like Volkswagen, mark all houses with a VORM-logo and create your own identity.	Now a lot of marketing activities happen online. The car industry is a good example which can be used to learn about digitalisation and offline/online balance. BPD is selling houses online and in other projects have only digital brochures. In some projects in de Randstad this is possible, but in most projects, this will not suffice. Also, someone is buying the most expensive and emotional purchase of his life and all he receives are online documents.

The marketing managers are responsible for all aspects that are related to the sale of the project. The intensity of these tasks depends on the phase of the development process and on the type of the project; 'the start of sale'- phase requires a lot of time and effort compared to the marketing tasks during the construction phase. For VORM, the responsibility ends when the last project is sold. The marketing managers of Dura Vermeer and ERA Contour remain responsible during the realisation phase, even though their involvement decreases.

Knowledge and experience

Most of the research of het marketing managers is based on knowledge and experience. The marketing manager of VORM has experience as project developer and therefore has gained a lot of knowledge and experience on the sales process of housing projects. The marketing manager of ERA Contour previously worked at a publicity agency and has been active in the real estate sector since 2016. During the financial crisis, the former marketing department has not been cut, therefore a lot of marketing experience has remained in this department. The knowledge of the marketing manager of Dura Vermeer is based on her work experience in marketing in the real estate sector. *See appendix Communication strategy. Furthermore, all marketing managers are involved in multiple real estate developments.

Outsourcing

Even though the initiative and most of the work is executed by the marketing managers themselves, extern companies are involved for advice and visualisations. The most common extern parties are publicity agencies and (local) brokers. Publicity agencies are used for DTP (desktop publisher)-work and the (local) broker is involved to provide advice on the housing market, communicate with clients and promote the project on their communication channels. The main reason to involve extern companies is based on efficiency and the lack of expertise; the business organisation of a broker is designed to communicate with 200 interested clients, with a project developer this is not the case.

Innovations

There are several innovations addressed, consisting of different goals and ambitions. VORM has introduced WhatsApp in their communication tools and they are focussing on designing their marketing

communication in such a way the involvement of the broker is no longer necessary. Furthermore, the potential of data is a future focus point and it is planned to execute a pilot project, with the financial focus on monthly expenses instead of sales prices. Dura Vermeer is working on internal corporate digitization, to improve the marketing process in the development projects.

Through websites, newsletters, blogs and social media, it is not difficult for marketing managers to follow what happens in the real estate sector. Furthermore, all marketing managers indicate marketing strategies from companies of other branches are also taken into account. ERA Contour has visited Tony Chocolony to learn how the focus on the end-user can be improved; VORM uses collaboration with technological companies, such as XS4ALL and Sonos to upgrade their products and Dura Vermeer is learning from the car industry and BPD about the digitization and offline/online balance in their communication processes. Furthermore, VORM is also inspired by the car industry in how they mark their vehicles, for example Volkswagen; “mark all houses with a VORM-logo and create your own identity”.

There is learned from other companies and other industries and this knowledge is assimilated in the improvement of the product, development process or internal business processes. The focus on the other companies can be related to the corporate mission; ERA Contour focusses on the end-user, Dura Vermeer on internal marketing process and VORM focusses on the creation of its own identity.

4.3.2 Type 1 and type 2 projects

Type 1:

Knowledge and experience

ERA Contour and VORM base their marketing research on knowledge and experience. Otterman states “there is not a marketing format with guidelines that can be used, it based on expertise and knowledge”. According to Van Triet “a project developer is not expected to understand the market. However, a project developer must know where to obtain advice about the market”. Dura Vermeer has a marketing and communication format which can be used in each development project.

Outsourcing

There are different viewpoints regarding the broker. According to Otterman “the broker is very overrated and is only involved during the sales process”. In which there are currently projects being sold without the interference of a broker. On the other hand, Van Triet states “the local broker is essential for the provision of information.” However, recently Dura Vermeer has installed their own internal broker. This indicates both companies are willing to exclude the broker, however, for Dura Vermeer the advisory role of the broker remains very important.

In the type 1 project, publicity agencies are involved during the development process. There is a fixed publicity agency involved with the 6D housing of VORM and project office Westergouwe has executed many of the marketing ideas of Dura Vermeer.

Table 4.4; Type 1 and type 2 projects: corporate marketing

4.6	VERDE VISTA	NESTOR/LIFE	GOUDRAND	PONTSTEIGER
Expertise & knowledge	We do not use a marketing format with guidelines; it is based on expertise, own insight and logical thinking and it is about teamwork.	We have marketing knowledge, but we lack creativity. Our expertise is based on the product and the target groups. It is our job to find publicity and marketing agency and to contract them to come up with suiting concepts. This has happened early in the process of this project	No developer is expected to understand the market. But you have to know where you can obtain advice about the market. So, with our internal broker, our external broker, Funda and our data guy as market expert. This knowledge you have to use to expand the product and /or make your project saleable. Dura Vermeer has a marketing and communication format which we can apply to our own project.	Within this project, together with a publicity agency, I have made the marketing plan and communication strategy. Nor Dura Vermeer nor De Nijs had some sort of roadmap. Several brainstorm sessions with the steering group and the direction have taken place to retrieve ideas on how to design the sales process. There have also been brainstorm session with other companies, for example the design of the brochures.
Broker	The broker is present in the sales phase. You do not see him before and afterwards. The role of the broker is very overrated. There are also projects in which is worked without a broker; where people buy a house online.	Brokers know of a lot about the market, but a lot of information you can find yourself based on research and experience	It is essential to consult a local broker on the housing market of Gouda. He has a database with income, family compositions, etc. That expertise lies with the broker. For interested clients, the broker provides the first moment of contact. For two years we are the first department with an internal broker. But due to the size of our projects 50% of the work is still outsourced to external brokers. It is very useful to be able to accommodate the first moment of contact intern with someone from Dura Vermeer instead of an external broker.	You ask brokers for marketing information and you obtain information about the possibilities of the location.
Outsourcing of tasks				
LITTLE C: The branding (house style, name, logo etc.) has been created in collaboration with a communication agency. This has taken several brainstorm sessions.	There is a collaboration with a fixed publicity agency. I think a lot of their ideas and advice is also based on knowledge, experience and gut instinct. I wonder if there is any science behind it	Most of the research we conduct ourselves, with recommendations of for example the broker. The publicity agency has been involved in the process for ideas on the brand.	Project office Westergouwe has a portal function and is in charge of the communication and promotion of Westergouwe. In terms of marketing of Goudrand, when we want to post something, Westergouwe takes up the ideas and together with them these ideas are executed. They know how to communicate with the end-users in terms of fonts, colours and styles. Their experience combined with my ideas made it for example possible to publish the inspiration magazine.	We involved a special agency for the visuals. Real estate broker Christie's was at first commissioned to sell all the large properties (250m +) and later in the process Christie's and Brink also sold smaller houses. Christie's is specialized in the high segment and has an international focus. Sense has been appointed as internal broker. They have executed the sales and the buyers' guidance.
Innovation/ other industries		The original target group of this project was age 55+, with people from the gay scene. The publicity agency came with the idea to involve influentials, people with influence on the target group, in the process. With the question whether they wanted to help us, and the gay community, in Amsterdam to realise a place where people can live together in a safe environment. The so-called word-to-mouth.	The inspiration magazine was a quite new idea which I came up with as response on our brochure. The brochure consists of price list, has technical floor plans and you receive construction drawings. Overall it is way to technical and therefore I wanted to create a magazine consisting of atmospheric images, interviews with residents, information about the location and so on. Now, other colleagues use this magazine as format for their own inspiration magazine.	We have had a brainstorm session with Joolz; they sell buggies in the high segment. There are many luxurious projects in which traditional marketing is used or where it is necessary to distinguish yourself. Such as Rolex, which joins other brands (tennis, formula 1). We did the same by joining the Miljonairs Fair, but with Joolz, a quite different product, we wanted to learn how they sell their luxurious products. Their marketing strategy focusses on well-instructed store staff with a high service level, instead of over the top campaigns.

Type 2:

Knowledge and experience

The marketing of the type 2 projects is also based on knowledge and experience and there have not been marketing documents to guide the marketing process. With this type of projects, marketing knowledge has been involved early in the stage. Koops indicates in collaboration with a publicity agency the marketing plan and communication strategy have been established. Furthermore, by means of brainstorm sessions the knowledge and experience of internal employees and external companies has been used to design the sales process. De Haas states "we have marketing knowledge, but we lack creativity. Our expertise is based on the product and the target groups. It is our job to find experts and involve them in the development process." In the marketing process of NESTOR, a publicity agency has been involved to come up with a suitable concept.

Outsourcing

The broker is mainly used for advice. According to De Haas "brokers know a lot about the market, but a lot of information you can find yourself based on research and experience". Koops confirms this by stating "to brokers is asked for marketing information" in which "information about the possibilities of the location is researched by the project developer".

In the projects of ERA Contour, Dura Vermeer and VORM, the branding has been designed in collaboration with a publicity agency in several brainstorm sessions. Little C has had several brainstorm sessions in which, in collaboration with the publicity agency, the brand became more and more specific and detailed. Multiple experts have been involved in the development process of the Pontsteiger; a special agency for the visuals. A broker with a focus on the international, high-end segment and Sense has been appointed for the sales and buyers' guidance.

Innovations

Some new ideas/innovations are found in the type 2 projects. VORM has involved influentials, people with influence on the target group, in the process. De Haas states "influentials were asked by VORM if they wanted to help us, and the gay community, in Amsterdam to realise a place where people can live together in a safe environment. The so-called word-to-mouth." During the development process of the Pontsteiger, a brainstorm session with Joolz (a company that sells buggies in the high segment) has been held. Koops states "the goal was to learn how they sell their luxurious products and to get feedback on their own ideas".

4.3.3 Conclusion

The aim of this paragraph is to provide an answer to sub question three 'Which marketing tasks are executed by the project developer and which tasks are outsourced?'. The following characteristics of marketing tasks executed or outsourced by project developers can be described:

Expertise and knowledge

- All most all marketing knowledge of the marketing managers and the project developers is based on experience. Dura Vermeer is the only developer that works with standardized marketing formats.
- The marketing managers are involved in multiple development projects and therefore their knowledge and experience is transferable.

- It is indicated that marketing is not part of the competences of a project developer. However, it is the task and the responsibility of the project developer to involve the companies that are skilled in the marketing.

Outsourcing

- The main reason to involve external companies is based on efficiency and the lack of internal expertise or manpower.
- The focus on the type of other companies can be related to the corporate mission of the project developer.
- In all projects publicity agencies have been involved in the process, however they had different tasks. Their tasks consisted of the visualizations, the branding and
- The brand of type 2 projects requires more time and effort compared to type 1 projects. Type 1 therefore has standardized marketing process and in type 2 projects external experts are involved
- It differs between the types of projects and how important the broker is. Sometimes this is only an advisor; the other time the broker takes care of all sales. In type 1 projects, both project developers mention the exclusion of the broker. Dura Vermeer however only excludes the external broker and replaces him with an internal broker. In type 2 projects, the broker only has an advisory role.

Innovation

- Other industries are taken as examples to learn more about branding, the end-user, the high-end segment and digitization and innovations are used to improve the internal processes, product and the development process.
- There are a couple of innovations on the communication tools in the development projects

4.4 Conclusion

The aim this chapter was to create a better understanding of marketing on the corporate level of project developers. This chapter provides insight in the characteristics of marketing on corporate level and indicates the similarities and differences of marketing on corporate level between Dura Vermeer, VORM, ERA Contour and type 1 and type 2 projects.

- Marketing becomes more important in the business organisations of project developers. The current over-heated housing market require project developers to improve their sales processes and the marketing organisations need more manpower. Furthermore, the marketing department is a result of the corporate vision.
- The relation between the corporate vision and the project mission, are characterised in the location, the project size, the type of project and the focus points of the development process. In which prestige projects have an influence on the corporate identity.
- Most of the marketing knowledge is based on experience and knowledge.
- There is no relation between corporate and project marketing, however missions are aligned.
- Type 2 projects require more marketing than type 1 projects.
- The main reason to involve external companies is based on efficiency and the lack of internal expertise or manpower.

5. The marketing system in the development process

This chapter provides insight in the characteristics of the marketing system in project development processes. This chapter covers the case studies of the marketing managers and project developers of Dura Vermeer, VORM and ERA Contour followed by cross case analyses. Firstly, it is described what type of product a house is and in the second paragraph the similarities and differences of the marketing process and the development process are set out. In the conclusion the characteristic of the marketing system in project development processes are described.

5.1 The product 'house'

This paragraph focusses on the product 'house'. The aim of this paragraph is to give an answer to the fourth sub question 'What type of product is a house and what is the relation between the product, the location and the client?'. Firstly, based on the interviews with the marketing managers and the project developers the characteristics of the product 'house' are set out. Secondly, based on the marketing managers, type 1 and type 2 projects the characteristics of the relation between the product, the client and the location are described.

5.1.1 Marketing managers and project developers

The aim of this paragraph is to provide an answer to the first part of sub question four 'What type of product is a house?'. Table 5.1 sets out the case studies of the marketing managers and table 5.2 sets out the case studies of the type 1 and type 2 projects.

Table 5.1; Type 1 and type 2 projects: the product house

5.1	ERA CONTOUR	VORM	DURA VERMEER
The product house	<p>A house is a very personal product and is strongly related to the client. Therefore, we want to create a living environment in which clients can relate.</p> <p>A house is both a product and a service. It is a physical product, however it includes the service that the product is designed based on the needs and wishes.</p> <p>A house is product for the rest of your life. Therefore, the decision-making process requires more effort and time. In the end, a house is also just four walls with a roof. The emotion is based on the location and the style of the house. But another project developer can develop the same style as we.</p>	<p>A house is a very special product. A client buys once, maybe twice, in his life a house and it is probably his most expensive purchase. And in new build housing, the client does not even see what the house will look like.</p> <p>A house cannot be compared to toothpaste or cola, of which there are 100 different kinds or it comes from one supplier. It also differs from a car. A car is a physical product; you can see, touch and experience it in a showroom.</p> <p>Personally, I see the development of a house as the creation of a living environment. Your new house will be your future and therefore the neighbourhood needs to be proper as well.</p> <p>As developer you sell a 'future', since the house will outlive the person who buys it. The sales process is intensive and takes a long time in which the client faces many facets. Besides the product, also the location needs to be addressed.</p>	<p>A house is the biggest, emotional sale of a person's life and therefore it should not be treated as online product. A house will outlive you. People live approximately 7 years in the same house, before they make the next step in their 'housing career' (research of BPD). People are often attached to their location and in many neighbourhoods these housing shifts can occur due to supply of different types of houses.</p> <p>A house consists of more than a living room, bedrooms and an attic; it consists of services.</p>

5.1	ERA CONTOUR	VORM	DURA VERMEER
Marketing of a house or another product	The difference between the marketing of a house and other products is based on the duration of the decision-making process. For example, the number of rooms, the size of the house, it must be affordable; the client needs to be ensured of a mortgage etc. The steps and phases of the process are equal, but the process of buying a house demands much more time. Clients have already been looking for a house, this might be for two weeks, but it is also possible clients have been looking for their dream house for two years. Furthermore, with the marketing of a house it is important to put yourself in the position of the end-user. And make sure your communication (text, style, visuals etc.) is aligned with this target group.	Clients do not have knowledge of building costs and therefore the sales process requires clear communication and transparency. This is very important. Clients need to be guided to gain perspective on their wishes and the involved costs. This requires a clear demarcation of the product the options clients have within this framework and clear communication. Within the marketing of the project you need to stand out. It requires a connection with the product and the end-user. The details, such as size and price, of the 6D-houses differ per project, however they attract the same target group. The marketing of the 6D -houses happens in one way. This because these houses get sold anyway and within our marketing all the possibilities of the house are set out. We present the options of the house because we want to prevent withdrawalment of clients whom think their wishes cannot be executed within the 3D framework. By thinking along with the end-user, both parties profit.	The difference between the marketing of a house and other products is the emotion that comes along with the purchase of a house.

Table 5.2; Type 1 and type 2 projects: the product house

5.2	VERDE VISTA	NESTOR/LIFE	GOUDRAND	PONTSTEIGER
The product house	A house is a product in which the client is already interested, the current housing shortage is an example. One is always looking for improved housing, this movement is continuous	Shoes can be bought based on an impulse; a house is not an impulse purchase but is based on emotion. The purchase of a house is based on location and money. Clients buy a house because they are ready for it at that moment.	Currently, we develop houses as products instead of the delivery of a service. In the future there might be focus on circular economy in which houses will be leased instead of sold, but at this moment the market is not ready for that yet.	A house is a product, since it can be bought. But the whole sales process is a service. Within this project the service level was very high compared to regular projects. There have been many contact moments and Sense has guided the client throughout the whole process. This kind of service belongs to the high price range.

Marketing managers and type 1 and type 2 projects

During the interviews it appeared the product 'house' consists of multiple components, of which most of them are related to each other. The following characteristics are mentioned to part of the product house:

- **Emotion**

Clients base their decision to purchase a product on the combination of qualities and specifications of the product. Compared to other products, a house is a very personal product and it is the biggest, emotional purchase a client will ever make. This emotion is based on the location, the house itself and the sales price. Houses are bought for personal future purposes such as marriage, children, divorces etc. and a house is a product for the rest of your life.

- **Tangibility**

A new build house is not tangible until it is realised. This means a client buys the most expensive product of his live, without being able to see, touch or experience it. The rooms in houses all have different functions and therefore a house also consists of services which cannot be physically sold. Furthermore, the purchase of a house consists of more than the four walls and a roof; the clients buy a living environment.

- **Location**

As mentioned above, a client is buying a living environment. The location, the services and facilities in the neighbourhood all contribute to the qualities of the house. People are often attached to their location and

(social) environment and therefore the location is very important quality in the decision-making process of buying a house.

- **Decision-making process**

A house is not an impulse purchase and the purchase of a house mostly happens only once or twice in a lifetime. De Haas (2018) states the decision to buy a house is based on the location and the sales prices. clients Furthermore. clients are already interested in moving before they start looking for a new house. Since the purchase of house comes with a lot of emotion, the decision-making process requires more time and effort than consumer products. In which the sales process is both product and serviced based. The decision-making process of buying a house is, according to Van den Bergh (2018), the same as with other major purchases, such as a car or a wedding. He even states the only comparison between buying a 'easy' product, like a pair of sneakers, and house is based on the assumption that "a house can be seen as product which consist of thousands of other products".

- **Sales process**

Clients are not aware of building costs and therefore the sales process requires clear communication and transparency. It is important to guide clients to be able to gain perspective on their wishes and the involved costs. Furthermore, the sales process requires more effort, time and services than consumer products.

5.1.2 Conclusion

The aspects emotion, intangible, location, long decision-making process and service/sales process are mentioned as characteristics of a house. Besides the product, also the location needs to be addressed and several developers address the location to be just as important as the house itself. Based on the above-mentioned characteristics, figure 5.1 sets out the characteristics of a house. 'The house consists' of the qualities and specifications of the house itself. In this figure it is addressed. besides the house, the location and the sales price are main components of the product house. A developer creates a 'future', since the house will outlive the person who buys it. The sales process is intensive and takes a long time in which the client faces many facets. During the marketing and sales process, the project developer must be aware the decision-making process requires clear communication and services.

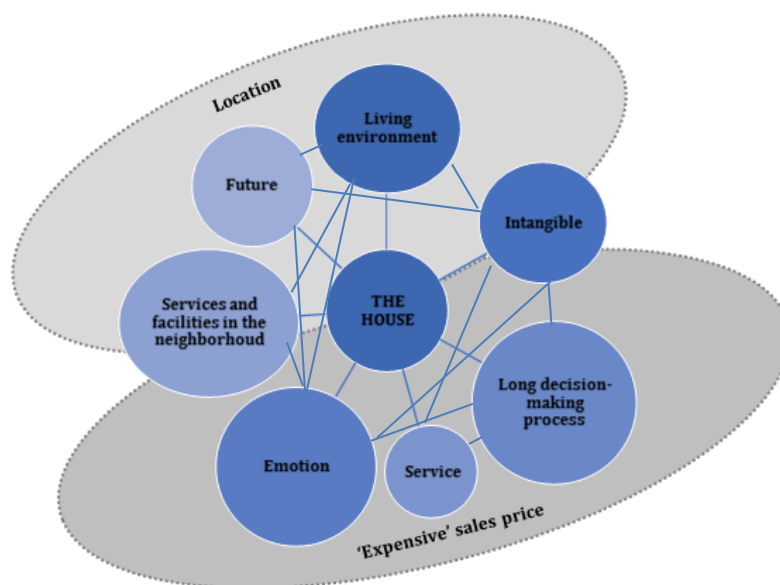


Figure 5.1; Location and sales price are important components of the product house

5.1.3 Marketing managers and type 1 and type 2 projects

The aim of this paragraph is to provide an answer to the second part of sub question four ‘What is the relation between the product, the location and the client?’. The marketing managers and project developers address the following characteristics of these three aspects. Table 5.3 sets out the case studies of the marketing managers and table 5.4 sets out the case studies of the type 1 and type 2 projects.

Table 5.3; Marketing managers: relation between location, product and client

5.3	ERA CONTOUR	VORM	DURA VERMEER
Location	Since we develop in the more difficult locations, the location is the starting point of our research. By visiting the neighbourhoods, we compile the information which we use to design our product.	When you are searching for a house, you start with a location and then you'll find a developer. You do not buy a VORMhouse but a nice house at the location you want to live. The preferred location is based on several characteristics such as the elementary school, the supermarket, family etc. And it is our task to announce the best qualities of the location.	Clients move within a radius of a few kilometres. Therefore, the current residents in the neighbourhood are your ambassadors. When you immerse yourself in their customs / habits, you know what attracts new clients. It is important to point out the specifications of the location. Who is already living there, what there is to do, what are the facilities? People want to identify with these aspects.
Product	The product is derived from research about the location and the target group.	Sometimes, the process starts with the product. By doing so, the model to make money is based on costs and returns. The size of the house determines the price of the house. And the size and price determine who can afford it and who want to live in it. The more square meters, the higher the price.	The start of the marketing process depends on the tender. With parcelled products, the only thing I can do optimize the product.

Marketing managers

In the three cases it is addressed the location is the starting point of the development process. ERA Contour conducts research to find the background information and the deeper meaning of the location. This information is used as the starting point for the development of the product. Hereby, it seems like the development project is used to add quality to current residents as well as to the new clients. Dura Vermeer uses the current residents of the location as ambassadors of the project. Together with the specifications of the location, the ambassadors' lifestyles, habits and preferences are analysed and used as input for the project. During the process it is assumed clients can identify themselves with the product and the location and therefore purchase the house. VORM uses specifications and characteristics of the location, such as facilities and services, determine the quality of the product. These characteristics need to be promoted during the marketing process. In this sense, the location is used to improve the saleability of the development project. The product and the client are derivatives of the location. This can happen in two ways, see figure 5.2;

- The location determines the type of house (by means of the environment). The type of house (size, sales price, quality) determines who can afford it and who wants to live in it, e.g.; the type of client that is going to be interested in the house.
- The location determines the type of client (by means of ambassadors). Based on the type of expected end-users, the type of house is being designed.

Table 5.4; Type 1 and type 2 projects: relation between location, product and client

5.4	VERDE VISTA	NESTOR/LIFE	GOUDRAND	PONTSTEIGER
Location	It does not matter whom develops or owns it, it is about location, location, location. The location is reviewed, and this provides a lot of information about the type of project we should develop. It makes sense to develop row housing if the neighbourhood already consists of row housing. Development of detached houses probably won't be successful; it is that easy.	Early in the process, the tender has already defined the type of product and the type of end-user. In this sense, the product has been there before the location.	Based on the location, together with a local broker research on the housing demand is conducted. This has determined the type of houses of this project.	The product is the house, however the view plays a major role in quality of the house. Furthermore, the central location in Amsterdam also contributes to the value of the product, I would say 70-80% the quality consist are based on the product. However, maybe it is 50-50%, since it is built in the IJ, there are no neighbours and there is an amazing view.
Product	Instead of the focus on a type of end-user, we focus on the type of houses in the existing neighbourhood. The type of housing that fits into this context determines the type of end-use we are going to focus on. So, we attract a target group into a neighbourhood that actually already lives there.	Within this project, based on the tender the product and the target group are identified.	The product has been adapted to the lifestyle of 'Goudenaren'. People from Gouda are modest and introvert and therefore the houses have relatively small front gardens and there are few public spaces.	It started with the building and afterwards the target group was identified. With many projects, the location is often the most important aspect and it does not matter what kind of house there is going to be developed. Just look at Amsterdam. Everything sells, no matter what the house looks like. Here, this could not have happened. The location is good, however the product and the location must be aligned.

Type 1

Verde Vista is part of the area development Meerburg. Based on the zoning plan and urban plan, decisions about the product are established early in the process. Otterman (2018) states "The type of house defines also what type of clients are going to be interested. It does not happen often families with children are buying narrow terraced houses. They buy semi-detached houses or detached houses and there you see no starters again.". Goudrand is part of the area development Westergouwe and in an early stage it was determined Goudrand would consist of family housing. To determine what type of family houses this would be, a local broker was consulted to give advice on the housing demand of Gouda. In this sense, not the end-user nor the location's specifications determined the types of houses, but knowledge of the market demand has been the key principle.

In both projects, the zoning and urban plan determined the specifications of the product. In Goudrand, the market demand played a role in the design of the family housing and in Verde Vista the standard 6D houses have been developed.

Type 2

The tender of NESTOR determined the type of project and the target group and in this sense the location did not have influence on the type of project and client. However, based on the quality of the location (Houthavens, Amsterdam) the sales price of the apartments also are quite high and therefore exclude a part of the market. According to De Haas this part of marketing and real estate project development is quite simple; "single family houses are meant for families and 80% of these buyers are families. At apartments, the price and the size determine who can afford the apartment and the location defines who wants to live there. So, the product and the location need to be united.". The development of the Pontsteiger started with an architectural competition. The shape of the building has been combined with the qualities of the location and this has led to a product for the high segment. The location is important and in the brochure features such as the distance to the supermarket or the local pub, are described. However, according to Koops (2018) "these features will not impact the decision-making process of the client, since they do not apply to this

target group; they do not do their own groceries, or they are well known with the city of Amsterdam.”. Therefore, the focus of the marketing of the Pontsteiger is on the quality of the product. In both of these projects, the process started with specifications of the type of product. The location has allowed the project developers to ask for high sales prices, which excluded a part of the market, however the main focus has been on the product.

Conclusion

According to the marketing managers, the location is the starting point of the development process of a house. However, the case studies reveal the tender has the biggest influence. Urban plans, zoning plans and specification of tenders all establish specification and qualities about the type of product and/or the type of client. The location of the type 1 projects determines a lot about what type of client is going to be interested in the product. The facilities and services in the neighbourhood and the current residents are almost as important as the specification of the house. In the type 2 projects the location has a less significant role; here the focus is on the target group and on the qualities of the product, however the quality of the location has a lot of influence on the sales price of the houses. In this sense, the location is used to increase the sales price of the housing project and thus determine who can afford it.

5.1.4 Conclusion

The aim of this paragraph is to provide an answer to sub question four ‘What type of product is a house and what is the relation between the product, the location and the client?’. The following characteristics of the product house and its relation with the location and the client can be described:

- The product house consists of the specification and qualities of the house and of the quality of the location, The aspects emotion, intangible, long decision-making process and service/sales process are mentioned as characteristics of a house. Besides the qualities of the house, a client bases its decision to purchase a house on the sales price, which must be aligned with the product, and on emotion, see figure 5.2. These components are all related to each other and differ per project and client.
- The relation between the client, the house and the location differs per project and can occur in three ways, see image 5.3. The urban plan, zoning plan and/or the tender is the starting point for the type of product and/or the type of client. If the development is based on an own initiative, the marketing managers indicate the location is the starting point for the development of the product.
- Furthermore, within the type 2 projects, the role of the locations is s less important than in the type 1 projects and these projects focus on the quality of the housing project.

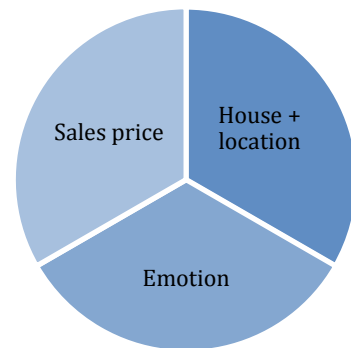


Figure 5.2; Components of the product house.

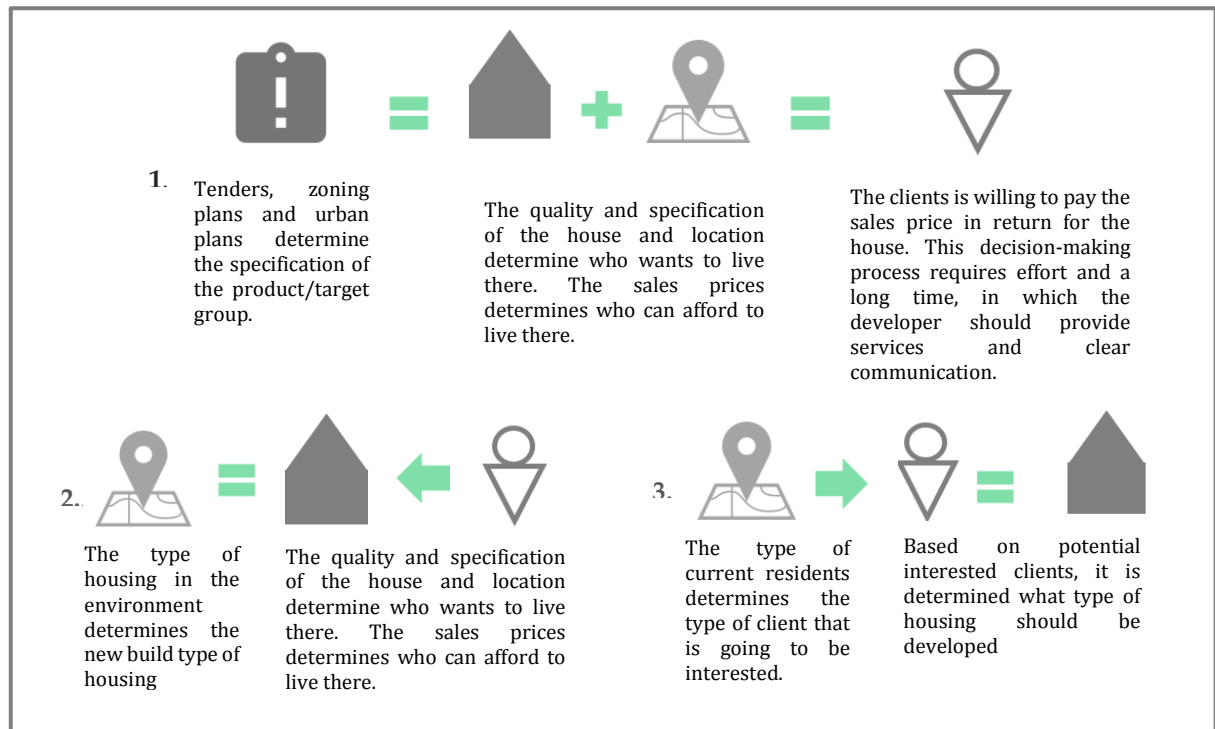


Figure 5.3; Relation between product, location and client

The tender is a very important, since it sets out the specifications of the product and/or the target group, For almost all the projects, this has been the start of the development process and the marketing process, see figure 5.4.

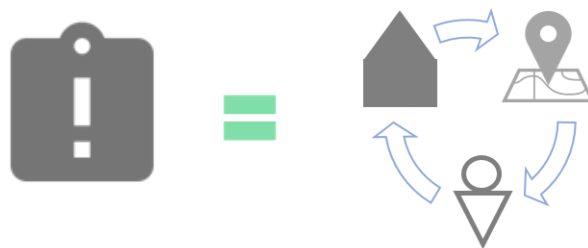


Figure 5.4; Importance of the tender.

5.2 Marketing process and development process

This paragraph describes the marketing process in project developments. The aim of this paragraph is to give an answer to the fifth sub question 'What is the relationship between the marketing process and the development process?'. Firstly, based on the interviews with the marketing managers the characteristics of their marketing processes are set out. Secondly, based on the type 1 and type 2 projects the characteristics of the marketing processes in project development are described. Both the development process and the marketing process consist of multiple phases. The phases of the development process are used as structure for the comparison with the marketing process. At the end of the paragraph the similarities and differences of the marketing system in the development process of type 1 and type 2 projects are described.

Table 5.5; Type 1 and type 2 projects: relation between location, product and client

5.5	ERA Contour	VORM	Dura Vermeer
Initiative phase	Per project it is examined whether the project is an 'ERA-project', Marketing is implemented in the initiative phase. Together with the marketeer, the concept department conducts market research.	The goal of marketing is to sell. The initiative determines the focus points of project and thus the selling points. The concept that derives from this phase is the foundation for the work of the project developer.	The marketing of the project starts as early as possible. Even if there is very little information about the project, during the development process marketing can help to find out what kind of product needs to be developed.
Development phase	The marketing process is related to the development of the product. ERA Contour evaluates during the process whether the predicted lifestyle has also become the actual buyer or whether the product fits the location. Van den Bos indicates during the contact moments with the interested clients it becomes visible what type of end-users has registered and what their wishes and needs are.	Brainstormsessions: review on conceptual plan and creation of look & feel with the broker, publicity agency, VORMfinance and VORMlab. Since it is an early stage, the negative and positive aspects of the product are determined and based on these aspects we know how to sell the project. During the process it becomes visible what works or what does not work; this is mainly visible in the sales speed. The product does not have to be fully developed; in the beginning the website provides information about the location, the amount of housing, the program, the hotspots etc. During the process the amount of information on the website increases and the product becomes more specific, 80% of the marketing strategy of VORM is standard and consists. The final 20% of the marketing strategy depends on the type of project. This part allows you to be creative	Once most of the specifications of the product have been established and the target group has been identified, communication tools can be used to communicate with the end-user. It is possible to conduct analyses based on the interested party. At different times you monitor how the marketing is going and whether it produces the right leads The sales procedure is different in each project. After a sales process, an analysis is carried out about the strengths and weaknesses of the sale
Realisation phase	Marketing and communication remains in the process until the project is completed	The sales advisor guides the client through the realisation process until the project has been realised. VORM has an intern sales advisors however it also occurs an extern sales advisor is contracted.	Closely to the realisation phase the sales advisor gets involved.
Operational	<i>During the operational phase the marketing manager is no longer involved.</i>	<i>During the operational phase the marketing manager is no longer involved.</i>	<i>During the operational phase the marketing manager is no longer involved.</i>

Table 5.7; Type 1 and type 2 projects: relation between location, product and client

5.7	Little C	NESTOR/LIFE	PONTSTEIGER
Initiative phase	The process of Little C has started with a lot of research. All kinds of names have been given to the project and at some point, a publicity agency pitched a brand and house style. These have been tightened 10 more times and at one point the house style and the brand were established. In this way, the entire organisation becomes aware with and grows feeling with the brand 'Little C'.	The concept of the product has been established by means of the tender. The tender consisted of a development plan with a focus on hospitality. Based on their idea, to focus on the 55+ gay-scene, VORM has won the tender with NESTOR.	The initiative of the Pontsteiger is based on an architectural competition, held in 2007 and won by Arons & Gelauff. which resulted in a unique building with the brand Pontsteiger. The shape of the building is designed by Arons & Gelauff. The building envelope is based on this shape and that has ended up in the zoning plan.
Plan development phase	The project is transmitted to the developer after the initiative and concept phase. The project developer makes decisions based on the design, finances, technical drawings etc. There has been a period of two years between the workshops and the start of the sale of Little C. This long period is mainly due to the development of the many details of the entire plan. During these two years the relations with the potential clients needed to be maintained. By means of newsletters, Facebook posts and surveys it is tried to preserve the potential clients. Resulting in them buying a house at the start of the sale.	The involvement of the project developer starts after the initiative phase. During the development phase some alterations to the product have been made, VORMlab is involved to realise the sale process, however the tasks of the project developer is to ensure the sale is organised and that the houses are sold. Early in the development phase of NESTOR, the publicity agency came up with the idea to involve influential; people with influence on the target group, in the process. The involvement of the influentials has led to 38 registrations, which was not sufficient. Therefore, with the publicity agency a marketing campaign in the 55+ gay-scene has been executed.	Within this project and this location, we were the first to develop. Therefore, we used several brainstorm sessions, with other companies as well". The unique ingredients of the Pontsteiger (the building, the high living, the location) were the stimulation to develop something special. We have finetuned and sharpened the product. Then a market price and level of completion was determined, and the product ended up in the absolute higher segment.". During the process the housing market improved We started a collaboration with Christies Real Estate and they created a certain dynamic around the project since Pontsteiger suddenly had the largest / most expensive apartment in the Netherlands
Realisation phase	During the moment of sale and the realisation, the relations with the clients need to be maintained. By means of newsletters, Facebook posts and events the clients are regularly informed.		According to Koops the sales are going slower than expected; "we expected it to be sold within 6-8 months, but it has now lasted 1.5 years. It has a lower turnover rate due to the high price, because we are at the top of the market. An average 9300 € m; that is a pretty high price.". During the realisation phase of the Pontsteiger an external company is responsible for the communication with the clients.
Operational phase	During the operational phase the project developer is no longer involved.	During the operational phase the project developer is no longer involved.	During the operational phase the project developer is no longer involved.

Table 5.6; Type 1 projects: high-lights of the development process

5.6 VERDE VISTA		GOUDRAND
Initiative phase	The municipality has created the zoning and urban plan of the available locations and by means of a tender VORM has been able to purchase several plots of land. The concept department designed a development plan and within this phase many important decisions about the product have been made. Sometimes market research is conducted but this does not happen on a regular basis. Most of the decisions are based on gut feeling and experience	The product, semi-detached houses has been determined in an early stage. The broker knows that the market demand of Gouda
Plan development phase	The housing type (row houses) were tested in the market and the sale disappointed. Therefore, the product was re-designed and a new brochure had to made. It is not evaluated in if the targeted end-user has become the actual buyer. The process of Sprankelveld has been evaluated. These questions focused on communication, process, quality.	During the development phase the product is tested in the market. The semi-detached houses have sold themselves very fast. According to Van Triet there are four moments when a survey is sent towards the clients; "we really do something with these surveys. We attach great importance to these scores, the so-called NPS, net promoter scores."
Realisation phase	During the realisation phase, marketing communication is used to retain the relation with the client. Even though, by contract, the sales advisor and the communication with the client has become the contractor's responsibility, I feel responsible as well. It remains my client, since the client has a contract with VORM.	During the realisation phase the project is passed on to the contractor
Operational phase	During the operational phase the project developer is no longer involved.	During the operational phase the project developer is no longer involved.

A real estate development project can be seen as a temporary business unit. The marketing steps that are aligned with business units consist of the following 7 steps. Ideally, these steps should be present in the development process of a real estate project, however a real estate project functions as a product.

5.2.1 Initiative phase

The marketing process is involved in the initiative phase in several ways. The mission is established and (market) research is conducted.

1. Mission

Based on the interviews with the marketing managers, the missions of the projects are aligned with the corporate missions of the project developers. ERA Contour focusses on co-creation and the creation of value and at the start of their projects it is examined whether the projects fits this corporate mission (Van den Bos, 2018). Dura Vermeer also focusses on the client in their corporate mission and marketing is used to find out what kind of product needs to be developed (Van Olphen, 2018). Furthermore, the mission of a project is to create revenue, and, in this sense, marketing is used to communicate the selling points of a project (Switzar, 2018). The project developers indicate the mission of the project is depended on the type of acquisition, since the acquisition determines the focus points of project. Type 1 projects do not have explicit induvial missions; besides the development of a liveable housing project in return for revenue. However, type 2 projects appear to have a more outspoken missions, for example a focus on architectural quality (Pontsteiger) or on social quality (NESTOR).

2. SWOT- analysis (research)

The concept department determines the specifications of the projects and it appears there is a difference between the research in type 1 and type 2 projects. In type 1 projects sometimes this research is based on SWOT-analysis' and/or market research (Case documents Dura Vermeer; Van den Bos; 2018; Van Triet, 2018). However, this is not always the case, since the type 1 project of

VORM is based on knowledge and experience (Otterman, 2018). In type 2 projects, more effort and time has been put into the research and the establishment of the type of project. The type 2 projects are complex and in the initiative phase branding of these projects already has started. NESTOR is good example and even during the initiative phase of Little C a lot of research has been conducted on what kind of brand this development should get.

3. Formulation of objectives

The objectives of the real estate project are based on the type of acquisition and differ per project. These objectives are translated in the concept and brand of the project; what does the project stand for? The brand of the project is a very important part of the marketing of the housing project and the marketing managers and project developers indicate the specifications and quality of the project are the starting points of the marketing process. According to Switzar (2018) “the negative and positive aspects of the product are determined and based on these aspects we know how to sell the project” and Van Olphen (2018) addresses “once most of the specifications of the product have been established and the target group has been identified, communication tools can be used to communicate with the end-user.”. Branding of the project starts early in the process and mostly in the initiative phase. The brands of type 1 projects are relative obvious. Goudrand is located on the edge of Gouda, Verde Vista is not only the name of VORM’s housing development but it covers the whole area development of Meerburg and Sprankelveld is located near streets Brekelveld, Bareveld, Biezevel and Harseveld. According to Van den Bos (2018) “Sprankelveld is not very exciting in terms of logo and house style. It is pretty simple” and this is also visible in the projects websites and house styles of Goudrand and Verde Vista. The brands of the type 2 projects consist of more effort. The brand Little C seems to refer to the Big Apple, located in Rotterdam. The English and industrial tone and voice provide an idea of the identity of the project. The branding process of Little C, the Pontsteiger and NESTOR all required the involvement of publicity agencies and have taken several brainstorm sessions. The websites, brochures, visualisations and house styles of Little C and the Pontsteiger are designed to create feelings and emotions with the project; to experience it. In the branding of Life this is mostly visible in the brochure, since the website has a standard format.

The concepts that derive from the initiative phase, are the foundation for the work of the project developer in the development phase.

5.2.2 Plan development phase

In all cases, the project developer gets involved during the development phase. At this time, many specifications about the product have been established by the concept department and the task of the project developers is to further execute these plans. The following marketing steps are present during the plan development phase:

4. Development of marketing strategy

The marketing strategy is not very straight forward in these case-studies. The Pontsteiger has a very clear marketing strategy, consisting of project objectives, swot-analysis, branding, marketing communication etc., and the marketing manager of Dura Vermeer has a couple of standardized marketing documents in which these aspects are described as well. However, the other projects lack of documentation about their strategies. The project developers who did not have marketing documents indicated their marketing strategy is mostly based on experience and knowledge.

Based on the interviews and the online documentation, it is possible to retrieve several aspects of the marketing strategy. Such as;

- Extern parties: In all the projects, extern parties are involved during the creation of the marketing strategy. The project developers of the type 1 and type 2 projects are responsible for the whole development process, however most of the marketing tasks are executed by professionals, see table 4.6; outsourcing of marketing tasks. In type 1 projects some of the marketing tasks are executed by the marketing manager or project developer itself however in type 2 projects almost all tasks are executed.
- Sales strategy: Except NESTOR/Life, the projects are all divided in several phases. Otterman (2018) states "the larger the project size, the more clients you need. Once the project size consists of 40 houses or more, the project is divided in multiple phases. If you put everything into the market at once, clients will concentrate on a certain area and other homes will get very difficult to sell". Van Triet (2018) confirms this by stating "by the use of different phases in Goudrand, the risk of not selling the 'unpopular' houses is diminished". Sprankelveld has been developed in three phases. The clients whom missed out on a house in the first and second phase, were waiting for the third phase. According to Van den Bos (2018) this has resulted in a very smooth sales process. Within the type 2 projects, only Little C is being developed in phases (or clusters) and the Ponsteiger and Life have been put into the market as one whole. Worms (2017) indicates "If a real estate project is not built in phases, it will not be sold in phases". This is visible in these projects. Phasing also has a positive effect on the Marketing is used to increase the profit.

5. Creation of marketing programs

The next step after establishing the marketing strategy is the creation of the marketing programs. The marketing programs supports the implementation of the marketing strategy. Similar to step 4. Development of marketing strategy, this step lack of marketing documentation and therefore it is assumed the composition of the marketing programs are based on knowledge and experiences and/or are executed by extern parties.

6. Implementation and 7. Feedback & control

Marketing communication is used to test the product in the market and there is a continuous repetition of feedback & control and adjustment of the marketing strategy and product. In type 1 projects, the project developer writes its own Facebook post or newsletter. In type 2 projects, implementation often is executed by extern parties, such as publicity agencies, brokers and communication agencies, see chapter 4.3 marketing tasks.

Based on the registrations of the client, the project developers obtain information about the potential clients. Westergouwe has built up a database in the last 4-5 years with the preferences of interested customers (Brand, 2018). Van den Bos (2018) indicates during the contact moments with the interested clients it becomes visible what type of end-users has registered and what their wishes and needs are. According to Koops (2018) during the development process the product is constantly finetuned and sharpened and based on the market. According to Otterman (2018) the housing type (row houses) were tested in the market and the sale disappointed and, therefore, the product was re-designed. Brand (2018) indicates in Goudrand the marketing reach has been upscaled, based on the feedback they got from the first marketing communication results. De Haas (2018) addresses the involvement of the influentials has led to 38 registrations, which was not sufficient. Therefore, with the publicity agency a marketing campaign in the 55+ gay-scene has been executed Van den Bos indicates during the contact moments with the interested clients it becomes visible what type of end-users has registered and what their wishes and needs are.

At Life, feedback on the marketing went automatically. However, according to De Haas (2018) "evaluations of projects are not really registered. Little C has not been evaluated yet. During the process of the Pontsteiger there have not been evaluations, since this does not suit the target group. Koops states "we did not have ghost buyers, but we did have people who had lines with both directors who gave quick feedback. And that's what we ask for. These people are mature enough to speak out. We are actually trying to be ahead of the clients. And Sens does this very well, they have a lot of contact with the clients."

Based on registrations of potential clients, the project developers obtain information about their preferences, households, incomes etc. and this allows them to further develop the product. The speed of the sales process indicates whether the products fits the market. In the type 1 projects

5.2.3 Realisation phase

7. Feedback & control

During the realisation phase, marketing communication is used to retain the relation with the client. Otterman (2018) states "good marketing communication is strongly related to capacity and speed; if a client sends an e-mail, the responses take too long". Even though, by contract, the sales advisor and the communication with the client has become the contractor's responsibility, the project developers remain responsible since he entered into a contract with the client. Within the type 1 and type 2 projects, most of marketing communication is executed by extern parties. According to Van den Bos (2018)

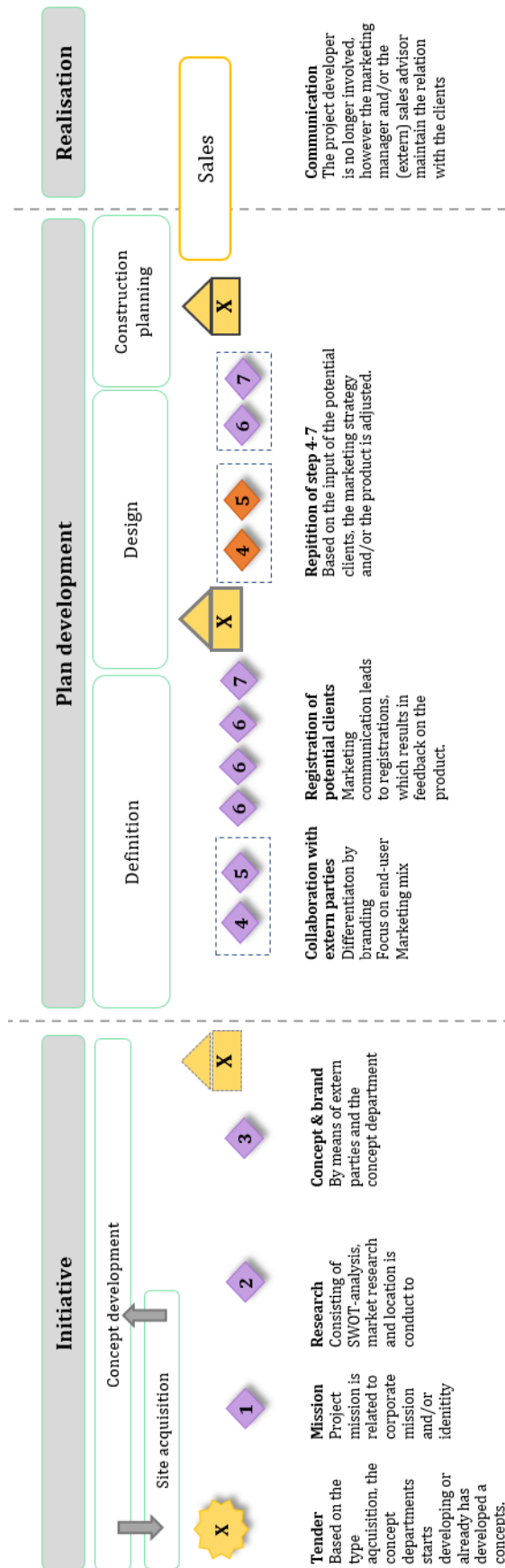
5.2.4 Operational phase

During the operational phase, the involvement of the project developers and marketing managers has ended.

5.2.5 Comparison

Initiative phase

The marketing process of a development project consists of the same phases as stated in literature, however due to the lack of documentation it is not exactly clear what the time-frame between the marketing phases is. Based on the interviews and document analysis, the following timeline has been designed, see figure 5.6. Per project it differs at what point of time this marketing step is executed, however this timeline provides a suggestion of what the process could look like.



- 1 Mission
- 2 SWOT Analysis
- 3 Formulations of objectives
- 4 Development of strategy
- 5 Creation of marketing programs
- 6 Implementation
- 7 Feedback and control.
- 4 Adjustment of strategy
- 5 Adjustment of marketing programs
- X Development process of the product

Figure 5.6; Relation between marketing process and development process.
Based on own interpretation of the case study findings

1. Mission

The mission of the development project is aligned with the corporate mission and/or corporate identities of the project development companies. In the case studies these missions are focussed on; generation of revenues, co-creation and development of quality.

2. SWOT Analysis/ market research

Per project developer it depends whether a SWOT-analysis is conducted. Dura Vermeer has standardized marketing and communication plans in which the SWOT-analysis is part of the document. VORM and ERA Contour execute their marketing based on gut feeling, knowledge and experience.

3. Formulations of objectives:

Branding; all projects have their own brand. The project developers address the brand of the project (look & feel, tone & voice) is the starting point of the marketing and development process.

Plan development phase

Project developers are mostly concerned with implementation of the marketing strategy, see figure 5.7, in which the product repeatedly is tested in the market.

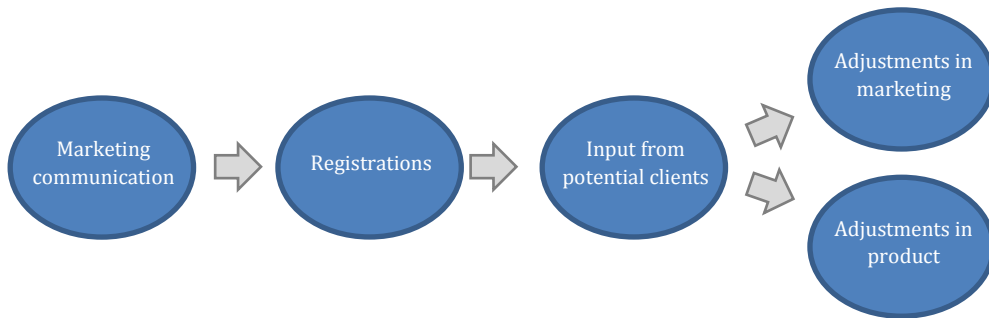


Figure 5.7; Marketing process focused on the registrations

4. Development of strategy.

Not all project developers had an extensive marketing strategy. Especially in the type1 projects, the project developers had no documentation about this part of marketing. In the type 2 projects it is addressed in collaboration with other parties the development strategy is established.

5. Creation of marketing programs:

Identical to step 4, not all project developers had documentation about their marketing programs.

6. Implementation:

In all projects, the marketing communication is executed in collaboration with or by extern parties or the marketing managers. The project developers are concerned with the further development of the plan and especially in the type 2 projects extern publicity and communication agencies carry out the marketing communication.

7. Feedback and control.

Feedback and control is strongly related to the implementation of marketing communication. Based on registrations of potential clients, the project developers obtain information about their preferences, households, incomes etc. and this allows them to further develop the product.

Realisation phase

During the realisation phase, feedback & control is the main marketing activity.

Similarities case studies

- The focus point of the acquisition of a project determine a lot about the product and the end-user and thus about the marketing strategy.
- During the initiative phase, the concept development departments make many decisions that have an impact on the marketing strategy of the project developer.
- The marketing communication is set out as early as possible, even though the product is not concrete.
- Each marketing project has its own problems and opportunities.
- Look & feel is important for the branding of the project is and the marketing strategy.
- All interviewees indicate during the development process, consciously or unconsciously, it becomes clear what the effects of the marketing strategy are. Mostly this is based on the amount of registrations and the type of interested clients.
- The project developer further develops the concept after the initiative phase.

Differences case studies

- The development processes of type 2 projects last longer. This requires more effort in maintaining the relation with the clients.
- Compared to type 1 projects, the initiative phase of type 2 projects has a more intensive marketing process. Establishing the brand of the product is done by a lot of research and more extern experts are involved.
- There is not a resemblance between the ways feedback & control is executed in the case studies of the marketing managers, the type 1 projects and the type 2 projects. Some developers attach a lot of value to evaluations and other developers do not conduct evaluations because this won't lead to new information,

5.2.6 Conclusion

The aim of this paragraph is to provide an answer to sub question five 'What is the relationship between the marketing process and the development process?'. Per development phase the steps of the marketing process are set out. In figure 5.4 these steps are visualized.

Initiative phase

The focus point of the acquisition of a project determine a lot about the product and the end-user and thus about the marketing strategy. Furthermore. during the initiative phase, the concept development departments make many decisions that have an impact on the marketing strategy of the project developer. The initiative phase sometimes lasts a couple of weeks or sometimes 3 months and it is, compared to the other phase, a short phase. The marketing phases consist mostly of the mission, SWOT-analysis and formulation of objectives. Branding and the look & feel are important products of this phase.

Development phase

The development process takes about 1 to 2 years, depending on the scope of the project. Registrations of potential clients are important, since they provide a lot of information. During the development phase the product is mostly tested in the market. A developer is working on all aspects of the project, both legally, financially and technically. In advance it is not taught how marketing should be done, this is learned during practice. The marketing phases consist mostly of development of strategy, creation of marketing programs. implementation and feedback & control.

Realisation phase

During the realisation phase, the marketing communication remains important, however project developers often have little influence on this. Mostly this is executed by external parties. The marketing phase feedback & control is executed during this phase.

Operational management phase

There is no relation between the development process and the marketing process during the operational management phase.

5.3 Conclusion

The aim of this chapter was to provide insight in the characteristics of the marketing system in project development processes. The following characteristics can be described.

- A project developer is mostly concerned with the development of the product and marketing tasks are executed by external companies.
- As developer you sell a 'future', since the house will outlive the person who buys it. Besides the product, also the location needs to be addressed. The sales process is intensive and takes a long time in which the client faces many facets. Furthermore, the aspects emotion, intangible, location, long decision-making process and service/sales process are mentioned as characteristics of a house.
- Branding and phasing are major parts of the marketing strategy.
- Within the type 2 projects, the role of the locations is significantly less important than in the type 1 projects. Type 2 is more concerned with the products and the target group.
- The focus point of the acquisition of a project determines a lot about the product and the end-user and thus about the marketing strategy.
- Depending on type of developer, the market demand can have an impact on the design of the product. A lot of demand results in a standardized house.
- The marketing in the realisation phase can also be a problem; during this phase communication remains very important however project developers often have little influence on this.
- With the focus on the end-user, the project developer has a different approach towards the location compared to the developer who focusses on the product. The project developer that focusses on the end-user, indicates his development is also used to improve the location.

5.3.1 Relation between corporate level and the project level

The aim of this section is to provide an answer to the second part of the main question; 'How is marketing on corporate level related to marketing on project level?'. Per project it differs what the relation between these two levels is. In figure 5.8 it is addressed how marketing can be related. Within their corporate missions, Dura Vermeer and ERA Contour aim for demand-driven development and co-creation and VORM focusses

on an efficient sales process. With the focus on the end-user, these project developers have a different approach towards the location compared to the developer who focusses on the product. The marketing managers that focus on the end-user, indicate information of the location is used to create value for the new and current residents and their development is also used to improve the location for the current residents (Van den Bos, 2018; Van Olphen, 2018). VORM sees the location as one of the main aspects clients base their decision on, and therefore the qualities of the location should be communicated towards potential clients (Switzar, 2018). By doing so, VORM also acts according its corporate mission in which marketing is used to sale the project.

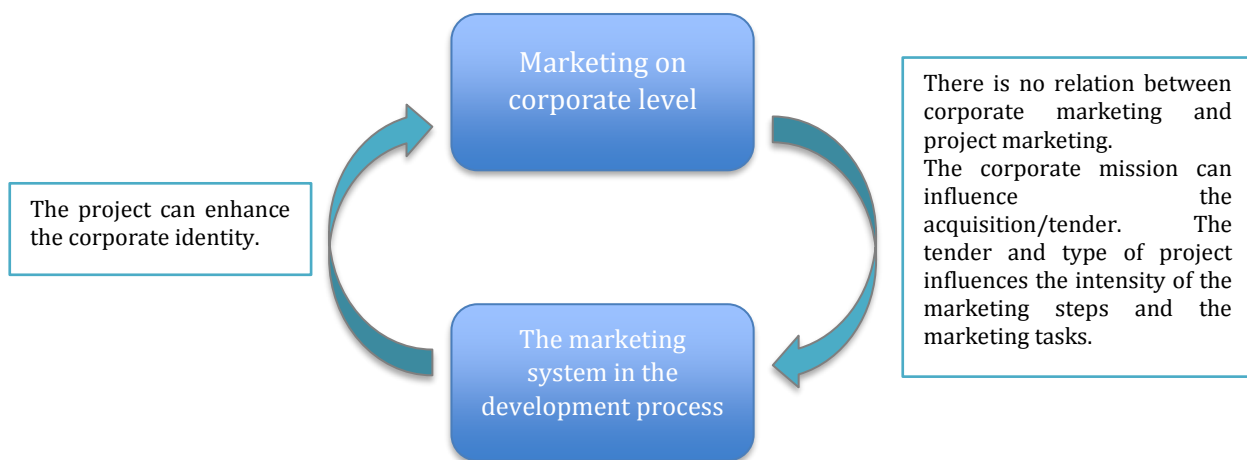


Figure 5.8; Relation between marketing on corporate level and marketing on project level

6. Marketing communication and the end-user

The aim of this chapter is to provide insight in client identification and marketing communication tools in project development processes. In the first paragraph the characteristics of client identification are set out and in the second paragraph the similarities and differences of the implantation of marketing communication tools in the development process are set out.

6.1 Client identification

This paragraph focusses on client identification. The aim of this paragraph is to give an answer to the sixth sub question 'What type of end-users can be identified and in what ways are they identified in project development?'. Firstly, based on the interviews with the marketing managers the importance of client identification and the identification tools are addressed. Secondly, based on type 1 and type 2 projects the similarities and differences of the implantation of client identification in the development projects are set out. Table 6.1 addresses case studies of the marketing managers and table 6.2 addresses the case studies of the type 1 and type 2 projects.

6.1.1 Marketing managers

Table 6.1; Marketing managers: client identification

6.1	ERA CONTOUR	VORM	DURA VERMEER
Importance of identification of end-user	Ultimately, it is always important that you know the target group. Because target groups change constantly. So, if you, as a company know how to communicate with your target group, this contributes to a healthy business. You have to know how communicate with your end-users to discover what the demand of the market is. The end-users are never the same and nor is the location.	A project consists of several types of houses and therefore multiple end-users can be interested. This does not require pigeonholing, but you can attract the intended target group with nice gadgets. As result, this will exclude a part of the clients, but unexpected clients might gain interest as well. Personally, I do not believe in targeting on different lifestyles. Our goal is to sell the houses as fast as possible and it does not matter if they are going to be bought by the red or the blue lifestyle. What matters is the level of quality for the end-user. Therefore, multiple options of the house are provided in which attracts varied target. For example, the provision of different kind of floorplans allows a father with two children but also a family of five to be triggered. In an early stage it.	Identification of the end-user is important, because it provides a lot of information on what type of product there needs to be developed.
Identification tools	Our identification system is based on the lifestyles. We use the four colours (blue, green, red, yellow) to classify different types of end-users. In an early stage of the development process, these lifestyles need to be taken into account because they will have an impact on the product.	During the process, based on registrations it becomes clear what kind of end-user is interested in the project. For the product a certain target group is determined, but this is not based specifically based on lifestyle. If we think elderly will be interested in the product we are going to imagine what the wishes and needs of this target group might be. This is on product level, for example, elderly prefer safety thus we deliver houses with front door camera or extra wide corridors.	Per project, the end user has been specified on the basis of Mosaic analysis, executed by our 'Data-guy'.

According to Van den Bos identification of the end-user remains important since every project has a different target group. She states "a company requires communication with the end-users to discover what the demand of the market is. Knowing how to communicate with your target group contributes to a healthy business.". ERA Contour uses the BSR-model as identification tool. Early in the process the target group is specified, because their input will have an impact on the design of the product. Switzar (2018) states "the goal of VORM to sell the houses as fast as possible and it does not matter if they are going to be bought by the red or the blue lifestyle. What matters is the level of quality for the end-user.". A project consists of several types of houses and therefore multiple end-users can be interested. This does not require

pigeonholing and by the use of multiple design options on the house, various target groups are attracted. There is not a specific identification tool used; during the process, based on registrations it becomes clear what type of end-user is interested in the project. According to Van Olphen “identification of the end-user is important, because it provides a lot of information on what type of product there needs to be developed”. Dura Vermeer specifies the end-users on the basis of Mosaic analysis, executed by their ‘Data-guy’.

6.1.2 Type 1 and type 2 projects

Table 6.2; Type 1 and type 2 projects: client identification

6.2	SPRANKELVELD	LITTLE C	VERDE VISTA	NESTOR/LIFE	GOUDRAND	PONTSTEIGER
Identified end-user	Sprankelveld is a regular development project; a house with a garden, traditional floorplans, in a certain price range and in a certain neighbourhood. With this information you can make an indication of the type client that is going to be interested and how these clients live and organise their homes.	It was estimated the end-users of Little C would belong to the red lifestyle. However, it turned out mainly blue types were interested.	The project is located on the outskirts of Leiden. Therefore, we assumed mostly high-educated Leidenaren would be interested. And that turned out to be true.	The target group was 55+ gay-scene. However, this group turned not to be interested.	The target group was based on the residents of Gouda and the 3 B's (Bergen, Bleiswijk and Berkel en Roderijs). During the process it appeared many clients came from Rotterdam.	The target group is the high-end segment. The asking price determines the target group, we believed this location would attract entrepreneurs, the gay community and the creative industry. We thought there might be an international interest, but only 3 of the 66 houses was sold to an international client. Furthermore, most of the clients are of the age of 55+ or are young entrepreneurs.
Life-styles	-	-	We do not use different lifestyles. VORM has realised clients prefer to participate in the design process. Therefore, we offer a standard product with multiple design options. This is successful, since a lot of clients use these options.	The marketing tools must be aligned with the product and not with specifications of the target group. In the sense that the marketing tools have nothing to do with their age or their current residential location, it is merely based on their lifestyle.	There has not been a focus on a specific lifestyle. Project office Westergouwe has a large datafile and Goudrand is promoted to all of the interested clients.	The BSR-model has been used. The blue lifestyle with a 'red' preference. This type of clientele arrives with their own interior architect.
Importance of identification of end-user	-	-	This is important because you look at where the target groups now live; what are the characteristics of that neighborhood and the houses? And how can we distinguish ourselves (and therefore be better) in our new offering with respect to what they now have.	Within Life, our marketing communication there is not a specific focus on the end-user, since we do not want to exclude any potential clients.	It is partly important. Most important is the alignment of the product, the brand and the tone & voice.	A lot of research has been conducted to be able to determine which target group would be most suitable for the Pontsteiger

In Goudrand, the target group has already been specified due to the existing developments in Westergouwe. All registered clients of Westergouwe retrieved news about the development of Goudrand. There has not been a need to redefine the target group, only the scope of the target group has been extended from Gouda to Rotterdam. This because during the process many clients appeared to come from Rotterdam. According to Van den Bos “Sprankelveld is a regular development project and based on the product it is possible to make an indication of the type client that is going to be interested.”. This information is sufficient in defining a target group. Otterman indicates the focus on the end-user of Verde Vista is based on their current housing locations in which VORM conducts research about the characteristics of these neighborhood and houses.

Otterman did not use different lifestyles, instead a standard product with multiple design options was offered.

With NESTOR, a specific target group, the 55+ gay-scene, has been established at the start of the development process. It was very important to identify this target group, since this has led them to win the tender. However, during the process it appeared the target group did not fit the project, and this has led to a new brand of the project. De Haas states "if you want to put labels on your projects you require a very strong niche market, otherwise it does not work. NESTOR is an example of that.". The analysis afterwards is that for a large part of the group it was seen as stigmatizing, and that the need for the group is actually not there and thus they preferred to buy other items. It is something that everyone says they want, but nobody chooses. Just like being old. Everyone wants it to become old, but nobody wants to be old. With Life the care aspect and the 55+ remained, however De Haas states "there has not been a specific focus on the end-user, since VORM does not want to exclude any potential clients.". With Little C, the target group has been identified as the red-lifestyle, by means of the BSR-model. A lot of research has been conducted to be able to determine which target group would be most suitable for the Pontsteiger. The Pontsteiger became a product for the high-segment and according to Koops the purpose of the research was "to map who exactly is the sub-elite, what excites the sub-elite, where they are, which channels they use and how we can bind them to the project.". The end-user has been identified as the blue-lifestyle by means of the BSR-model.

6.1.3 Conclusion

The aim of this paragraph is to provide an answer to sub question six 'What type of end-users can be identified and in what ways are they identified in project development?'. The following characteristics of client identification can be described:

There are multiple ways to identify the end-user, this can be based on

- Lifestyles, by means of the BSR-model
- Demographic, psychological and lifestyle features, by means of Mosaic
- Geographic features, by means of current residents

There are several perspectives on the importance of the identification of the end-user. Two marketing managers are looking specifically at the preferences of the client and they use this information in the development of the product, while another marketing manager starts with the product and checks which clients are attracted to it. The marketing managers with a focus on the end-user make use of identification tools while the marketing manager with a focus on the product does not make use of tools, since he does not want to exclude any possible clients.

In the type 1 projects there has not been a specific life-style identified. There is a focus on geographic features and the quality of the product and based on these specifications the product is promoted to everyone that might be interested. This might happen since there is a lot of demand for the type 1 projects. There has been paid more attention to the identification of the end-user in the type 2 projects. In two cases, due to the high-segment, the sales market is considerably smaller than the sales market in type 1 projects. Furthermore, the focus on a niche market also requires more effort.

6.2 Marketing communication tools

This paragraph focusses on marketing communication tools. The aim of this paragraph is to give an answer to the seventh sub question 'In what ways are communication tools used during the development process?.'

Firstly, based on all cases studies the marketing communication tools are set out. Secondly, based on type 1 and type 2 projects the similarities and differences of the implementation of marketing communication tools in the development projects are set out, followed by a conclusion.

6.2.1 Marketing managers and project developers

The marketing communication tools of ERA Contour, Dura Vermeer and VORM are set out. The characteristics of marketing communication are based on communication goals, communication tools, budget and the target group. At the end of the three types of case studies, the marketing communication process is summarized in a table.

Communication goals

According to ERA contour and VORM the marketing communication goals are in the same order and are comparable to literature.

Budget

According to Van den Bos (2018) the marketing budget is based on the number of houses and the level of difficulty of the location. "There is an average price of marketing cost per house and this implies that with smaller projects you have to be more creative with your somewhat smaller budget." (Van den Bos, 2018). Switzar (2018) addresses in the development budget marketing costs are included. These costs are based on intuition, experience and knowledge. With the Pontsteiger, relatively speaking, very little money on marketing has been spend. Koops (2018) addresses this type of product and type of target group does not ask for a loud marketing campaign, like Bentley and Porsch. Significantly more budget has been reserved for the sales advisor since "this is a type of product where the clients visits ten times as often and the visits takes twice as long compared to a regular product." (Koops, 2018).

Marketing communication tools

According to Van den Bos (2018) there is not a specific type of communication tool that is only used for a certain lifestyle however "the difference between the communication tool and different types of end-users is visible in the design and tone & voice of the communication tool." VORM, on contrary, does not make differences in the style and voice of their communication since they do not want to exclude any potential client. According to De Haas (2018) the marketing tools must be aligned with the product and not with specifications of the target group, in the sense that "the marketing tools have nothing to do with their age or their current residential location, it is merely based on their lifestyle". Within the marketing communication of VORM. there is not a specific focus on the end-user, since they do not want to exclude any potential clients. The following marketing communication tools have been used during the development processes of the type 1 and type 2 projects:

Website and Facebook

ERA-Contour, VORM and Dura Vermeer indicate the marketing communication starts with a project website and a Facebook page. These mediums are very successful. Mostly, both the website and Facebook are linked to the newsletter. The website comes with a look & feel (Switzar, 2018). With ERA Contour, the goal is to trigger potential clients in participating with the workshops. Therefore, the website and the Facebook page are both important for the distribution of information about the project. Switzar (2018) addresses Facebook campaigns are used to stimulate the clients to visit the website. Facebook targets its users on their interests and therefore Facebook knows how the communicate information about the housing project towards potential clients. By these Facebook

campaigns, potential clients are also stimulated to register for the newsletter. After clients are registered, newsletters are introduced as communication tool.

Type 1: According to Van den Bos (2018) “Sprankelveld is not very exciting in terms of logo and house style. It is pretty simple”. The website of Sprankelveld has a serene layout, which is aligned with the end-user. At Goudrand, the project office knew how to communicate with the end-users in terms of fonts, colours and style (Brand, 2018; Van Triet, 2018). Goudrand has its own website which has a basic design. Verde Vista does not have an individual project website, there is a webpage on the website of VORM that consists of information about the project, but that’s all. Furthermore, all type one projects have their own Facebookpage. On this page, a lot of updates, pictures and other types of articles are posted. It is not allowed for the projects of Dura Vermeer to mention the DURA brand on Facebook and therefore the projects represent its own brand. According to Van Triet (2018) “people often have negative responses on social media and Dura Vermeer does not want to be negatively influenced if, for example, the contractor has caused a delay.”.

Type 2: The layout of the website of Little C is industrial and sturdy and a lot of attention has been paid to the lifestyle. According to Van den Bos (2018) this is part of a project of such a calibre in which “the high-end segment demands a certain style and excellence.” The same goes for the Pontsteiger. in which the website has been designed to “show the project in a subtle way and seduce potential clients” (Koops, 2018). Once clients arrived at their website, it was possible for them to ask specific questions. “That is why relatively few floor plans are shown on the website; we want people to contact us.”(Koops, 2018). Furthermore, the websites of these two projects consist of extra information, such as the history of the location, a livestream with the construction site, articles about the (landscape) architects, all the extra features of the building (s), the quality of the surrounding hotspots. The website of NESTOR/Live includes virtual reality visualisations. E.g. the websites focused on a experience, in which they are promoting the lifestyle that comes along with the project.

The Pontsteiger is the only project without a Facebook page, since this does not fit the high segment target group. However, there is a Facebook page for the rental houses. Just like Verde Vista, Life does not have its own project website, but it has a webpage on the VORM-website. It does have a Facebook page on which most of the updates are posted.

Newsletters

The newsletters are very important and used in all projects. They allow the project developer to get in contact with the clients. By means of registrations, a lot of information about them (their current residence, their family composition) and their needs and wishes is obtained. And this information will be used in the development of the project (Van den Bos, 2018; Van Olphen, 2018). The newsletters are used to provide the potential clients with information and to invite them to events. According to Van den Bos (2018) newsletter can be used to send surveys, invitations for panel meetings and workshops. Furthermore, Van den Bos indicates there was a period of two years between the workshops and the start of the sale of Little C. This long period is mainly due to the development of the many details of the entire plan. During these two years the relations with the potential clients need to be maintained. By means of newsletters, Facebook posts and surveys it is tried to preserve the potential clients. Resulting in them buying a house at the start of the sale.

News articles/ press moment

Sometimes the press moment is the first communication tool towards the end-user. For example, when a project developer has won a tender and there has been a brief press release in a local newspaper. Otherwise, press moment occur after the website and Facebook page have been established. In the type 2 projects this happened more often than in the type 1 projects. Towards an event, advertisements are published in local newspapers. Newspapers have different types of target groups, so the type of end-user depends on the type newspaper (Switzar, 2018).

Type 1: Goudrand and Verde Vista have been promoted in local newspaper in different cities and villages (Brand, 2018; Otterman, 2018). For Sprankelveld this information could not been retrieved.

Type 2: Time and effort has been put into the news articles of the Pontsteiger. In the beginning the goal was to show the project in a subtle way and seduce potential clients through a website and substantive articles in Het Parool. Both the start of the sale event and the 'reach of the highest point' have been published in Het Parool with a substantive article. Furthermore, the architect has been interviewed by AT5. Little C and Life are also published in local papers/news pages.

Forums

Most of the time, the projects are registered at local online forums, such as UtrechtWoont or AmsterdamWoont (Switzar, 2018). Furthermore, all projects have been presented on Funda. The project developer of the Pontsteiger preferred to communicate with its potential clients through their website. And only relatively late, anno 2017, in the process the houses have been published on Funda. The goal was not to save money on broker costs, however according to Koops (2018) "we knew the project the best and therefore we were also able to sell it the best."

Broker

The broker might publish something on his website (Switzar, 2018)

Type 1: The broker is used to communicate with the clients, since that is its expertise and personal sales almost always occur via the broker. (Van den Bos, 2018; Van Triet, 2018). In all the type 1 projects a broker is involved, however Dura Vermeer has started working with an internal broker in one of their departments.

Type 2: With the Pontsteiger, Christie's Real Estate wanted this project to become a prestige project and they proposed to put the entire penthouse floor, 1400-1500 m² (4 penthouses) on the market as 1 house. With the idea to Woon Yip purchases the penthouse for approximately 16 million euro's. This sale receives a lot of attention from the media. Furthermore, there have been zero advertisements, also none in newspapers. However, the Pontsteiger has been published in the magazine of Christie's. In the other projects also external brokers were involved.

Housing event (Dutch translation: woonbeurs)

Type 1: In Goudrand there are no housing events organised and this has also not taken place at the project office. (Van Triet, 2018). For Sprankelveld this information could not be retrieved. Otterman (2018) addressed housing events are very important since hundreds of people visit these events.

Type 2: For Little C the housing event was a very useful; after this event approximately 500/1000 new registrations occurred (Van den Bos, 2018). With the Pontsteiger, the Masters of

Luxury show at the RAI convention center. resulted in the sale of the penthouse; during this event Won Yip saw the project for the first time. During these events, there is a focus on the how potential clients should experience the product.

The start of the sale event

Sometimes the launch of the sale is completely online and sometimes this occurs on an event (Van den Bos, 2018).

Type 1: Van den Bos assumes the start of the sale event this took place at the office of the broker. According to Brand (2018) a combination of events, such as the start of the sale combined with the National Construction Day is a way to attract clients towards your project. In Verde Vista, the start of the sale has not been an explicit moment.

Type 2: The start of the sale event has occurred at Little C and NESTOR, With this Pontsteiger, more attention has been given to this moment. Based on their target group, Koops (2018) addressed they were not sure if this target group was willing to meet their neighbours or if they preferred their privacy. Nevertheless, this event was organised, and it was successful. According to Koops (2018) there is a difference between events in the outskirts and in inner cities: " in the outskirts people come to such events and these events are valuable, but in the inner-city setting is more impersonal."

Panel meetings/workshops

Type 1: In Sprankelveld there have not been panel meetings since this was not necessary with this product (Van den Bos, 2018). Sprankelveld consists of basic houses and these houses do not allow many design changes and therefore clients have very little room to participate in the design process. Verde Vista and Goudrand do not provide information about workshops.

Type 2: Van den Bos (2018) assumes the online campaign attracted a certain type of clients and this resulted in workshops of Little C. Due to the high amount of applications, two workshops have been organised instead of one. Even though not all registered clients subscribed for the workshops, this does not imply the unsubscribed clients lost their interest. During the process, the product has been adapted to the wishes of the end-user and without these panel meetings many of the clients could not have been served. In the Pontsteiger, workshops do not match with the high-end target group. However, based on the personal contact the clients have expressed their wishes and these have been implemented in the design process.

Brochure

Switzar (2018) addresses "A clients' interest in a project is based on the location and an 'unattractive' style of the brochure does not necessarily mean the clients loses interest in the project."

Type 1: The brochure of Sprankelveld is a regular folder. In Sprankelveld there was not a lot of documentation since there were only two types of houses with almost identical floor plans (Van den Bos, 2018). With Goudrand, Van Triet designed an inspiration magazine since she believed the previous documentation was too technical and was not appropriate for potential clients (Van Triet, 2018). The inspiration magazine among other things consists of 'simple' floor plans, articles about the neighbourhood and interviews with current residents. The brochure of Verde Vista provides more information than the project

website. There has not been a focus on a particular lifestyle, however a lot of information about the product and the location is provided.

Type 2: Little C is a development project that belongs to the high-end segment. Therefore, people expect a complete brochure with beautiful pictures (Van den Bos, 2018). The brochure of NESTOR had a rainbow design. The brochure of Life had interviews with current residents. Interested clients can identify themselves with these interviews. The brochure of the Pontsteiger is focussed on the product. There are many visuals of the product by doing so the potential client can 'experience' the house.

Information office

Type 1: The project office in Westergouwe has an information centre. This is the most important communication tool and allows clients to visit and obtain information (Brand, 2018; Van Triet, 2018). Much use is made of this, since 60% of the clients has visited the office before purchasing a house. The project office is the portal function; the Westergouwe website provides general information and refers clients to the website of Goudrand.

Type 2: Little C has been using WareHouse Rotterdam as showroom where clients can see, feel, experience and combine the products and materials for their new home. The Pontsteiger is making use of a model house: According to Koops (2018) this is something special in the marketing communication: "we have completely reconstructed a house, with a high-quality finish on the inside, in order to receive clients". This model helped explaining and visualizing the project and it helped to reassure and unburden people.

Influentials

In NESTOR people with influence on the 55+ target group were involved in the process to provide mouth-to-mouth information. According to Switzar (2018) vloggers are also used in the marketing of projects to positively influence target groups.

Start of construction

This happened in all projects, however with the Pontsteiger paid attention on the safety of the privacy of their clients.

Billboard:

At Goudrand next to the highway a billboard has been placed with the text 'Dura Vermeer is building'. Furthermore, the billboards have not been mentioned except for the fact that the focus of the billboards is on the project and not on promoting the project development company, see chapter 4.2.

6.2.2 Communication tools, communication goals and development phases

First, a website and a Facebook page are used to provide information on the project. The clients' attitude towards can be measured by the amount of registrations on the newsletter.

Secondly, several communication tools can be implemented to provide more information. In type 2 projects it appears more effort and thought has been put into these communication tools, by means of in-depth articles, high quality brochures, less use of Funda, high quality websites, millionairs faire and influentials. The type projects

Once the start of the construction can begin, there is an event on the construction site. The realisation phase takes approximately 9 months. During this period, aside from the start of construction event, the communication mostly consists of newsletters, updates of the website and Facebook posts (Van den Bos, 2018; Van Olphen, 2018; Van Triet, 2018).

Budget: The communication mix is standardized is depends on the budget of the project developer. In the marketing of type 2 projects, more budget has been invested than at type 1 projects. This is mostly based on the type of end-user. In the first phase the marketing requires much more budget than during the last phase. The marketing budget is based on speculations, quotations and experience; marketing budgets of previous projects might provide information. It is also based on quality; high quality requires more investment. However, project developer can also outsource everything.

Experience: The marketing of a house is partly based on the promotion of an experience. By means of the website, the brochures and services the clients have been triggered to buy the house. In type 2 projects, more time and effort is spend on the branding, the website, the brochures and extra marketing communication tools, compared to type 1 projects. In the housing market, communication tools such as model houses, housing events, are used for the experience. Model houses mostly occur in type 2 projects.

Events; In type 1 projects most of t the clients are interested in accompanying the events such as the start of the sale event. In one type 2 project, the clients value their privacy and therefore more thought has been given to the organisation of these events. However, more events are held in type 2 project compared to type 1 projects. Mostly based on the fact more effort has been put into a high segment target group.

The characteristics of marketing communication are based on communication goals, communication tools and the moment of implementation during the development process. Based upon above mentioned empirical findings, the conceptual table from chapter 2.4 is filled in, see table 6.3 and 6.4. In these tables it is visible type 2 uses more and different types of communication tools and that most of the marketing communication takes place during the development phase.

Table 6.3; *Communication tools of type 1 projects*

Communication tool	Type 1 projects	Communication goal	Phase
Promotion	Website	Change in knowledge + Attitude	Development phase
	Facebook page	Attitude	& Realisation phase
	Newsletters	Change in knowledge + Attitude	Development phase
	Brochure	Attitude	& Realisation phase
	Online forums	Change in knowledge + Attitude	Development phase
		Change in knowledge + Attitude	Development phase
		Attitude + Intention to purchase	Development phase
Commercials	Facebook campaign	Intention to purchase	Development phase
Events/exhibitions	Workshops	Intention to purchase	Development phase
	housing event	Change in knowledge + Attitude + Intention to	Development phase
	Start sale event	purchase	Development phase
	Start construction event	Facilitate the purchase	Realisation phase
		Satisfaction	
PR-Marketing	-		
Direct Marketing	Newsletters	Change in knowledge + Attitude	Development phase
	Surveys	Satisfaction	& Realisation phase
		Intention to purchase	Development phase
		Satisfaction	& Realisation phase
Personal sale	Broker	Buyer behaviour	Development phase

	Sales advisor	Satisfaction	Realisation phase
Shop communication	Project office Westergouwe	Change in knowledge + Attitude	Development phase

Table 6.4; Communication tools of type 2 projects

Communication tool	Type 2	Communication goal	Phase
Promotion	Website	Change in knowledge + Attitude	Initiative phase,
	Facebook page	Satisfaction	Development phase &
	Press moment	Change in knowledge + Attitude	Realisation phase
	Newsletters	Satisfaction	Development phase
	Brochure	Change in knowledge + Attitude	& Realisation phase
	Billboard	Change in knowledge + Attitude	Development phase
	Influential/Vloggers	Change in knowledge + Attitude	Development phase
Commercials	Facebook campaign	Branding	Development phase
	Newspaper adds	Change in knowledge + Attitude + Facilitate the purchase	Development phase
Events/exhibitions	Workshops	Intention to purchase	Development phase
	housing event	Intention to purchase	Development phase
	Panel meetings	Change in knowledge + Attitude + Intention to purchase	Development phase
	Start sale event	Intention to purchase	Development phase
	Start construction event	Facilitate the purchase	Realisation phase
Direct Marketing	Newsletters	Satisfaction	Development phase
	Surveys	Intention to purchase	& Realisation phase
Personal sale	Broker	Satisfaction	Development phase
	Sales advisor	Buyer behaviour	Realisation phase
Shop communication	Warehouse Rotterdam	Buyer behaviour	Development phase
Sponsoring	Boys soccer team	Attitude	Development phase

6.2.3 Conclusion

The aim of this paragraph is to provide an answer to seventh sub question 'In what ways are marketing communication tools implemented to reach the end-user?'.

In the initiative phase, all type 1 projects start with a website and a Facebook page and have regular communication tools. In type two projects, depended on target group, not always a Facebook page is created, and furthermore specific marketing communication tools are used. The focus on the end-user is not reflected in what type of tool is used but on how the communication tool is designed to deliver the information.

During the development phase the focus of the communication tools is based on the branding of the product. During this phase, the product is also tested to the market. Tools that are used consist of brochures, newsletters and events/exhibitions.

During the realisation phase sales advisors are involved to communicate with the clients. This is an important phase since it is indicated a lot can go wrong if there is no clear and fast communications. Good communication can lead to satisfied clients and furthermore, this might lead to fewer interruptions during the realisation phase. During the operational management phase, guarantee departments take care of any communication with the clients.

In figure 6.1 an overview of the marketing communication tools in real estate developments is set out. Based on the thickness of the lines, the figure indicates how important these communication tools are.

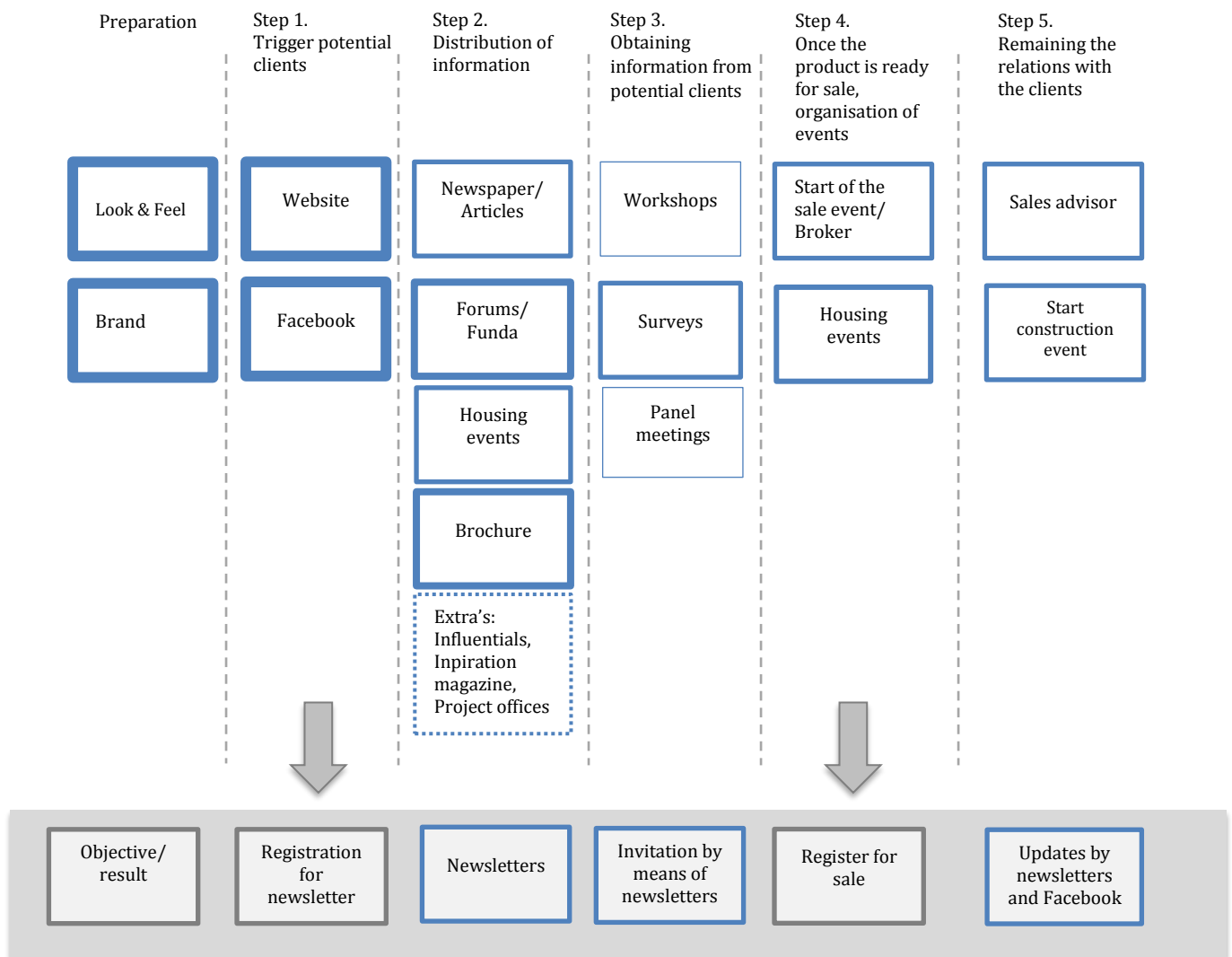


Table 6.1; Communication tools retrieved from case studies

6.3 Conclusion

The aim of this chapter is to provide insight in client identification and marketing communication tools in project development processes.

There are several perspectives on the importance of the identification of the end-user. Two marketing managers are looking specifically at the preferences of the client and they use this information in the development of the product, while another marketing manager starts with the product and checks which clients are attracted to it. The marketing managers with a focus on the end-user make use of identification tools while the marketing manager with a focus on the product does not make use of tools, since he does not want to exclude any possible clients.

Most marketing communication tools are implemented during the development process: The marketing of a house is partly based on the promotion of an experience. By means of the website, the brochures and services the clients have been triggered to buy the house. In type 2 projects, more time and effort is spend on the branding, the website, the brochures and extra marketing communication tools, compared to type 1 projects.

This implementation can be executed by the project developer, however in the case studies it appeared most of the marketing communication is executed by extern parties. A website and a Facebook page are very important marketing tools. Together with newsletters, these tools are used throughout the whole process and they have multiple communication goals. Registrations of potential clients are important, since they provide a lot of information. Therefore, marketing campaigns are used. If this response is too low, the marketing campaigns are upscaled.

In the real estate development projects different types of events occur. The decision to organise an event depends on the type of project and the project mission. If the project development company focusses on co-creation, workshops and panel meetings are organised. If the project developer is increasing its chances to sell the projects, visits to housing events and local gatherings are organised.

During the realisation phase marketing communication is used to provide updates on the construction process and to test whether the clients remain satisfied.

6.3.1 Relation between corporate level, project level and the end-user

The aim this section is to provide an answer the second part of the main question; ‘How is marketing communication with the end-user related to the corporate level and project level?’. Per project it differs what the relation between these two levels is. In figure 6.2 it is addressed how marketing can related.

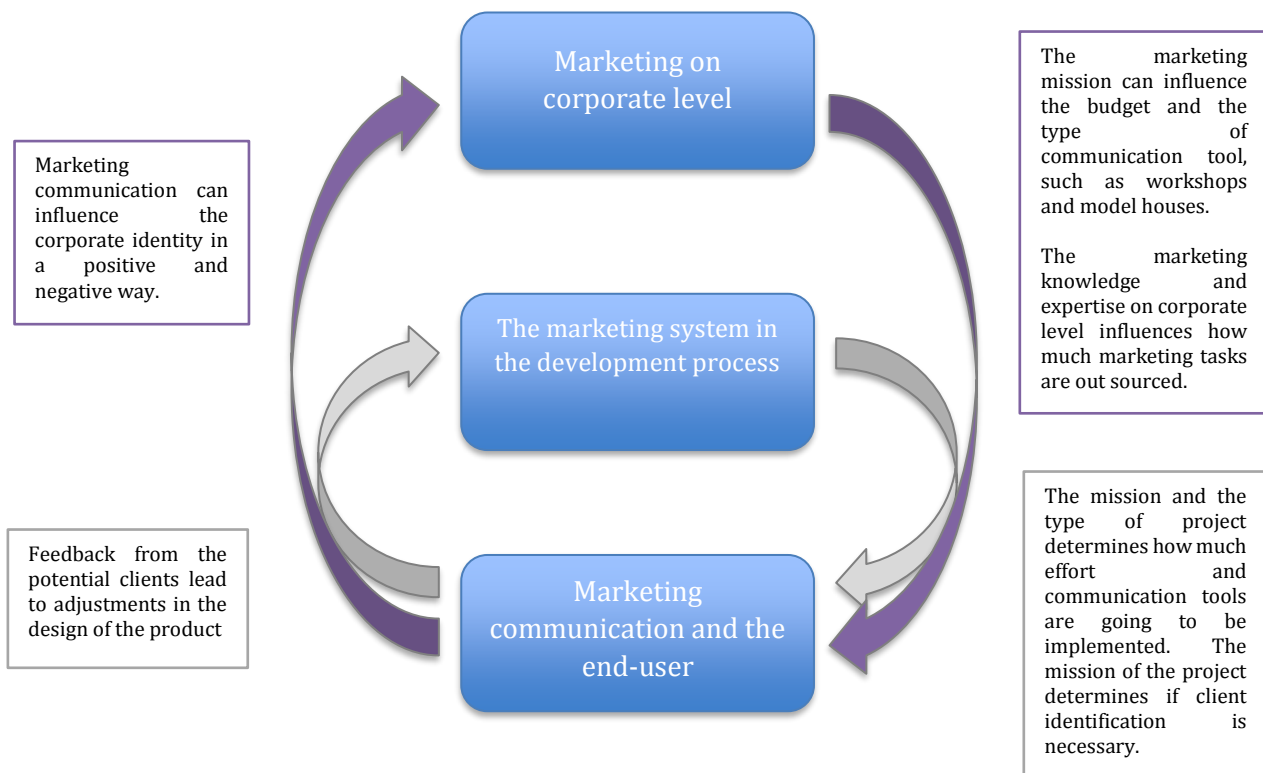


Figure 6.2; Relation between marketing on corporate level project level and the end-user

Part 3: Synthesis

7. Conclusions

In this chapter the synthesis between the theoretical and empirical part of the research is set out. The theoretical framework of chapter 2 is combined with the empirical findings in the case studies of Dura Vermeer, VORM and ERA Contour of chapter 4, 5 and 6. By means of this synthesis of the theoretical and empirical part, per business level the associated sub questions are answered and finally the main question “What are the characteristics of marketing in project development, focussed on the corporate level, project level and the end-user.” is going to be answered as well.

7.1 Marketing on corporate level

The characteristics of marketing on corporate level, conducted from the case studies of Dura Vermeer, VORM, ERA Contour are combined with the theoretical framework of chapter 2.2. The sub questions are focussing on; positioning of marketing in the business organisation, corporate marketing versus project marketing and marketing tasks. In the conclusion the characteristics of marketing on corporate level are set out.

Sub question 1: ‘In what way is marketing positioned in the business organisation of project developers?’

Answer literature review:

According to Kotler & Keller (2010) companies are starting to realise the importance of marketing and besides CEO's and CFO's, Chief Marketing Officers (CMO) are increasingly introduced in business organisations. Empirical research will indicate whether this introduction also occurs in the business organisation of project developers and what the perspective of project developers on the importance of marketing is.

Answer case studies:

The following characteristics of the positioning of marketing in the business organisation can be described.

- Business organisations of project developers have recently (in less than a year ago) established their own marketing divisions. Project marketing has gained more awareness and during the development process, marketing is involved in an earlier stage.
- It can be stated that the company's vision and the corporate identity to a certain extent are reflected in the marketing mission of the development projects. The corporate vision and the corporate identity of Dura Vermeer and ERA Contour is (or in the future will be) strongly focused on the end-user. Therefore, they believe marketing is very important. VORM first focus is on the generation of revenues. Within this mission, clear communication is used the guide and to accommodate the client through the development process. Therefore, marketing is mainly important to sell the houses and to prevent disruptions.
- The current over-heated housing market does not have an impact on the vision of marketing of ERA Contour and Dura Vermeer; their focus on the end-user only increases. On VORM, the current market does influence the project marketing; their focus on the end-user decreases.

Comparison

As stated in literature, the success of a company is strongly related to its marketing capabilities (Kottler & Keller, 2010). This is visible in the business organisations of project developers; all three companies have

recently established separate project marketing departments. Furthermore, they have come to realise marketing should be involved as early as possible in the development process. Thus, during the initiative phase instead of the development phase. An early involvement of marketing leads to an improved sales process, higher quality for the end-users and fewer disruptions during the development process.

Furthermore, marketing is believed to be important because it allows the corporate mission to reflect upon the project mission.

The market demand does have different effects on the project developers focus on the end-user; this focus decreases and turns into a focus on effective sales process or the focus increases.

Sub question 2: 'What is the relation between corporate marketing and project marketing?'

Answer literature review:

Within the business organisation of project developers, the development projects have their own temporary, project team. The enterprise divides the resources within these business units/project teams and every business unit has its own planning, strategy and manager. The execution of a development project requires a marketing plan. According to Kotler & Keller (2010) the mission of the enterprise is reflected in each division and business unit. In this sense, the corporate mission of the project develop should be reflected in the marketing plan of the development projects.

There is a difference between corporate marketing and project marketing. Corporate marketing focusses on communication related to the enterprise or organisation while marketing communication focusses on the products, brands and services of this enterprise (Van Raaij etc.). Corporate marketing is used to positively influence the identity of the company behind the product and corporate marketing does not have a direct sales purposes.

Answer case studies:

The following characteristics of the positioning of marketing in the business organisation can be described.

- The marketing managers and the project developers indicate the corporate marketing and project marketing have no relation, except for the type 1 project of Dura Vermeer and the website of VORM.
- The relation between the corporate vision and the project mission, are characterised in the location, the project size, the type of project and the focus points of the development process, such as the end-user or an effective sales process.
- If prestige and iconic projects fit the corporate identity, they can have an influence on the corporate identity. Vice versa, the corporate identity can be used in the acquisition of project or a tender that fits the company.

Comparison

The scientific difference between corporate and project marketing is also observed in the case studies. The marketing and brand of the project are not related to the project developers corporate branding and in project development the brand of the project is more important than the brand of the company. There are similarities between the corporate vision and the project mission. Depended on the focus of the mission of the company, this mission can be retrieved in the choice of location, the project size or the focus on the end-user.

The relation between corporate identity and product branding is also similar to project development. In the development sector, prestige and iconic can have an influence on the corporate identity and the corporate identity can be used in the acquisition of project or a tender

Sub question 3: 'Which marketing tasks are executed by the project developer and which tasks are outsourced?

Answer literature review:

According to Putman (2010), the main tasks of a project developer are: venture capital in land; venture capital in planning and preparation; concept development; product development; project management; knowledge of the market; marketing knowledge; contract and organise; and network of relations (other actors)

According to Kotler & Keller the tasks of a marketing manager consist of; conduction and analysis of market research occur during the initiative phase; connect with customers; development of strong branding; shaping market supply; delivering value through market channels; communicate value by means of integrated marketing communication and create long-term growth.

Combining these tasks, project developers should be able to execute the following marketing tasks:

The project developer conducts and analyses market research during concept development, connects with customers by means of his marketing knowledge, develops a brand during the concept development, shapes market supply during the product development and delivers this supply through market channels also by means of his marketing knowledge.

However, it is unknown whether project developers communicate value by means of integrated marketing communication and create long-term growth. Furthermore, it is not clear to what extent these tasks are executed by the project developer or if they are partly outsourced to internal colleagues or to external companies. Empirical research might provide more insight in the marketing tasks of project developers.

Answer case studies:

The following characteristics of marketing tasks executed or outsourced by project developers can be described.

Expertise and knowledge

- All most all marketing knowledge of the marketing managers and the project developers is based on experience. Dura Vermeer is the only company in which each project developer can work with standardized marketing formats.
- It is indicated that marketing is not part of the competences of a project developer. However, it is the task and the responsibility of the project developer to involve the companies that are skilled in the marketing.

Outsourcing

- The main reason to involve external companies is based on efficiency and the lack of internal expertise or manpower.
- The focus on the type of other companies can be related to the corporate mission of the project developer.
- In all projects publicity agencies have been involved in the process, however they had different tasks. Their main tasks consisted of the visualizations and the branding. There are publicity agencies that are specialized in real estate projects.
- The brand of type 2 projects requires more time and effort compared to type 1 projects. Type 1 therefore has standardized marketing process and in type 2 projects external experts are involved.
- It differs between the types of projects and how important the broker is. Sometimes this is only an advisor; the other time the broker takes care of all sales. In type 1 projects, both project developers mention the exclusion of the broker. Dura Vermeer however only excludes the external broker and replaces him with an internal broker. In type 2 projects, the broker only has an advisory role.

Innovation

- Other industries are taken as examples to learn more about branding, the end-user, the high-end segment and digitization and innovations are used to improve the internal processes, product and the development process.
- There are a couple of innovations on the communication tools in the development projects

Comparison

The marketing tasks of the literature review are executed by project developers in the following ways;

Development of marketing strategies and plans;

Not all developers had a marketing strategy and plan; most of the marketing is based on experience and knowledge. In one type two case the project developer created (in collaboration with extern experts) a marketing strategy. Furthermore, if present, the marketing manager or extern parties created the marketing strategies,

Conduction and analysis of market research

In type two projects, there is more in-depth market research executed, mostly compared with extern advisors. Type 1 projects are based on experience, knowledge and intuition. The broker has different functions, in some cases his market research sets the basis of the project and in other cases the project developer is one of the advisors.

Connect with customers

In type two projects, there is more in-depth market research executed, mostly compared with extern advisors. Type 1 projects are based on experience, knowledge and intuition. The broker has different functions, in some cases his market research sets the basis of the project and in other cases the project developer is one of the advisors.

Development of strong branding

The development of branding is almost always outsourced to publicity agencies.

Shaping market supply

This is the task of the project developer.

Communicate value by means of integrated marketing communication;

Communication is executed by several parties. In type 1 projects this is mostly conducted by the project developer or the marketing manager. In type 2 projects external experts are responsible for the communication.

Create long-term growth

It is not visible how project developers create long-term growth. Probably this does not happen in the marketing of project development, since development projects have a temporary life-span.

7.1.1 Conclusion theme 1

The characteristics of marketing on corporate level can be described as;

- The position of marketing in the business organisation is becoming increasingly important.
- The corporate vision is reflected in the development project, however there is no relation between corporate and project marketing, in which the brand of the project is significantly more important.
- It is indicated that marketing is not part of the competences of a project developer and many of the marketing tasks are based on experience and knowledge and involve external parties.

7.2 The marketing system in the development process

The characteristics of the marketing system in development processes conducted from the case studies of Dura Vermeer, VORM, ERA Contour are combined with the theoretical framework of chapter 2.3. The sub questions are focussing on; the product 'house' and the relation between the marketing process and the development process. In the conclusion the characteristics of the marketing system in development processes are set out and the similarities and differences between marketing in corporate level are addressed.

Sub question 4: 'What type of product is a house and what is the relation between the product, the location and the client?

Answer literature review:

A house is a type of product which cannot be compared to a regular consumer good. It is a speciality good, with a long lifetime. Therefore, personal sales and services should be the main communication tools in the housing market. (Van Raaij) Clients have wishes and needs and the tasks of the marketer is to provide these needs by developing a product that adds value to the client. (Kotler & Keller) A client bases his decision to purchase the product based on the combination of the qualities and specifications of the product, the quality of the service and the fairness of the price. Menger (2015) also addresses the potential and the specifications of the location determine the saleability and the define the target group. According to the literature, the clients have a need for shelter and the project developer should respond to this by developing new housing projects. Besides the house, location plays a role in the quality of the housing project.

Answer case studies:

The following characteristics of a house and the relation between the house, the project developer and the client can be described:

- A developer sells a 'future', since the house will outlive the person who buys it. Besides the product, also the location needs to be addressed. The sales process is intensive and takes a long time in which the client faces many facets.
- The aspects emotion, intangible, location, long decision-making process and service/sales process are mentioned as characteristics of a house.
- With the focus on the end-user, the project developer has a different approach towards the location compared to the developer who focusses on the product. The project developer that focusses on the end-user, indicates his development is also used to improve the location.
- Within the type 2 projects, the role of the locations is significantly less important than in the type 1 projects.

Comparison

As is stated in the literature review, a house is a type of product which cannot be compared to a regular consumer good. It is a speciality good, with a long lifetime and personal sales and services should be the main communication tools in the housing market. This theoretical framework is confirmed by the interviewees and the aspects emotion, intangible, location, long decision-making process and service/sales process are also mentioned as characteristics of a house

The tender is a very important, since it sets out the specifications of the product and/or the target group. In almost all the projects, this has been the start of the development process and the marketing process.

With the focus on the end-user, the project developer has a different approach towards the location compared to the developer who focusses on the product. The project developer that focusses on the end-user, indicates his development is also used to improve the location. The project developer that focuses on the product, indicates the marketing is mainly used to improve the saleability of the product.

Sub question 5:

'What is the relation between the marketing process and the development process?'

Answer literature review

The literature review did not specify a specific relation between the marketing and development process. This conceptual model of the literature review is used to analyse the empirical finding of the case studies, see figure 2.8.

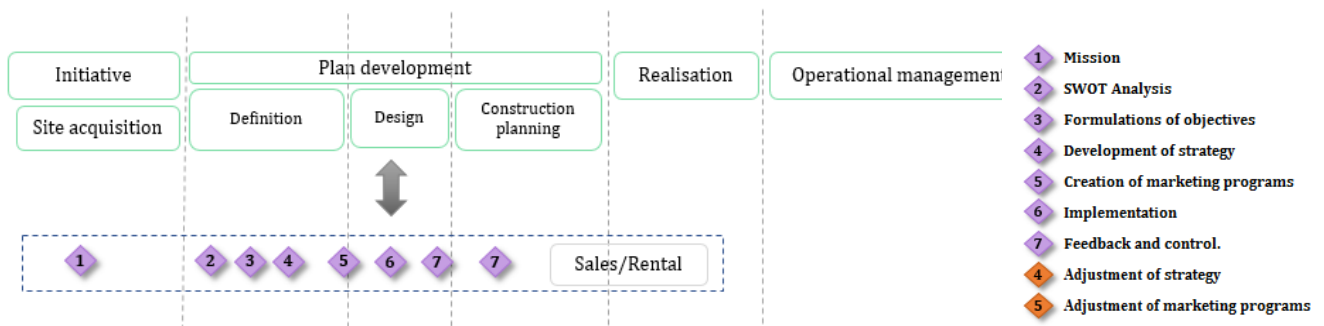


Figure 2.8; Conceptual model of marketing and development process

Answer case studies:

In figure 5.6, the relation between the development process and the marketing process is set out.

Initiative phase

The focus point of the acquisition of a project determine a lot about the product and the end-user and thus about the marketing strategy. Furthermore. during the initiative phase, the concept development departments make many decisions that have an impact on the marketing strategy of the project developer. The initiative phase sometimes lasts a couple of weeks or sometimes 3 months and it is, compared to the other phase, a short phase. The marketing phases consist mostly of the mission, SWOT-analysis and formulation of objectives. Branding and the look & feel are important products of this phase.

Development phase

The development process takes about 1 to 2 years, depending on the scope of the project. Registrations of potential clients are important, since they provide a lot of information. During the development phase the product is mostly tested in the market. A developer is working on all aspects of the project, both legally, financially and technically. In advance it is not taught how marketing should be done, this is learned during practice. The marketing phases consist mostly of development of strategy, creation of marketing programs. implementation and feedback & control.

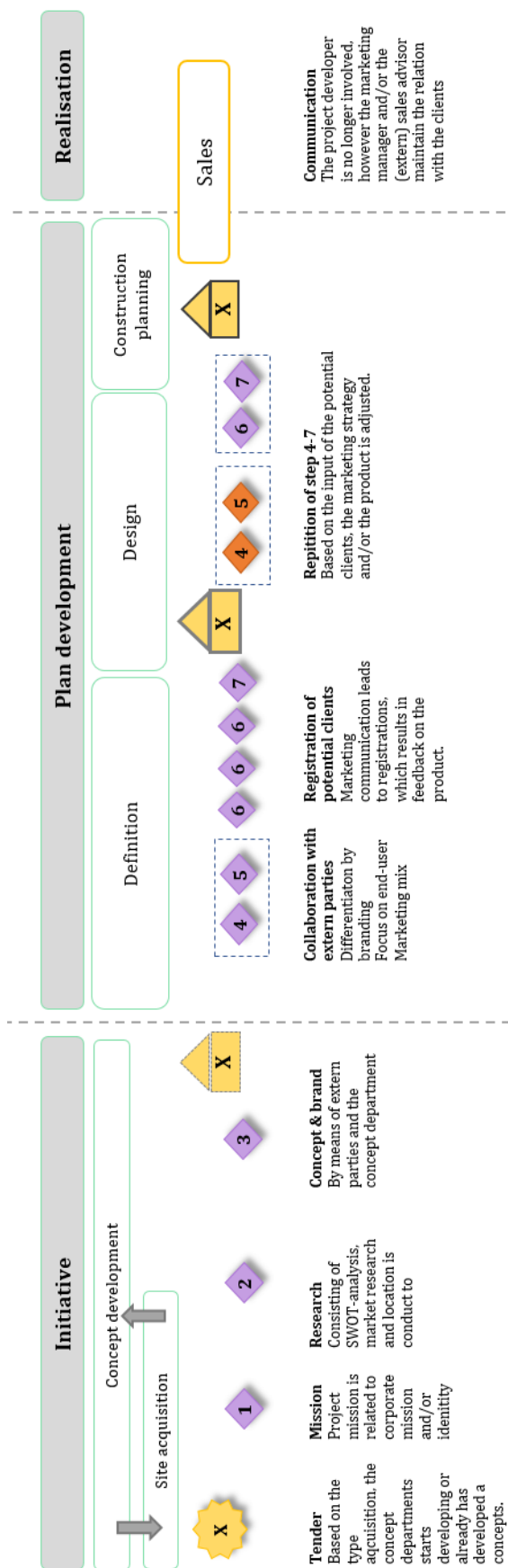


Figure 5.6; Relation between marketing process and development process.
Based on own interpretation of the case study findings

Realisation phase

During the realisation phase, the marketing communication remains important, however project developers often have little influence on this. Mostly this is executed by extern parties. The marketing phase feedback & control is executed during this phase.

Operational management phase

There is no relation between the development process and the marketing process during the operational management phase.

Comparison

The initiative phase consists of step 1-3. Branding and the look & feel are important products of this phase. During the plan development phase, a project developer is mostly concerned with the development of the product and marketing tasks are executed by extern companies. Step 4-7 occur during this phase and it is assumed step 4-5 are executed by extern parties. During the realisation phase, the marketing communication remains important, however project developers often have little influence on this.

7.2.1 Conclusion theme 2

The following characteristics of the relation between the marketing process and the development process can be described:

- The focus point of the acquisition of a project determines a lot about the product and the end-user and thus about the marketing strategy.
- A house is a type of product which cannot be compared to a regular consumer good. It is a speciality good, with a long lifetime and personal sales and services should be the main communication tools in the housing market.
- During the development process, the project developers is mostly concerned with implementation of the marketing strategy and testing of the product in the market. The brand and the look & feel are very important. In all project extern companies, such as publicity agencies, are involved to (partly) execute the marketing process.

7.3 Marketing communication and the client

The characteristics of the client and marketing communication from the case studies of Dura Vermeer, VORM, ERA Contour are combined with the theoretical framework of chapter 2.4. The sub questions are focussed on; client identification and the implementation of marketing communication tools. In the conclusion the characteristics of the client and marketing communication are set out.

Sub question 6:

‘What type of end-users can be identified and in what ways are they identified in project development?’

Answer literature review:

A product is a success when the customer is satisfied, e.g. when the value of the product meets the expectations of the customer (Kotler & Keller, 2010). Value is a very central marketing concept since marketing is based on the identification, creation, communication, delivery and control of customer value. Focussed on identification, one of the tasks of a marketer is to conduct market segmentation. By means of

market segmentation, marketing communication tools can be implemented to communicate the product to the target groups.

Target groups can be categorized in different segments and by multiple variables. Most common is to focus on their purchase and usage behaviour and lifestyles and this can occur by forwards and backwards segmentation. The empirical part of the research will focus on the answer on 'in what ways are end-users identified in project development?'.

Answer case studies:

There are several perspectives on the importance of the identification of the end-user. Two marketing managers are looking specifically at the preferences of the client and they use this information in the development of the product, while another marketing manager starts with the product and checks which clients are attracted to it. The marketing managers with a focus on the end-user make use of identification tools while the marketing manager with a focus on the product does not make use of tools, since he does not want to exclude any possible clients. There are multiple ways to identify the end-user, this can be based on: lifestyles, by means of the BSR-model, demographic, psychological and lifestyle features, by means of Mosaic and geographic features, by means of current residents

In the type 1 projects there has not been a specific life-style identified. There is a focus on geographic features and the quality of the product and based on these specifications the product is promoted to everyone that might be interested. This might happen since there is a lot of demand for the type 1 projects. There has been paid more attention to the identification of the end-user in the type 2 projects. In two cases, due to the high-segment, the sales market is considerably smaller than the sales market in type 1 projects. Furthermore, the focus on a niche market also requires more effort.

Comparison

In project development client identification occurs on multiple aspects in both backwards and forwards segmentation. Some developers use the lifestyles of the BSR-model as tool, Mosaic is also mentioned and other developers do not identify clients on lifestyle but are merely focused on the qualities of the product. By focussing on the qualities of the product as input, the registration of interested clients are an outcome. Based on the specifications of these clients, categories of different types of potential end-users can be made. It is not always tested whether the clients is satisfied, this depends on the type of project development company and on how the process has been.

Sub question 7: 'In what ways are communication tools used during the development process.'

Answer literature review:

Marketing communication tools are used to communicate a product or service to clients, with the goal to positively influence their shopping behaviour. The combination of marketing tools is the marketing communication mix. For the purchase of a house, a marketing communication tools is far more important. Since the quality of a service for the end-user is only measurable after the service is finished, it is important to give the end-user a preview and idea in advance of what he can expect it he decides (Floor et al., 2015).

The following categories of marketing communication tools can be described; promotion, commercials, events/exhibitions/ PR-marketing/ direct marketing/ personal sale/ shop communication and sponsoring.

Marketing communication goals are based on; Creation categorical need; Branding; Change in knowledge; Attitude; Intention to purchase; facility the purchase; buying behaviour and satisfaction.

To conduct empirical research on the ways marketing communication tools are implemented during the development process, a conceptual model has been designed, see table 2.3.

The conceptual model combines the characteristics of marketing communication with the development phase process. It will indicate per type of case study, why a certain kind of communication tool is implemented on a certain moment during the development process.

Communication tool	Case study	Communication goal	Phase
Promotion			
Commercials			
Events/exhibitions			
PR-Marketing			
Direct Marketing			
Personal sale			
Shop communication			
Sponsoring			

Table 2.3; Conceptual model to conduct empirical research on marketing communication tools in project development processes (Kotler & Keller, 2010)

Answer case studies:

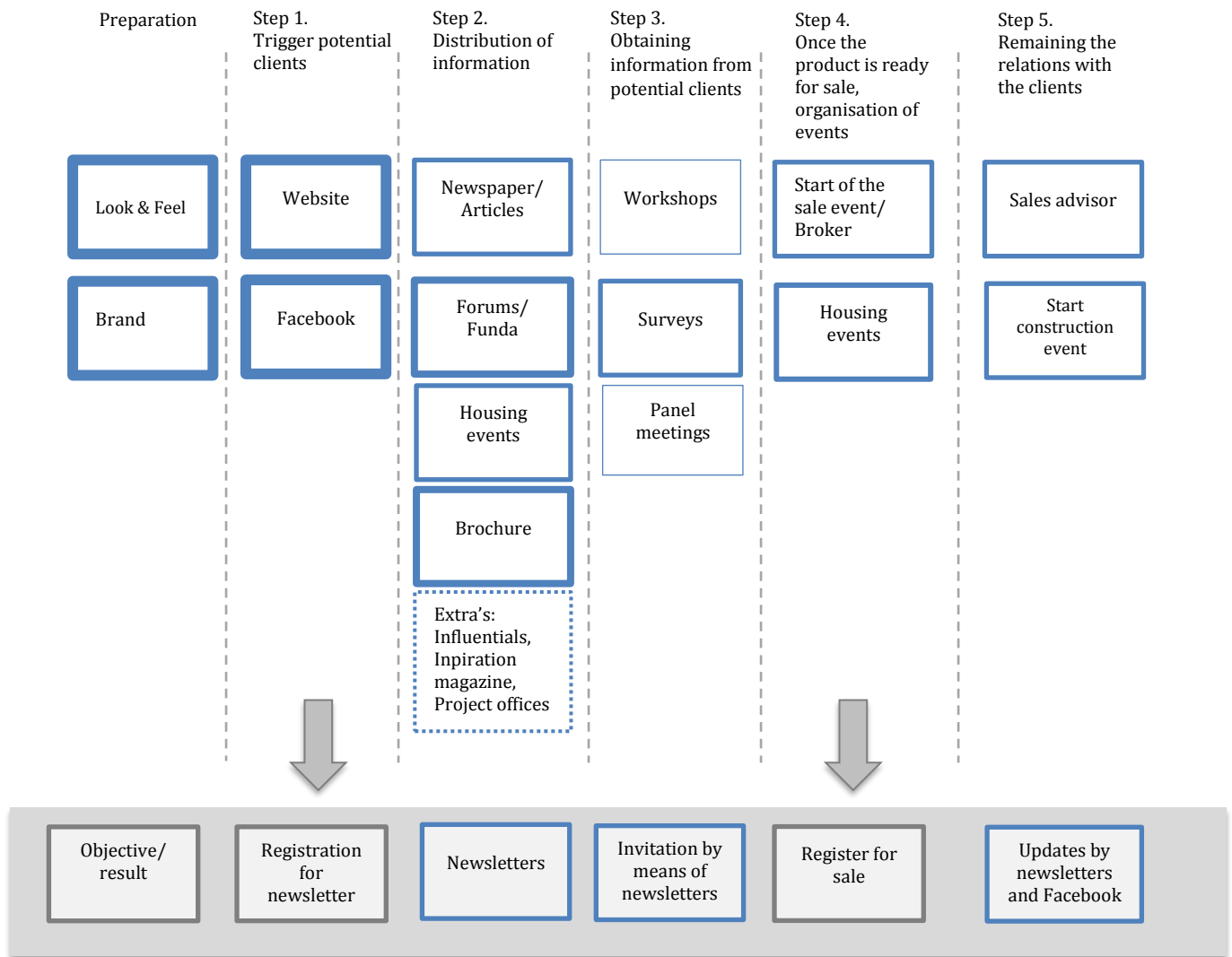
The marketing of a house is partly based on the promotion of an experience. By means of the website, the brochures and services the clients have been triggered to buy the house. In type 2 projects, more time and effort is spend on the branding, the website, the brochures and extra marketing communication tools, compared to type 1 projects.

In the initiative phase, all type 1 projects start with a website and a Facebook page and have regular communication tools. In type 2 projects, depended on target group, not always a Facebook page is created, and furthermore specific marketing communication tools are used, such as influential and model houses. The focus on the end-user is not reflected in what type of tool is used but on how the communication tool is designed to deliver the information.

During the development phase the focus of the communication tools is based on obtaining registrations. Registrations of potential clients are important, since they provide a lot of information. Therefore, marketing campaigns are used. If this response is too low, the marketing campaigns are upscaled. During this phase, the product is also tested to the market.

During the realisation phase sales advisors are involved to communicate with the clients. This is an important phase since it is indicated a lot can go wrong if there is no clear and fast communications. Good communication can lead to satisfied clients and furthermore, this might lead to fewer interruptions during the realisation phase. During the operational management phase, guarantee departments take care of any communication with the clients.

In figure 6.1 an overview of the marketing communication tools in real estate developments is set out. The figure indicates how important these communication tools



Comparison

The goals of marketing communication have been retrieved in the marketing of development projects. Facebook, websites, newsletters, brochures and forums are the most commonly used marketing communication tools. In the marketing of real estate development projects, different types of events occur and the marketing is focused on the experience of the product. Extern parties have been involved to execute marketing communication and in the realisation phase this is mostly done to maintain the relation with the clients. A basic marketing communication mix is related to standardized housing projects and complex housing projects consist of more effort, budget and time.

7.3.1 Conclusion theme 3

The following characteristics of the marketing communication and the end-user can be described:

- In the initiative phase, all type 1 projects start with a website and a Facebook page and have regular communication tools. The focus on the end-user is not reflected in what type of tool is used but on how the communication tool is designed to deliver the information.
- The marketing of a house is partly based on the promotion of an experience. By means of the website, the brochures and services the clients have been triggered to buy the house. In type 2 projects, more time and effort is spent on the branding, the website, the brochures and extra marketing communication tools, compared to type 1 projects.
- Registrations of potential clients are important, since they provide a lot of information. Therefore, marketing campaigns are used. If this response is too low, the marketing campaigns are upscaled.
- During the realisation phase sales advisors are involved to communicate with the clients. This is an important phase since it is a no clear and fast communication can damage the corporate image.

7.4 Answer to the main question

Main question:

'What are the characteristics of marketing in project development, focussed on the corporate level, project level and the end-user and how are they related.'

Set of characteristics:

The characteristics of marketing on corporate level can be described as:

- The position of marketing in the business organisation is becoming increasingly important.
- The corporate vision is reflected in the development project, however there is no relation between corporate and project marketing, in which the brand of the project is significantly more important.
- It is indicated that marketing is not part of the competences of a project developer and many of the marketing tasks are based on experience and knowledge and involve external parties. Therefore, external experts, such as publicity agencies and brokers, are involved in the development process.

The characteristics of the relationship between the marketing process and the development process can be described as:

- The focus point of the acquisition of a project determines a lot about the product and the end-user and thus about the marketing strategy.
- A house is a type of product which cannot be compared to a regular consumer good. It is a speciality good, with a long lifetime and personal sales and services should be the main communication tools in the housing market.
- During the development process, the project developers are mostly concerned with implementation of the marketing strategy and testing of the product in the market. The brand and the look & feel are very important. In all project external companies, such as publicity agencies, are involved to (partly) execute the marketing process.

The characteristics of the client and marketing communication can be described as:

- In the initiative phase, all type 1 projects start with a website and a Facebook page and have regular communication tools. The focus on the end-user is not reflected in what type of tool is used but on how the communication tool is designed to deliver the information.
- The marketing of a house is partly based on the promotion of an experience. By means of the website, the brochures and services the clients have been triggered to buy the house. In type 2 projects, more time and effort is spend on the branding, the website, the brochures and extra marketing communication tools, compared to type 1 projects.
- Registrations of potential clients are important, since they provide a lot of information. Therefore, marketing campaigns are used. If the response is too low, the marketing campaigns are upscaled.
- During the realisation phase sales advisors are involved to communicate with the clients. This is an important phase since it a no clear and fast communication can damage the corporate image.

Relation between marketing on corporate level, project level and the end-user

An overview has been provided on the characteristics of marketing on corporate level, project level and the end-user. Based on the case studies, it is visible there are relations between these levels however this specific relation depends on the type of case and its context. Therefore, there is no general answer to this question and based on presumptions and suggestions about possible relations have been described

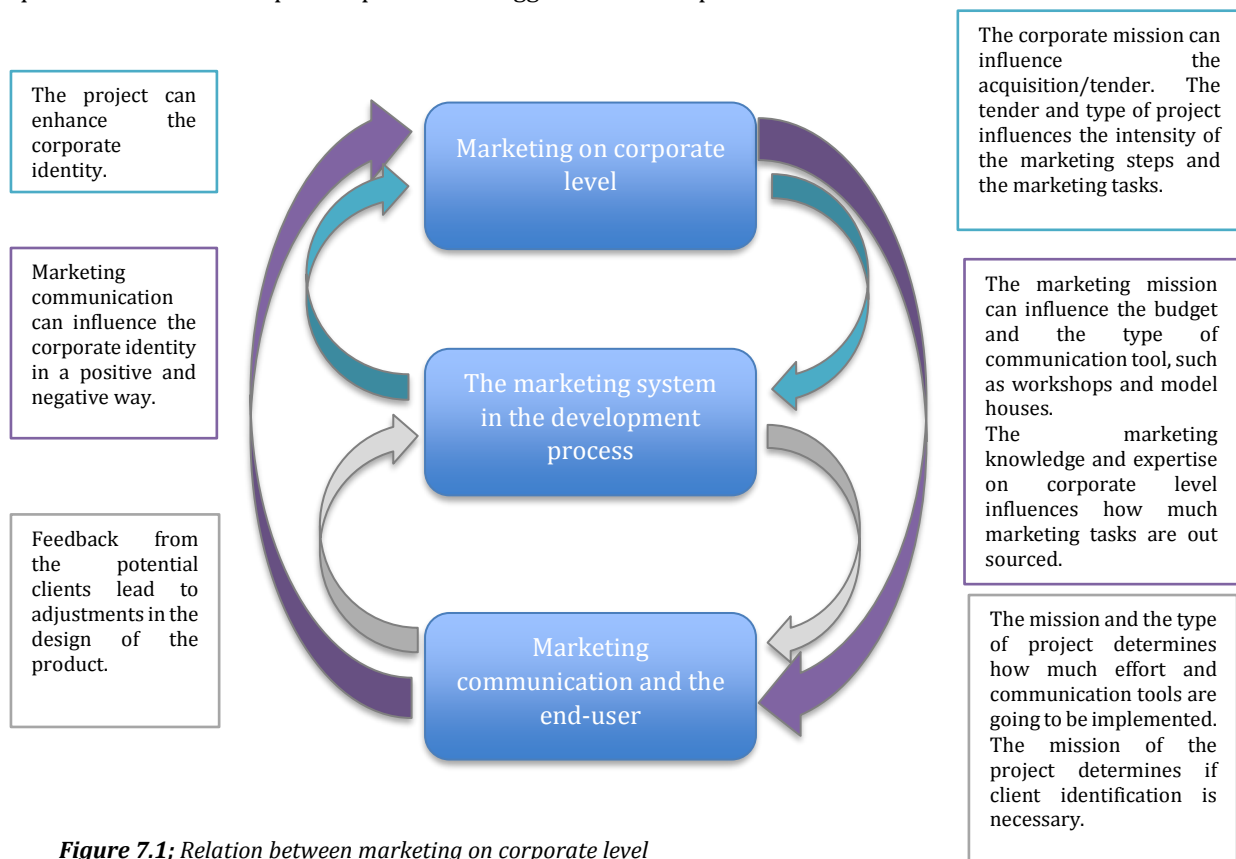


Figure 7.1; Relation between marketing on corporate level project level and the end-user

By means of this model it is indicated most the relation is mostly based on a top-down approach, however the project level and the end-user do have an impact on the corporate identity of the project development company. Furthermore, the corporate mission and project mission can influence the marketing process and marketing communication. This type of influence depends on the type of project and its context and the type of project developer.

8. Recommendations

Reviewing research findings, based on further research and practice the following recommendations are suggested:

Recommendations for practice:

All the project development companies of the case studies have recently established and/or renewed their marketing departments. However, these are well-known and relatively large development companies. For smaller project development companies, there might be opportunities to focus and reflect on the positioning of marketing in their business organisation. It is awareness for the practitioner that it may be interesting for the corporate identity to align your marketing strategy on project level in such a way that it will improve the corporate identity.

Furthermore, upgrading or professionalising of their corporate and project marketing might achieve positive results, such as an effective sales process or high end-user satisfaction.

Focus on end-user

Even though the housing market in the Randstad is currently overheated, two of the three examined project developers indicate they increase their focus on the end-user. By means of co-creation and demand-driven developments they aim to deliver value for their clients. Even though, this is not visible in all cases (in Sprankelveld this could not be retrieved and also the marketing manager of Dura Vermeer indicates there is still a long road to go before all this is implemented in all projects), this focus on the end-user is interesting. A project developer has the goal to create revenue and within these case studies it seems like their goal is realistic in the current market. However, besides generating revenue, project developers can use marketing to maximise positive effects of their products and services and therefore increasing their corporate social responsibility,

Communication

It is stated in many scientific book and articles, and here it is emphasized again; communication towards the client is very important. However, project developers appear to forget this sometimes and therefore they might reflect upon their development process to find out in which phase and on which aspects they can improve their communication. For example, during the realisation phase it is indicated project developer can make progress and a clear sales process also benefits the end-user satisfaction score.

Quantitative and qualitative data:

Even though 'data' currently is a 'hot' topic there is not much use of being made in by the project developers. For project developers it might be useful to work with data in the sense of 'data is knowledge'. This data can help them during the development process to measure the efficiency and effects of the marketing strategy. Such as a financial overview of all the marketing activities that are being outsourced; maybe it is more efficient to employ a visualisation expert.

Recommendations for further research:

Quantitative case study research

An overview has been provided on the characteristics of marketing on corporate level, project level and the end-user. Based on the case studies, it is visible there are relations between these levels however this specific relation depends on the type of case and its context. Therefore, there is no general answer to this question and based on presumptions and suggestions about possible relations have been described. It is recommended to conduct quantitative research, about to support the qualitative findings of this graduation research.

Perspective of other parties:

The execution of this research has been based on the perspective of the project developer. However, there are multiple additional perspectives in which marketing research might require new insights. Such as;

- The perspective of the municipality, since their zoning plans have a lot of influence on the product and therefore they have a big influence on the marketing of a development project. It might be interesting to research whether their zoning plans are based on wishes of the clients or how their zoning plans effect/determine the brand of an urban area development.
- Research based on the perspective of a housing association. Even though the relation with the client might be less direct, housing associations are concerned with renting out the project to clients and thus it is supposed they must have an interest in marketing.
- The perspective of clients. It might be interesting to research what their perspective on the marketing communication tools is. For example, 'In what ways does the marketing strategy of a project developer affect its clients?'
- The perspective of the concept developer. During the research process it became clear the project developer gets involved in the development phase, while during the initiative phase the concept development department establish the framework and concept of the product. Therefore, more research on this phase of the development process might provide specific details of the characteristic of marketing in project development.

Education of Management in the Built Environment

As mentioned in this thesis, marketing is very important in the business process of a project developer. However, in the education program of MBE no specific attention is paid to the concepts of marketing. There are several courses in which marketing and branding should be taken into account, such as UAD and DCM. During these courses, students need to brand their projects in order to win the pitches at the end of these games, however this is not executed by means of scientific marketing knowledge. For example, during the UAD game project developer A has the goal to sell the houses and therefore marketing should be incorporated in this role.

9. Reflection

In this reflection, short substantiated explanation on account for the results of the research are provided by the topics research process, product, practical and scientific relevance,

Research process

The focus of the research has been quite stable during the process; namely, the aim to explore the relation between marketing and real estate development. However, mostly based on the fact that very little was known about this relation, the main question and sub questions have shifted several times. Furthermore, the personal process consisted of its ups and down. In the following paragraph based on the progress meetings (P1 till P5) the research process and the personal process are set out.

Preparation

In the summer of 2016, before the start of the new study year, I went with the BOSS study trip to London, Vancouver and San Francisco. During the visit to Concord Pacific in Vancouver, I was surprised to see how much money Concord Pacific invested in the marketing of their real estate development projects. Their marketing offices costed approximately 3 million dollars and consisted of multiple, luxurious scale models, model houses, virtual reality visualisations and so on. This got me thinking about the way real estate developers in the Netherlands execute marketing strategies and about how little I have learned about this during my studies. Based on this question, I became motivated to base my graduation research on marketing and real estate development.

Towards P2

During the first weeks of the graduation process I registered for the Waterfront Developments lab, part of the UDM section. However, based on my personal motivation to focus on marketing in real estate developments I asked Erwin Heurkens to become my mentor and afterwards the P1 I did not longer participate in this graduation lab. Furthermore, the focus of my thesis was on project level and not on urban development management. I got in contact with professor Bram van den Bergh, who introduced me to marketing management and combined with Erwin Heurkens' knowledge about the role of the project developer and Sake Zijlstra's knowledge about the residential sector was the perfect combination for me to start with my research proposal e.g. the P2 report.

This period consisted of an iterative process, in which I was constantly searching for a relevant and manageable research objective and research problem. The research topic was found early in the process, however it took a lot of reading and thinking to be able to find a practical and scientific relevance. In articles, reports and master theses marketing was often related to demand-driven developments and the end-user. Therefore, at the P2-moment my focus was on the end-user participation, marketing tools and demand-driven developments. In hindsight, it might have been more convenient to graduate on a topic where the relevance had already partly been determined.

Towards P3

New research proposal

A lot of shifts have occurred since the P2. Firstly, in my personal life I had a major setback and as a result the graduation process had a break of 10 months. In November I continued with the P2 research proposal however I 'simplified' the research topic. By means of orientating interviews with Blauwgoed and VORM and literature reviews, the scope of the research became more manageable. During this period, I kept a 'study diary' in which I wrote all my thoughts and findings.

These two paragraphs set out how I described the graduation process on the 18th of December 2018.

The snail story

"It is like walking on the main path in a forest and you have just found 2 nice snails. These snails are in a little, animal-friendly jar and there is unfortunately no room for more snails. While walking, there are many side paths that attract your attention. On one of these side paths you see another snail and you study this snail for a few minutes. Then you decide not to take that snail and leave it for what it is. And with a few steps back you reach the main path again. Later there is another side path with the same kind of snail. So, of course, this side path attracts your attention and you even wonder if these snails are related to each other and if that would be interesting to research. Why not take this snail with you instead of one of the snails already in your jar? They both look interesting and kind. Then you look at your watch to see that it is 5 o'clock. You have to be home by 5.30, so you start walking. And when you get home and you still have all these unanswered questions. And 2 snails. That is how graduation feels."

The relation between the snail story and the graduation research is based on the struggles I had with my research topic and with the choices I had to make in order to define my research.

The snail story related to the marketing

"It is as if I am walking in a marketing forest. With a problem analysis in my jar, which is well substantiated. But at one of the side paths of the forest I discover new information and based on this new information a part of my jar is no longer useful. This new information makes the marketing forest much more interesting and I wonder what I will find if I continue this side paths. Do I leave the 'old' information of my jar? And do I continue with the new part? Or do I make sure that I remember this interesting new information for another walker and do I make sure I keep walking, since I have got to be home at 5.30 o'clock."

During this period, I came to the conclusion I knew very little about marketing in real estate developments (the main snails) and therefore I eliminated end-user participation and demand-driven developments (the new snails). This has led to a new main question, sub questions, case studies and adjustments in the literature review and provided me with new motivation to conduct the empirical part of the graduation research.

Conduction of the case studies

By means of personal contacts at VORM and Dura Vemeer most of the interviews were planned quite easily. With ERA-contour this was a bit more difficult, however thanks to Merel Putman I got in touch with the right person. This is also where the biggest gap in my research occurred; I did not manage to come into contact with the project developers of the standardized housing project and the complex housing project. The marketing manager of ERA-Contour has been responsible for the marketing activities of these projects and therefore a lot of information was obtained by this interview. However, details about the development processes of the two projects were not provided. Multiple times it has been tried to get in contact with these project developers, however this has not been successful. Due to personal circumstances, the marketing manager of ERA-contour became unreachable as well and after a while too much time was wasted. As this graduation research is bound by time and means, the decision was made to continue the empirical part of the research based on the other case studies.

Another flaw in the case study research is the lack of documentation. Not all project developers had marketing documentation. Moreover; only three of the 7 interviewees could provide me with

documentation. After several attempts to obtain documentation, in which VORM addressed they simply had no documentation and ERA-Contour did not respond, I used only documentation, such as articles and brochures to validate the outcomes of the interviews.

Towards P4

After the conduction of the empirical research it became clear what the research was going to look like and during the P3 and P4 moment a lot of work has been done to update the thesis. Literature needed to be rewritten or removed, the methodology was not sufficient anymore, and the research questions and design were updated. I think I underestimated the conduction of the analysis, transcribing the interviews and the contact with the companies. All these aspects costed a lot time, where I had planned this maybe a bit too optimistic (or I overestimated my writing capabilities).

Towards P5

Many students before me described the period between P4 and P5 as quite nice, since you already know you are going to graduate and, as a result, there is less pressure on the writing of the P5-report. However, I did not experience it this way. I was not satisfied with my P4-report and therefore I still felt a lot of pressure to do 'justice' to my research. In the sense of rewriting multiple chapters. There has been a constant tension between just adjusting the chapters or making them 'perfect'. This has also led to some minor personal setback, which also occurred during the P4 period.

Adjustment in the report:

- The main question is adjusted and the relation between the three business levels is added to the P4-report.
- Part 2; Practices has been upgraded. In which a lot of text is eliminated and figures have been added to clarify the text.
- The descriptions of the cases have been further expanded
- The conclusions have been shortened-down and clarified.
- Based on the rewriting of the conclusions, the recommendations have more depth and utility.

Supervision

I have experienced the contact moments with my mentors as very useful and pleasant. After the graduation break I used my 'progress sheet' to update my mentors about my personal and study progress. This sheet, see figure 1 became very important to me because it provided me a handle to not only be aware of the progress of research but also be conscious about my personal health. My mentors were very supportive about this and their feedback was constructive and encouraging.

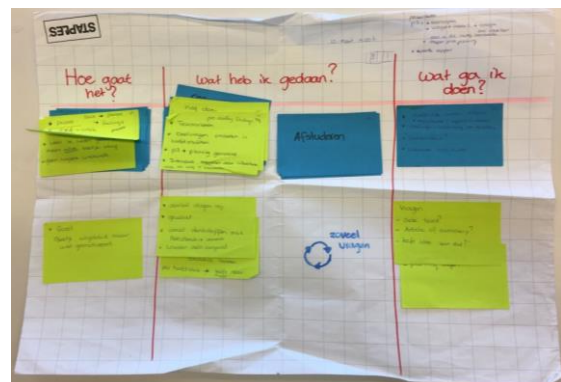


Figure 1; Personal progress sheet

Personal process

The whole graduation process, starting in September 2016 till now, was quite a struggle, but (thankfully) also had some highlights. During the process I have learned to set my boundaries, both in personal life as in my research thesis. The topic marketing has provided me with a lot of motivation but also led to lots of

insecurities. Mostly due to the fact that only after the empirical part of this research, I fully understood what I was doing. This does not mean that till the P3-moment, I was on the wrong track of wasting my time; it is just the process of research that does not comply with my personality. I prefer to know in advance where I am going, how I am going to get there and what the process would look like. And, of course, in the research process of a master thesis, this is not the case. Still, this was very good learn experience and if I had to graduate again, I would probably be more specific during the P1 and P2, so that during the further process I would have set my boundaries already.

Product

Position within Urban Development Management

The core of Urban Development Management (UDM) is the management of decisions of the many stakeholders involved in urban area development towards a high-quality outcome. Within this graduation research it is explored in what ways the concept marketing is used in private sector-led development projects. The relation between marketing on the three business levels are set out and this adds knowledge to decisions private developers make related to their residential development projects.

Literature review

The research topic marketing has been quite a struggle or how Sake Zijlstra mentioned it during one of the meetings “Marketing is a monster.”. A lot of books, articles and reports have been written about marketing and there are even marketing bachelor and master studies. How I am going to tackle the topic marketing in 9 months? This is executed by means of two books; ‘Marketing management: de Essentie’ by Kotler & Keller (2010) and ‘Marketingcommunicatiestrategie’ by Floor, van Raaij, & Bouwman, M. (2015).

Reliability and validity of the results

Triangulation entails using more than one method or source of data in the study of social phenomena (Bryman, 2012). The validity of the findings is increased by the use of different sources of data and research techniques. Furthermore, Bryman (2012) describes four aspects regarding reliability and validity of qualitative research:

External reliability, which relates to the replicability of the research.

Based on the research design and the theoretical framework, this thesis can be replicated by other research. An important side note is the context of the research. Bryman states “It is a difficult criterion to meet in qualitative research, since, as LeCompte and Goetz recognize, it is impossible to ‘freeze’ a social setting and the circumstances of an initial study to make it replicable”. By adopting a similar social role as the original researcher, this external reliability can be increased. Therefore, it is assumed this thesis has a relative high external reliability.

Internal reliability, which relates to the degree to which members of a research team agree with each other about what they hear and see.

Since this ‘research team’ consists of one student, this is not relevant to this thesis.

Internal validity, by which they mean whether there is a good match between researchers’ observations and the theoretical ideas they develop.

During the empirical part of the research, the findings have been compared to literature. The literature review has been very helpful and was recognized by the interviewees. However, it is recommended to conduct quantitative research, about to support the qualitative findings of this graduation research.

External validity, which relates to the possibility to generalize the findings across different settings. This type of validity is usually a problem for qualitative research due to the tendency to employ case studies and small samples. This is difficult for this thesis since it is based on a case study design and it is important to keep in mind that case study is not a sample and therefore the results are dependent on the context of the case studies. The findings of the type 1 projects can be generalized on some fragments, however the type 2 projects are unique and therefore it is difficult to generalize the findings across different settings.

Practical relevance

In the current context the housing market is booming. With approximately 200,000 sale transactions in 2016, the market is at pre-crisis level. The current trend that the population is increasing the most in the Randstad, particularly in the four large cities, is being continued in the prognosis, which means that in some parts of the country there is increasing pressure, as well as increasing house surpluses in shrinkage areas. (Staat van de Woningmarkt, 2016). Within this changing market Putman (2017) still emphasises the importance of marketing communication. "Knowing how to communicate with your end-user will give benefits when the market changes (M. Putman, personal communication, 6th of December 2017) (Floor et al., 2015). According to Pullen the building sector is still very traditional, "The reflex is; we have survived the crisis and now we have to produce as much as possible. Once the building is finished, we continue with the next project. Knowledge about the end-user is required, otherwise there is a big chance 'unknown' parties, whom do have this knowledge, take over our potential projects." (Pullen, 2018)

According to Buehler "As consumers become less predictable, psychographics – where real estate demand is mainly driven by consumer personality, values, opinions, attitudes, interests, and lifestyles - are the new demographics for determining real estate success." (M. Buehler, 2016). Nowadays, almost all parties are involving the end-users in a certain form but there is no knowledge and insight on how this is executed

Furthermore, within the master track Management in the Built Environment very little attention is paid on the relation between marketing and project development. Knowledge about marketing and the relation with the residential sector can provide new insights to the current education of MBE.

Scientific relevance

As mentioned above, marketing is used to understand the client to that extent that the offered product or service always suits the client and therefore 'sells' itself. Especially in a demand-driven context, in which project developers realize centralization of the end-user is needed, scientific knowledge about marketing is required. This more client-oriented focus, asks project developers to put more effort in to marketing. Putman (2010) indicates "there is a future for project developers to enhance their marketing knowledge" and according to Buskens (2015) "developers should use marketing to create new opportunities and niches in the market". Also, in the current context, which shows a backwards shift to a supply-driven market, marketing is indispensable. This because many actors active in the field are searching to re-establish their competitive place in the market. (Geesing, 2015)

Many graduates recommended to do more research on the relation between project developers and marketing, divided on different subjects such as innovation, sustainability and centralization of the end-user. (Hooghiemstra, 2010; Putman, 2010; Bogers, 2015; Buskens, 2015; Haak, 2015). This research aims to close a bit of this knowledge gap by relating literature about marketing to marketing in development practices in the residential sector.

Results

The choice has been made to conduct empirical research and as a result the conclusion consists of findings. In advance, a literature review has been executed and this literature reviews have set the theoretical framework for the empirical study. The empirical findings have been compared to the literature findings and this resulted in conclusions. Maybe it is a critical point of view, but I hoped to have been able to provide a result that was really new or would have made a big difference in the real estate sector. These findings are interesting, some are predictable and some remarkable, however it is not the invention of a difficult model or 'a spaceship'. That has been a bit of struggle for me, but currently I am pleased with the product I produced and all the work and effort it has caused.

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Annex 1: List of case study references

Access to the interview transcripts/summaries is limited to the graduation committee. Contact the Researcher or the mentors for more information on case references.

VORM

Interviews:

- De Haas, Arno. (8th of March 2018). VORM, project developer NESTOR/Life. ([transcript & summary available](#))
- Otterman, Gerritjan. (8th of March 2018). VORM, project developer Verde Vista. ([transcript & summary available](#))
- Switzar, Martin. (8th of March 2018). VORM, salesmanager. ([transcript & summary available](#))
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Electronical articles:

- AmsterdamWoont Life. (2017). *Life: riante nieuwbouwwoningen in de Houthaven in Amsterdam. Nu in verkoop.*
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- Ontwikkelingsmaatschappij Meerburg. (2018). *Project website OMM.*
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Dura Vermeer

Interviews:

- Brand, Marien. (26th of April 2018). Project Office Westergouwe, marketing manager (Interview by phone). ([summary available](#))
- Koops, Jeroen. (13th of March 2018). Ontwikkelcombinatie Dura Vermeer & De Nijs, project developer Pontsteiger. ([transcript & summary available](#))
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Reports:

- Goudrand. (2017). *Bladgoud Inspiratiemagazine: Zo leuk is Gouda!* Brochure Goudrand.
- Ontwikkelingscombinatie Amsterdam Arche VOF. (2016a). *Pontsteiger sfeer brochure*.
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Unpublished work:

- Dura Vermeer. (2016a). *Marketing- en verkoopplan standaard*.
- Dura Vermeer. (2017a). *Marketing: Communicatie briefingsformulier*,
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- Ontwikkelingscombinatie Amsterdam Arche VOF. (2015). *Marketingstrategie Pontsteiger*.

ERA Contour

Interviews:

- Koole, Winnie (2th of May 2018). ERA Contour, marketing communication manager (Interview by phone)
- Van den Bos, Mirjam (7th of March 2018). ERA Contour, marketing communication manager

Electronical articles:

- ERA Contour. (2018a). *Project developer's website; identity*.
- ERA Contour. (2018b). *Project developer's website; co-creators*.
- ERA Contour Little C. (2018). *Project website*.
- ERA Contour Sprankelveld. (2018). *Project website*.
- Little C. (2018a). *Project website*.
- Sprankelveld. (2018). *Project website*.

Reports:

- ERA Contour. (2017). *KAM-Beleidsverklaring*.
- Little C. (2018b). *Just around the block*.
- Little C. (2018c). *Cluster one*.

Interviews for orientation:

- Koole, W. (2018, May 2). ERA Contour, marketing communication manager. *[semi-structured interview held by phone]/Interviewer: S.M.J. Harmsen. (summary available)*
- Van den Bergh, Bram (7th of December 2016). Erasmus university Rotterdam, marketing management professor. *(summary available)*
- Putman, Merel (6th of December 2017). Blauwhoed, project developer. *(transcript & summary available)*
- Worms, Bijn. (13th of December 2017). VORM, project developer. *(transcript & summary available)*

Annex 2: Interview structure

Expertinterview – Mirjam van den Bosch

Marketingmanager ERA Contour / Zilverstraat 139, Zoetermeer / Woensdag 07 maart 15:00 – 16:30

Afstudeerscriptie: Marketing bij projectontwikkelaars in de woningbouw
Interviewer: Sanne Harmsen
Studie: MSc Management in the Built Environment, TU Delft

Inzicht verkrijgen in:

- Algemeen
 - In de taken en verantwoordelijkheden van de marketingmanager
 - In de rol van marketing binnen de bedrijfsorganisatie
 - In de fases en handelingen van het marketingproces
 - Marketingsproces binnen de projectorganisatie van Little C
 - Relatie tussen marketingproces en ontwikkelproces
 - Relatie tussen communicatiedoel, middel en eindgebruiker
 - Marketingsproces binnen de projectorganisatie van Sprankelveld
 - Relatie tussen marketingproces en ontwikkelproces
 - Relatie tussen communicatiedoel, middel en eindgebruiker
-

Introductie interviewer (Sanne Harmsen)

- Korte persoonlijke toelichting
- Toelichting onderzoek

Introductie geïnterviewde & introductie ERA Contour

- Korte persoonlijke introductie
Achtergrondinformatie geïnterviewde (ervaring, huidige functie, etc.)
- Korte omschrijving van het bedrijf
Expertise, bedrijfsmissie, bedrijfsvisie, bedrijfsdoelen, grootte, projecten

Algemeen

- Marketingmanager binnen de organisatie
Bedrijfsvisie op belang van marketing, taken en verantwoordelijkheden
- Marketingdoelstellingen
Bedrijfsdoelstellingen versus marketingdoelstellingen
- Marketingsproces
Fases en handelingen
- Woningbouw
Wat voor product is een huis? Of is het een service?

Sprankelveld

- **Algemeen**
Projectgrote, projectorganisatie + functies (extern & intern) tijdsduur per fase
- **Marketingdoelstellingen**
Relatie tussen bedrijfsdoelstellingen, projectdoelstellingen en marketingdoelstellingen
- **Marketingmanager binnen woningbouwproject**
Taken en verantwoordelijkheden
- **Eindgebruiker**
Segmentatie van eindgebruiker, waarde creatie voor de eindgebruiker
- **Marketingcommunicatie**
Communicatiedoelen
Marketinginstrumentenmix
Relatie tussen communicatiemiddel en de eindgebruiker
- **Testen van marketingcommunicatie**
Tevredenheid van de eindgebruiker, resultaten check

Little C

- **Algemeen**
Projectgrote, projectorganisatie + functies (extern & intern) tijdsduur per fase
- **Marketingdoelstellingen**
Relatie tussen bedrijfsdoelstellingen, projectdoelstellingen en marketingdoelstellingen
- **Marketingmanager binnen woningbouwproject**
Taken en verantwoordelijkheden
- **Eindgebruiker**
Segmentatie van eindgebruiker, waarde creatie voor de eindgebruiker
- **Marketingcommunicatie**
Communicatiedoelen
Marketinginstrumentenmix
Relatie tussen communicatiemiddel en de eindgebruiker
- **Testen van marketingcommunicatie**
Tevredenheid van de eindgebruiker, resultaten check

Afsluiting

Expertinterview – Mirjam van den Bosch

Marketingmanager ERA Contour / Zilverstraat 139, Zoetermeer / Woensdag 07 maart 15:00 – 16:30

VERSIE SANNE

Inzicht verkrijgen in:

- Algemeen
 - In de taken en verantwoordelijkheden van de marketingmanager
 - In de rol van marketing binnen de bedrijfsorganisatie
 - In de fases en handelingen van het marketingproces
 - Marketingsproces binnen de projectorganisatie van Little C
 - Relatie tussen marketingproces en ontwikkelproces
 - Relatie tussen communicatiedoel, middel en eindgebruiker
 - Marketingsproces binnen de projectorganisatie van Sprankelveld
 - Relatie tussen marketingproces en ontwikkelproces
 - Relatie tussen communicatiedoel, middel en eindgebruiker
-

- Heeft u er bezwaar tegen als ik het interview opneem?
- Anonimiseren mogelijk: naam en bedrijf wordt losgekoppeld van het interview. Verslag wordt eerst naar u gemaild
- Interview is bedoeld voor de empirische uitwerking van het afstudeeronderwerp
- Topics introduceren

Introductie interviewer (Sanne Harmsen)

- Korte persoonlijke toelichting
 - Bachelor HBO
Stages: bouwplaats & architectenbureau
 - MSc MBE
Stage: Hevo
 - Interesse in projectontwikkeling en marketing (Vancouver)
- Toelichting onderzoek
 - Weinig bekend over de relatie tussen marketing en projectontwikkeling
 - Het verloop van marketingprocessen binnen de bedrijfsorganisatie
 - Het belang van marketingcommunicatie bij projectontwikkelaars
 - Bij 3 projectontwikkelaars 2 casestudies:
 - Woningbouw: standaard en extreme projecten
 - Verkocht en in de verkoop

Introductie geïnterviewde & introductie ERA Contour

- Korte persoonlijke introductie

Achtergrondinformatie geïnterviewde (ervaring, huidige functie, etc.)

- Korte omschrijving van het bedrijf

Expertise, bedrijfsmissie, bedrijfsvisie, bedrijfsdoelen, grootte, projecten

- Is er onderscheid tussen de missie, visie en bedrijfsdoelen binnen ERA? Zo ja, hoe onderscheiden deze zich?

Algemeen

- Marketingmanager binnen de organisatie

Bedrijfsvisie op belang van marketing, taken en verantwoordelijkheden

In de literatuur wordt aangegeven dat marketing binnen de organisatie van groot belang is en de zogenoemde CMO's steeds vaker geïntroduceerd worden binnen het bedrijf.

- Hoe belangrijk is marketing binnen de organisatie van ERA?
- Wat zijn uw taken en verantwoordelijkheden als marketingmanager?
- Wat houdt u dagelijks/wekelijks bezig?
- Van welke reeds bestaande marketingkennis wordt er gebruik gemaakt?
- Wat geven jullie uit handen en wat voeren jullie zelf uit?
- Missen jullie marketingkennis?
- Kijken jullie naar marketingtechnieken uit andere industrieën, zoals bijvoorbeeld de auto-industrie?

Eventueel: Zijn er ook beleidsstukken geschreven over jullie marketingstrategie?

- Marketingdoelstellingen

Bedrijfsdoelstellingen versus marketingdoelstellingen

- Wat zijn de marketingdoelstellingen van ERA en hoe verhouden deze zich met de bedrijfsdoelstellingen?
Wat zijn de kerncompetenties van jullie? Worden deze competenties gebruikt in jullie marketingstrategie?

- Marketingsproces

Fases en handelingen

- Welke fases onderscheiden jullie binnen het marketingproces?
- Welke handelingen en taken horen bij welke fase?

- Woningbouw

Wat voor product is een huis? Of is het een service?

- Wat voor product is een huis?
- Zien jullie de verkoop van een huis als een service of als een product.
- Wat qua marketingtechniek voor producten geldt zou ook voor woningen moeten gelden toch? Wat is het verschil?

Sprankelveld

- Algemeen

Projectgrote, projectorganisatie + functies (extern & intern) tijdsduur per fase

- Projectgrote + projectteam/functies etc.
- Kunt u per fase aangeven hoe lang deze heeft geduurd?
- In welke fase zitten jullie nu?

- Marketingdoelstellingen

Relatie tussen bedrijfsdoelstellingen, projectdoelstellingen en marketingdoelstellingen

- Met welk doel gebruiken jullie marketing?
 - Wat is leidend? Het projectdoel of het marketingdoel?
- **Marketingmanager binnen woningbouwproject**
 Taken en verantwoordelijkheden
 - Wat doet de projectontwikkelaar, wat doet de marketingmanager?
- **Eindgebruiker**
 Segmentatie van eindgebruiker, waarde creatie voor de eindgebruiker
 - Welke eindgebruiker is er gedefinieerd?
 - Hoe is dit gebeurd/ welke identificatie systemen worden er gebruikt?
 - Hoe belangrijk is het identificeren van een eindgebruiker?
 - Maken projectontwikkelaars onderscheid tussen de behoefte-wens-vraag?
 - 5 typen behoeftes
- **Marketingcommunicatie**
 Communicatiedoelen
 - Welk(e) communicatiedoelen worden er gebruikt?
 Marketinginstrumentenmix
 - Welk(e) communicatiemiddelen worden er gebruikt?
 - Wanneer in het proces wordt dit communicatiemiddel toegepast? En waarom?
 - Waar wordt rekening mee gehouden bij de inzet van dit communicatiemiddel?
Tijd/geld/kwaliteit/mankracht etc.
 - Wordt er geïnnoveerd binnen jullie bedrijf wat betreft communicatiemiddelen?
 Relatie tussen communicatiemiddel en de eindgebruiker
 - Wat is de relatie tussen de eindgebruiker en het communicatiemiddel?
- **Testen van marketingcommunicatie**
 Tevredenheid van de eindgebruiker, resultaten check
 - Wordt er getoetst of de eindgebruiker 'waarde voor zijn geld' heeft gekregen?
 - Beoordelen klanten de service van projectontwikkelaars ook? Of alleen het product?

Little C

- **Algemeen**
 Projectgrote, projectorganisatie + functies (extern & intern) tijdsduur per fase
 - Projectgrote + projectteam/functies etc.
 - Kunt u per fase aangeven hoe lang deze heeft geduurd?
 - In welke fase zitten jullie nu?
- **Marketingdoelstellingen**
 Relatie tussen bedrijfsdoelstellingen, projectdoelstellingen en marketingdoelstellingen
 - Met welk doel gebruiken jullie marketing?
 - Wat is leidend? Het projectdoel of het marketingdoel?
- **Marketingmanager binnen woningbouwproject**
 Taken en verantwoordelijkheden
 - Wat doet de projectontwikkelaar, wat doet de marketingmanager?
- **Eindgebruiker**
 Segmentatie van eindgebruiker, waarde creatie voor de eindgebruiker
 - Welke eindgebruiker is er gedefinieerd?
 - Hoe is dit gebeurd/ welke identificatie systemen worden er gebruikt?

- Hoe belangrijk is het identificeren van een eindgebruiker?
- Maken projectontwikkelaars onderscheid tussen de behoefte-wens-vraag?
 - 5 typen behoeftes
- **Marketingcommunicatie**
 - Communicatiedoelen
 - Welk(e) communicatiedoelen worden er gebruikt?
 - Marketinginstrumentenmix
 - Welk(e) communicatiemiddelen worden er gebruikt?
 - Wanneer in het proces wordt dit communicatiemiddel toegepast? En waarom?
 - Waar wordt rekening mee gehouden bij de inzet van dit communicatiemiddel? *Tijd/geld/kwaliteit/mankracht etc.*
 - Wordt er geïnnoveerd binnen jullie bedrijf wat betreft communicatiemiddelen?
 - Relatie tussen communicatiemiddel en de eindgebruiker
 - Wat is de relatie tussen de eindgebruiker en het communicatiemiddel?
- **Testen van marketingcommunicatie**
 - Tevredenheid van de eindgebruiker, resultaten check
 - Wordt er getoetst of de eindgebruiker 'waarde voor zijn geld' heeft gekregen?
 - Beoordelen klanten de service van projectontwikkelaars ook? Of alleen het product?

Afsluiting

- Vragen naar de mogelijkheid van het verkrijgen van:
 - Documenten met meer algemene informatie over de projectorganisatie van Little C & Sprankelveld
 - Documenten m.b.t. marketing (draaiboeken, stappenplannen, beleidsstukken o.i.d.)
- Of er nog verdere vragen/opmerkingen zijn?
- Bij verdere vragen/onduidelijkheden, of je dan nog contact kan opnemen?