



# the impact of transformation on *businesses*

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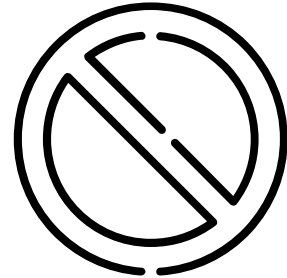
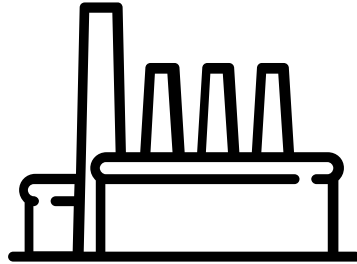
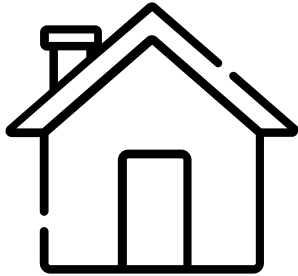
Britt Koekkoek - 5307252

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# Introduction

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# Problem Statement



**Displacement** = forced or indirect removal of businesses due to redevelopment

**Te weinig bouwgrond voor te veel  
bedrijven: 'We moeten keuzes maken'**

# **Kleine bedrijfsruimten moeten wijken voor woningbouw: is er nog plek voor mkb'ers? 'Ze worden de stad uitgeduwd'**

Te weinig bouwgrond voor te veel bedrijven: 'We moeten keuzes maken'

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## 'Haven-Stad drukt Amsterdamse bedrijven naar de uitgang'

Te weinig bouwgrond voor te veel bedrijven: 'We moeten keuzes maken'

Kleine bedrijfsruimten moeten wijken  
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'Haven-Stad drukt Amsterdamse  
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**Duizenden nieuwe huizen tussen zware  
industrie: Delft worstelt met herrie langs de  
Schie**

ond voor te veel  
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Kleine bedrijfsruimten moeten wijken  
voor woningbouw: is er nog plek voor  
mkb'ers?

**Sliedrecht bouwt woonwijk op zwaar  
vervuilde grond: 'In België zou deze grond  
'Haven' direct de verbrandingsoven in gaan'**  
bedrijven naar de uitgang'

Duizenden nieuwe huizen, tussen zware  
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Schie

te weinig bouwgrond voor te veel  
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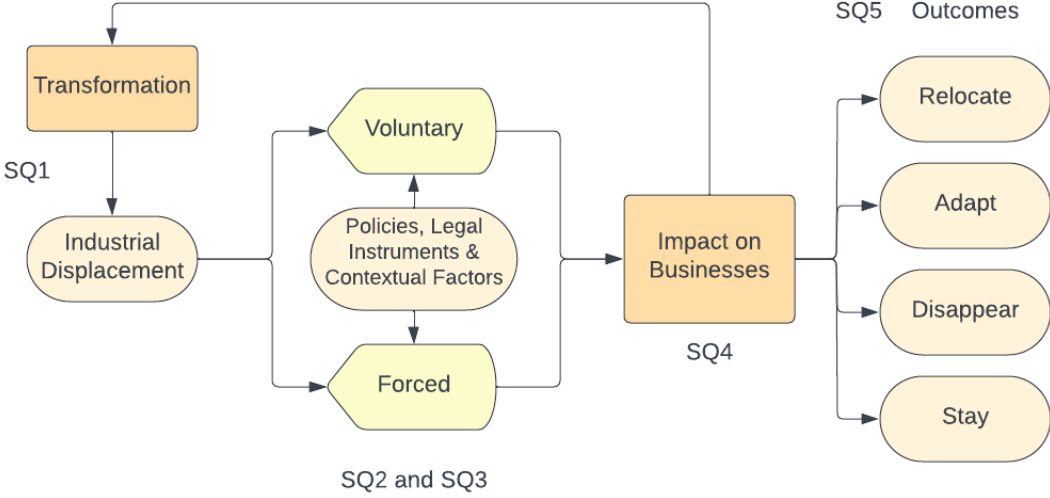
02

# Research Question

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*In what ways does the transformation of industrial areas into mixed-use developments in the Netherlands produce business displacement, and how is this shaped by social, spatial planning, and legal dynamics?*

# Conceptual Model



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# Literature

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# Societal

## **Post-Industrial Society**

- Urban areas evolve with changing societal values
- Post-industrial society emphasizes services, knowledge, and innovation over manufacturing (Bell, Andersson).
- Rise of individualism influences spatial and legal policies, moving away from production and favouring mixed-use, flexible, and creative zones.
- Critics (Vogt, Kovalchuck) warn this shift undermines blue-collar work, deepening social and economic vulnerability.

## **Uncertainty and Innovation**

- Uncertainty around transformation (zoning, regulations) discourages investment and innovation

# Spatial Planning

## Land-use conflict

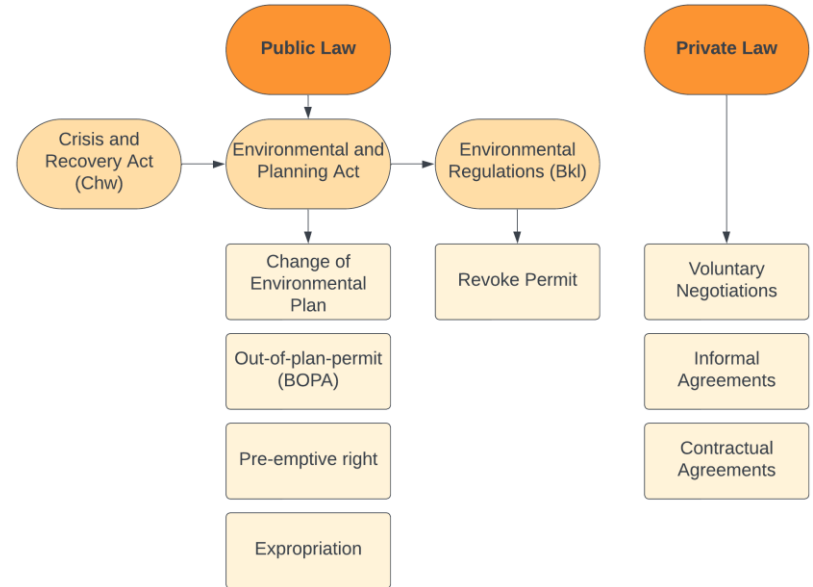
- **Land-use conflicts** arise as cities prioritise housing, tech, and creative industries over traditional industrial use (Hutton, 2004).
- Dutch municipalities rezone and brand areas as “innovation hubs,” pushing out older, lower-yield industries.

## Economic gentrification

- Makes inner-city industrial land unaffordable; affordable workspace is disappearing (EZK, 2023).
- **Rent Gap Theory (Smith, 1979):** The gap between current and potential rent fuels redevelopment pressure.

# Legal

- Law to facilitate transformation within boundaries
- Processes can be slow and complex, especially with fragmented ownership and environmental rules
- Environmental & Planning Act (Omgevingswet)
- Instruments for Land Acquisitions



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# Methodology

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# Methodology

- Mixed-method approach
- Exploratory: investigates if, how and why businesses are displaced during transformation
- Two dutch case areas: Cruquius (Amsterdam) and Binckhorst (Den Haag)
- Both met key criteria: active industrial use before redevelopment, fragmented ownership (or lease), ongoing or finished transformation before 2022

# Data collection and analysis

## Case Study

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Two transformation areas: Cruquius (Amsterdam) and the Binckhorst (The Hague) were examined through a comparative case study to understand how redevelopment affects existing businesses.

## LISA database

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The LISA database was used to trace business trajectories over time, revealing patterns of relocation, adaptation, staying, and disappearance.

## GIS

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GIS mapping visualised spatial business movements and illustrated how industrial functions were redistributed during transformation.

## Interviews

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Semi-structured interviews with a business and a municipality representative, provided qualitative insights into how legal and planning dynamics influenced relocation decisions.

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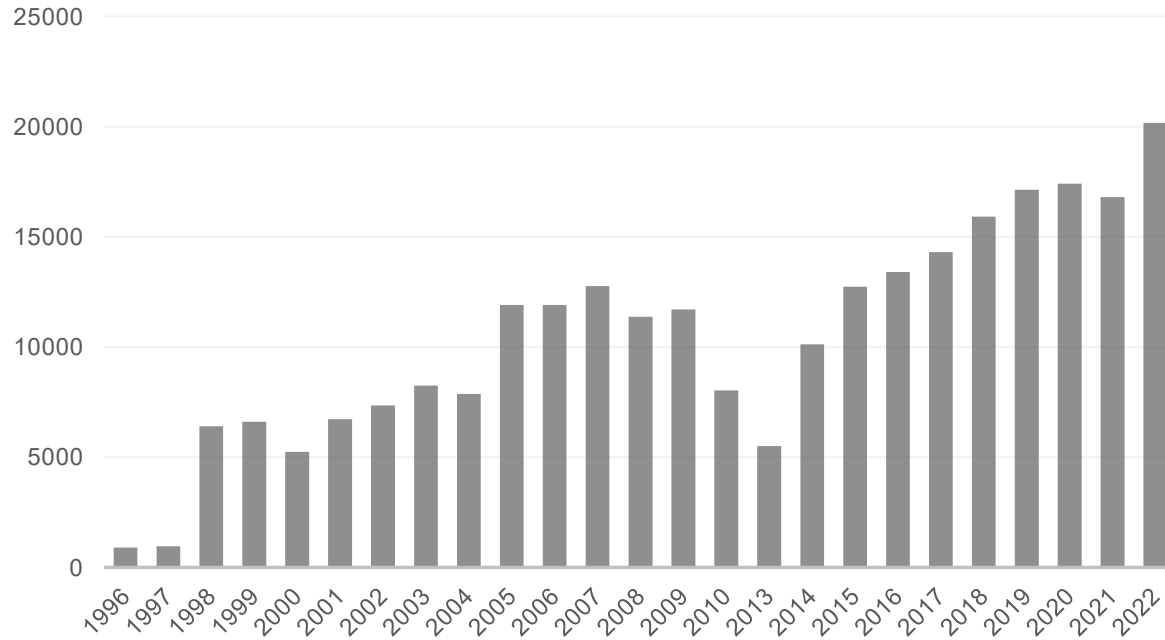
# Results: Data

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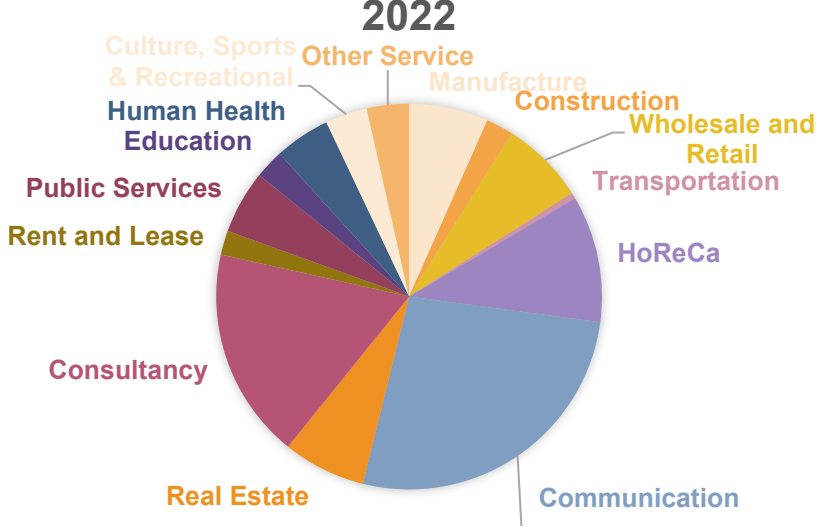
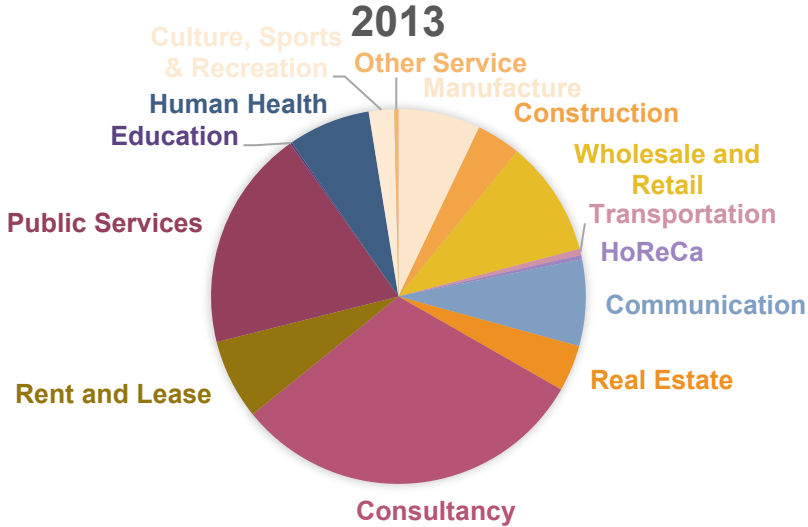
# Cruquius



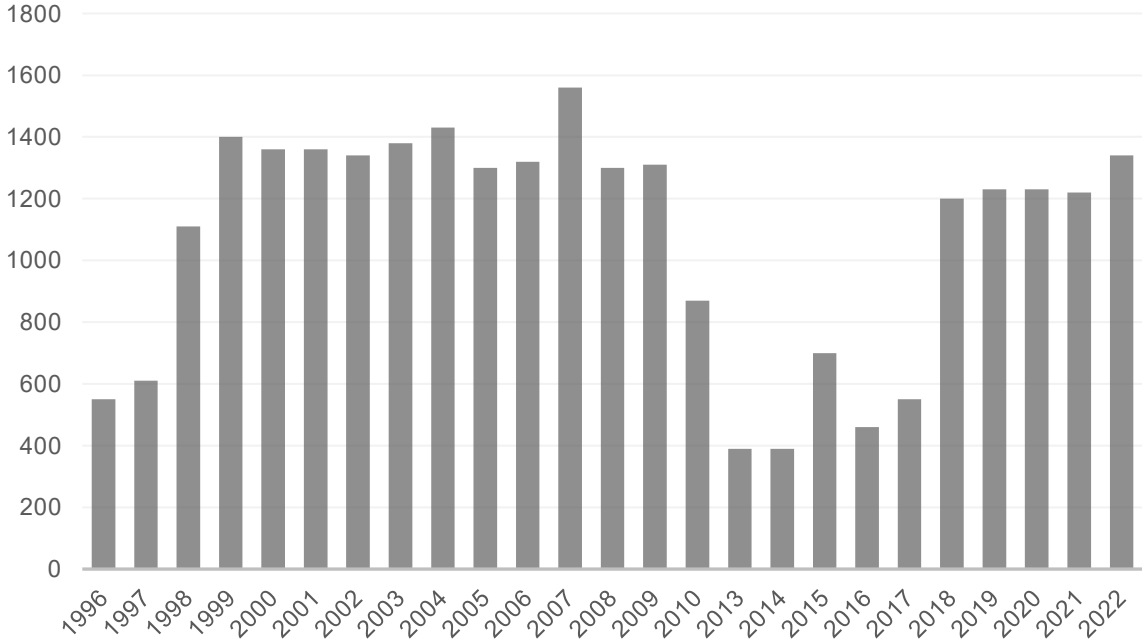
# Number of jobs per year in Cruquius



# Sectoral Divide



# Manufacturing jobs per year in Cruquius



|      | In  | #   | Out |
|------|-----|-----|-----|
| 1996 | -   | 13  | -   |
| 1997 | 0   | 13  | 0   |
| 1998 | 23  | 36  | 0   |
| 1999 | 3   | 37  | 2   |
| 2000 | 0   | 35  | 2   |
| 2001 | 15  | 50  | 0   |
| 2002 | 8   | 56  | 2   |
| 2003 | 7   | 61  | 2   |
| 2004 | 11  | 63  | 9   |
| 2005 | 20  | 75  | 8   |
| 2006 | 9   | 73  | 11  |
| 2007 | 23  | 88  | 8   |
| 2008 | 23  | 96  | 15  |
| 2009 | 31  | 117 | 10  |
| 2010 | 28  | 118 | 27  |
| 2011 | -   | -   | -   |
| 2012 | -   | -   | -   |
| 2013 | 52  | 100 | 70  |
| 2014 | 20  | 113 | 8   |
| 2015 | 16  | 123 | 5   |
| 2016 | 18  | 134 | 7   |
| 2017 | 28  | 147 | 15  |
| 2018 | 33  | 153 | 27  |
| 2019 | 71  | 210 | 14  |
| 2020 | 33  | 229 | 14  |
| 2021 | 46  | 245 | 30  |
| 2022 | 247 | 464 | 28  |

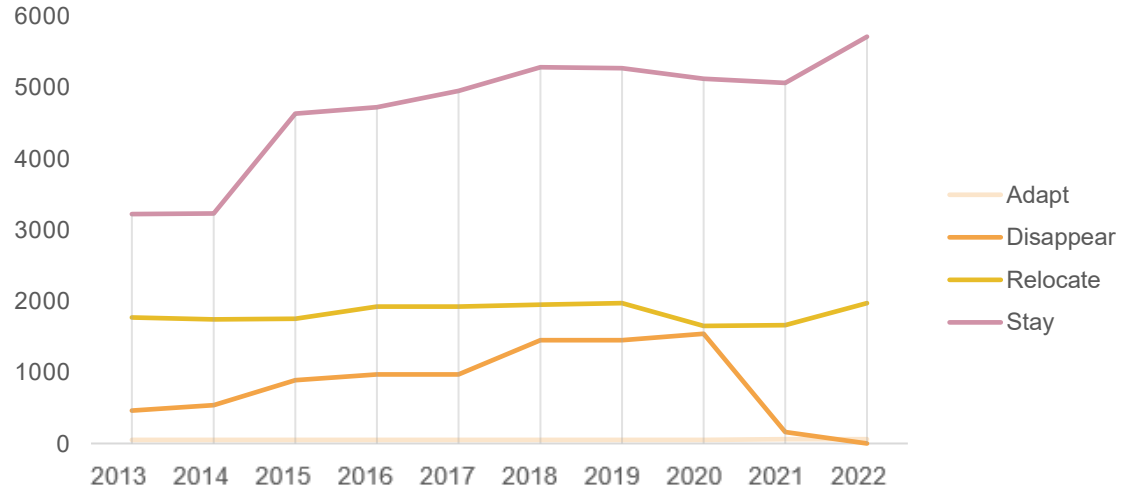
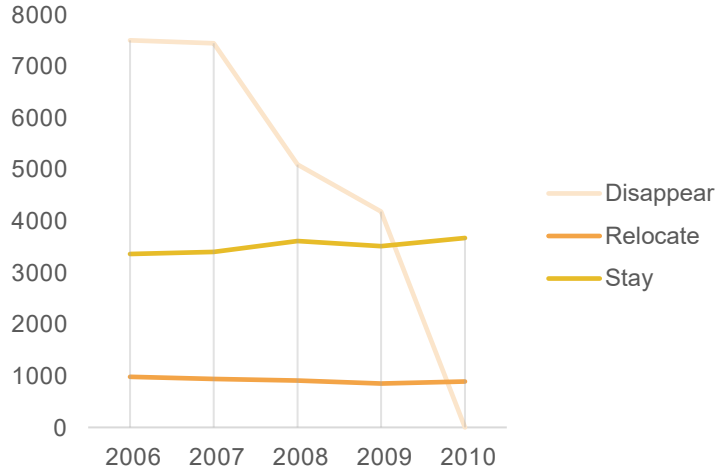
# Dynamics and Trajectories

- 2011 and 2012 data missing
- Biggest dip in companies, employment and jobs in 2013

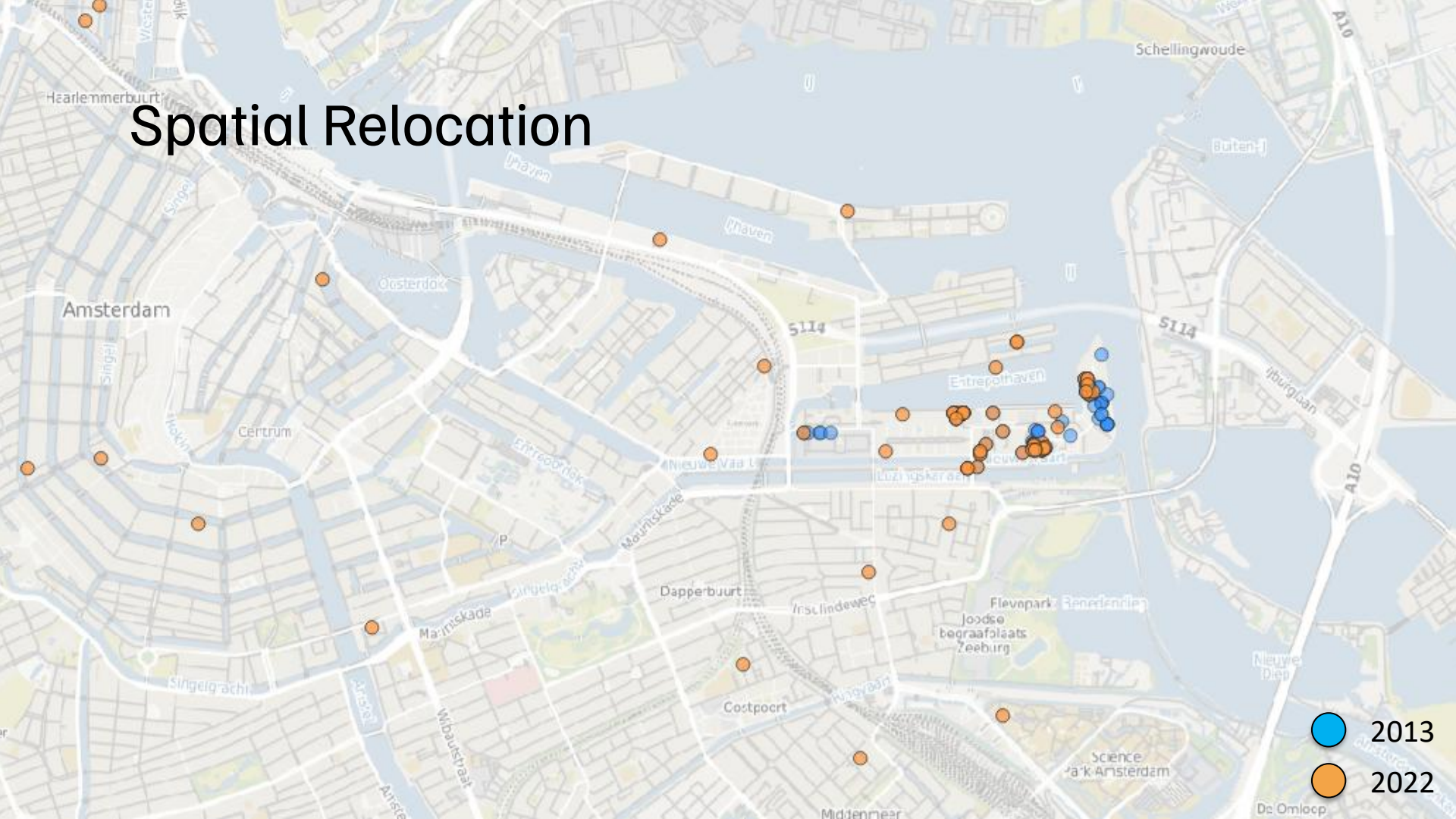
| Trajectory 2006-2010 | Number of Businesses | Percentage |
|----------------------|----------------------|------------|
| <b>Stay</b>          | 33                   | 46%        |
| <b>Relocate</b>      | 16                   | 22%        |
| <b>Adapt</b>         | 0                    | 0%         |
| <b>Disappear</b>     | 23                   | 32%        |

| Trajectory 2013-2022 | Number of Businesses | Percentage |
|----------------------|----------------------|------------|
| <b>Stay</b>          | 46                   | 46%        |
| <b>Relocate</b>      | 45                   | 45%        |
| <b>Adapt</b>         | 1                    | 1%         |
| <b>Disappear</b>     | 8                    | 8%         |

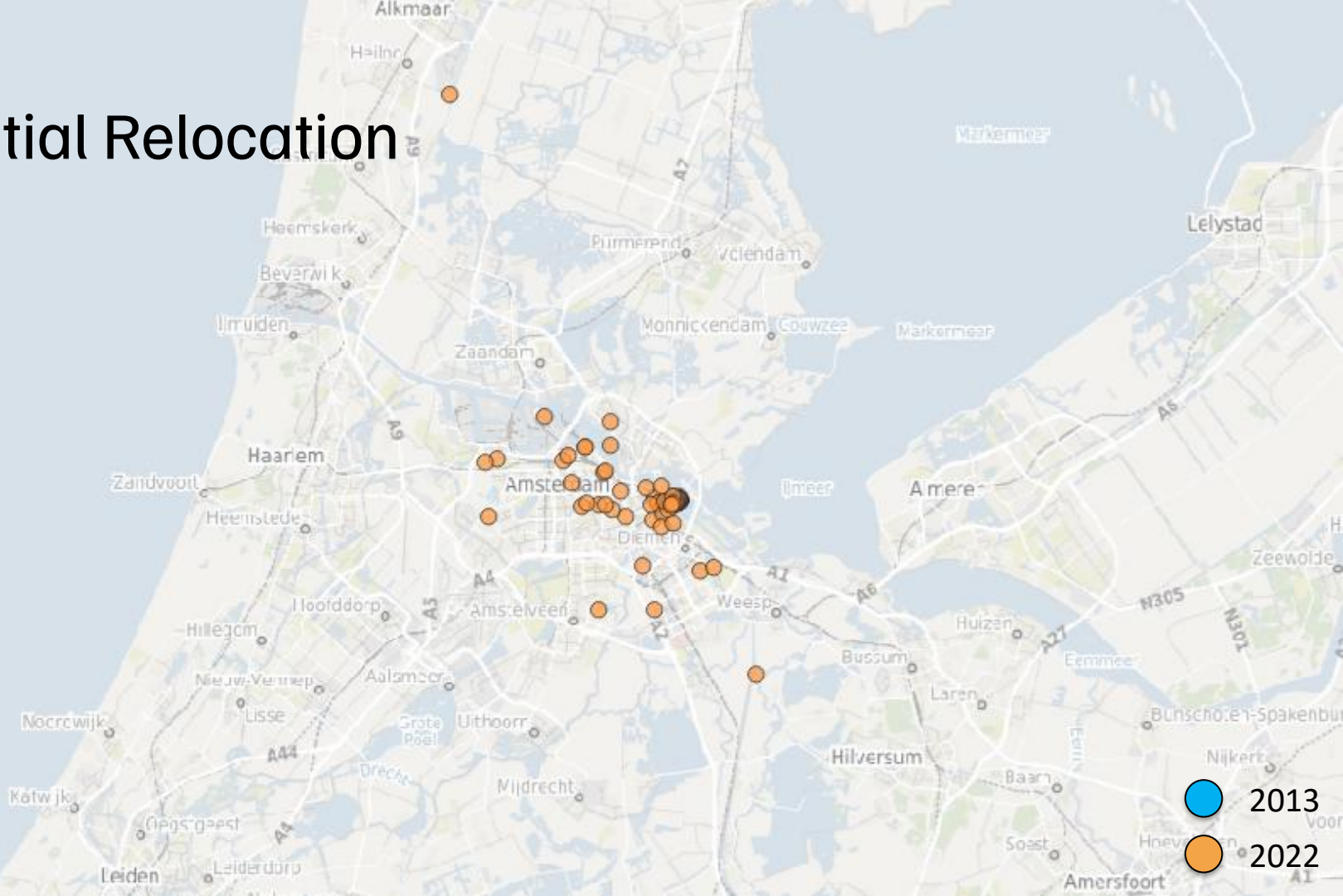
# Number of jobs through the years per trajectory



# Spatial Relocation



# Spatial Relocation



# Legal

## **Company A:**

- Long-standing heavy manufacturer; relocated after negotiations with pressure of leasehold expiry and redevelopment.
- Example of “legal steering without coercion”; relocation became inevitable through soft legal pressure.

## **Company B:**

- Bought out by Amvest, after that, environmental norms could be tightened to restrict other heavy industry to enter the area
- Gradual, interdependent steps to shift towards space without industry

## **Company C:**

- Medium-sized manufacturer; bought out by Amvest

## **Company D:**

- Software firm relocated voluntarily for business expansion.
- Illustrates market-driven relocation within a broader transformation context.

# Binckhorst



S108

S100

S107

A12

550

Rijswijkseweg

Plutostraat

Neherkade

Laakkade

Noordpolderkade

Deimanst

Trekweg

Junostraat

Wegastraat

Zonweg

Melkwegstraat

Maarweg

Utrechtsebaan

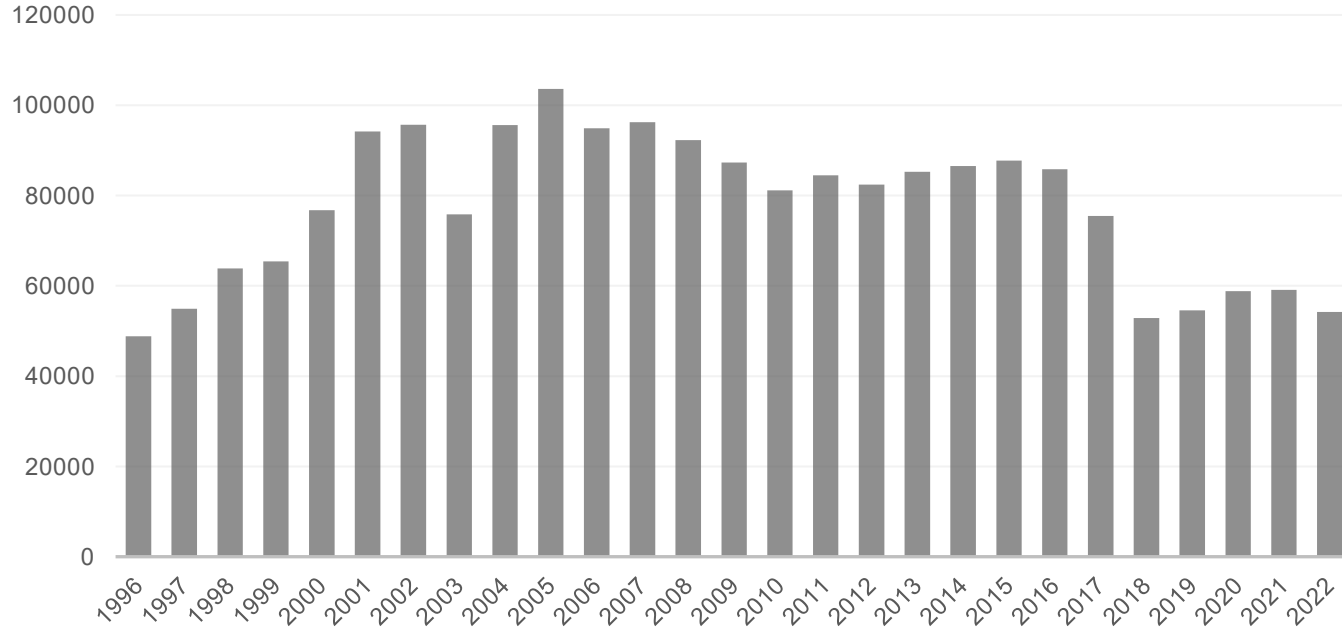
Beveerukade

Prins Bernhardlaan

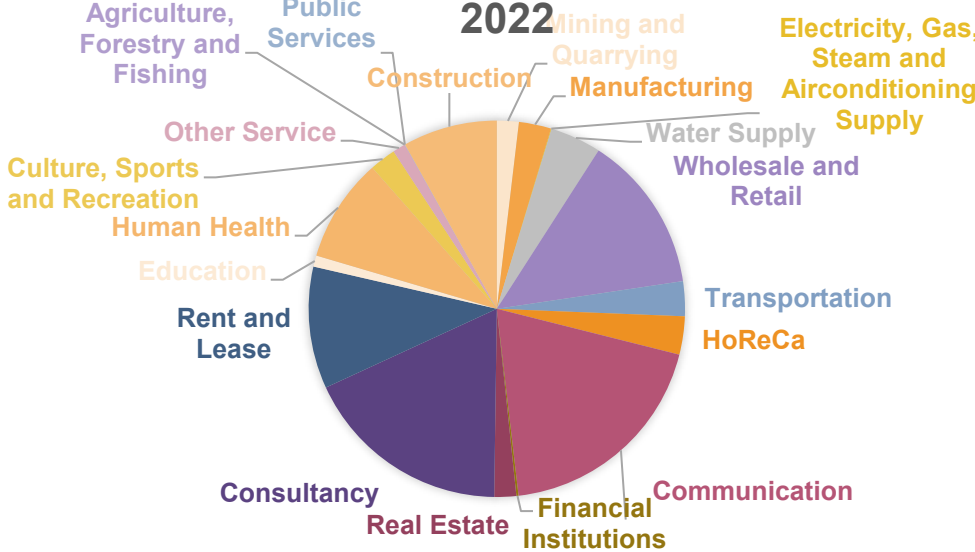
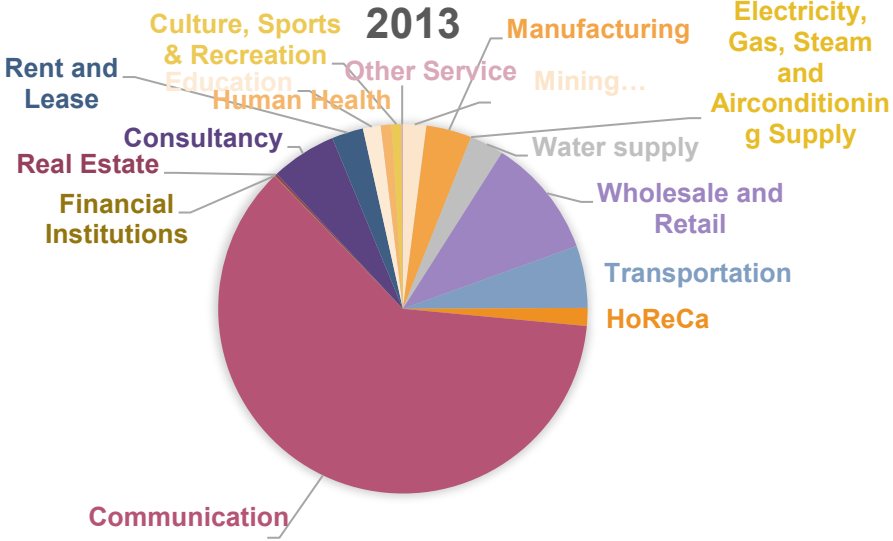
Parkw

Wint

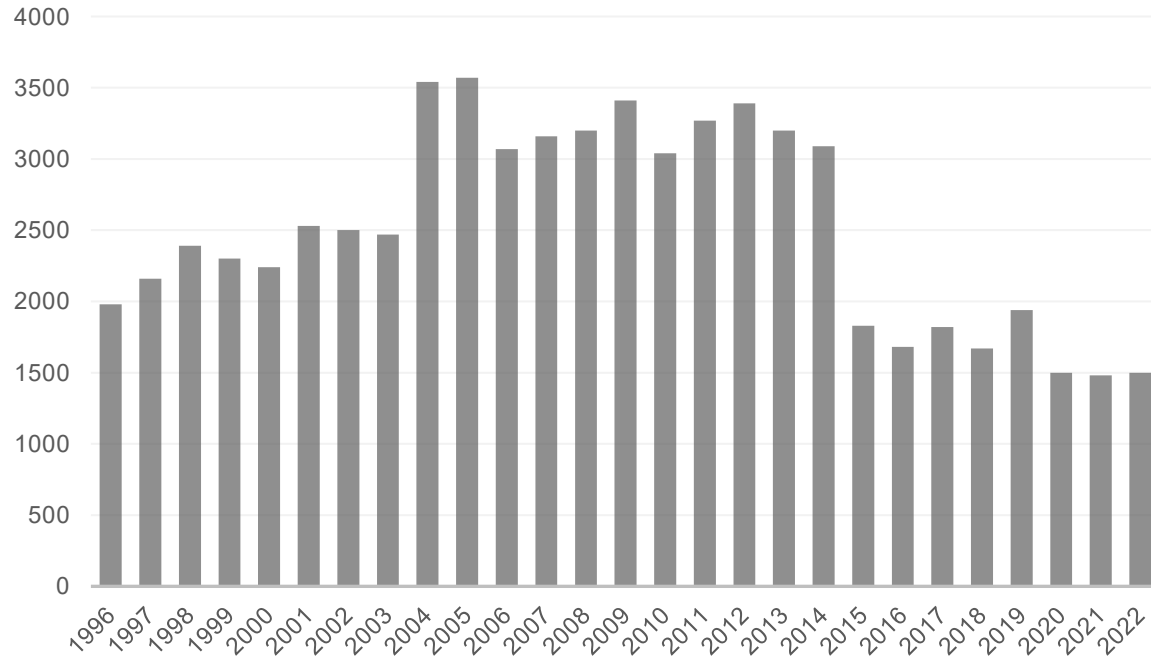
# Number of jobs per year in the Binckhorst



# Sectoral Divide



# Manufacturing jobs per year in the Binckhorst



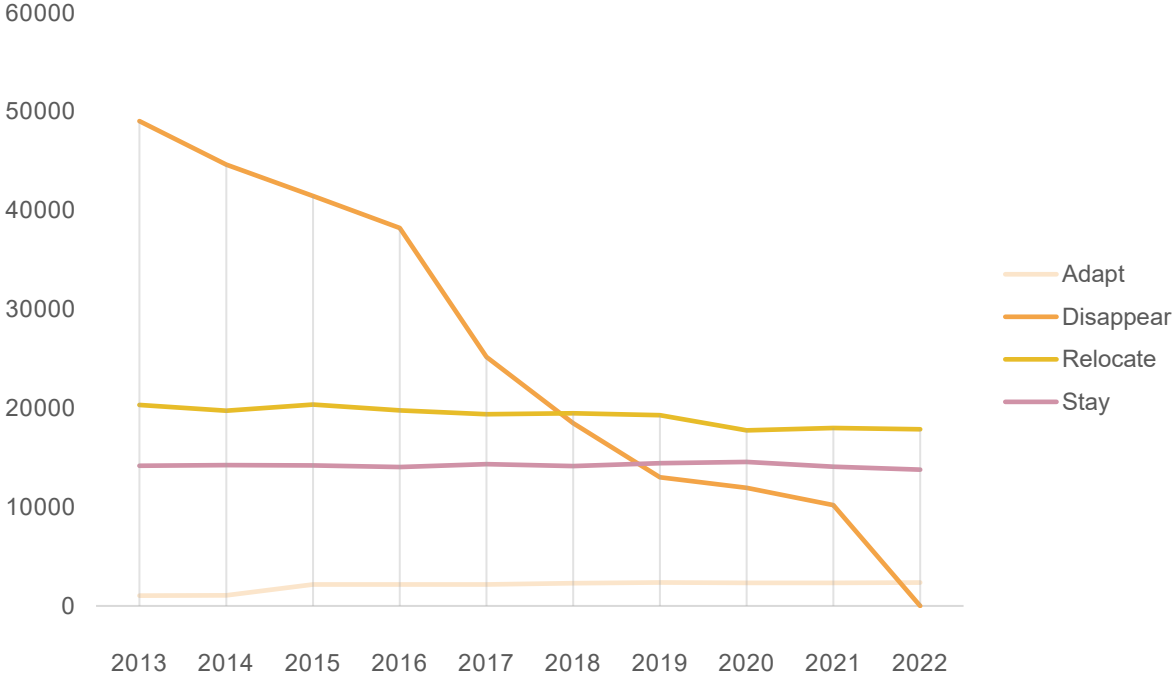
|      | In  | #   | Out |
|------|-----|-----|-----|
| 1996 | -   | 160 | -   |
| 1997 | 19  | 179 | 0   |
| 1998 | 15  | 191 | 3   |
| 1999 | 13  | 198 | 6   |
| 2000 | 16  | 204 | 10  |
| 2001 | 18  | 206 | 16  |
| 2002 | 41  | 213 | 34  |
| 2003 | 27  | 229 | 11  |
| 2004 | 19  | 233 | 15  |
| 2005 | 27  | 243 | 17  |
| 2006 | 34  | 261 | 16  |
| 2007 | 39  | 286 | 14  |
| 2008 | 72  | 337 | 21  |
| 2009 | 98  | 385 | 50  |
| 2010 | 85  | 412 | 58  |
| 2011 | 90  | 479 | 23  |
| 2012 | 74  | 467 | 86  |
| 2013 | 116 | 468 | 115 |
| 2014 | 89  | 498 | 59  |
| 2015 | 115 | 535 | 78  |
| 2016 | 98  | 538 | 95  |
| 2017 | 141 | 602 | 77  |
| 2018 | 151 | 601 | 152 |
| 2019 | 178 | 686 | 93  |
| 2020 | 190 | 748 | 128 |
| 2021 | 201 | 833 | 116 |
| 2022 | 217 | 882 | 168 |

# Dynamics and Trajectories

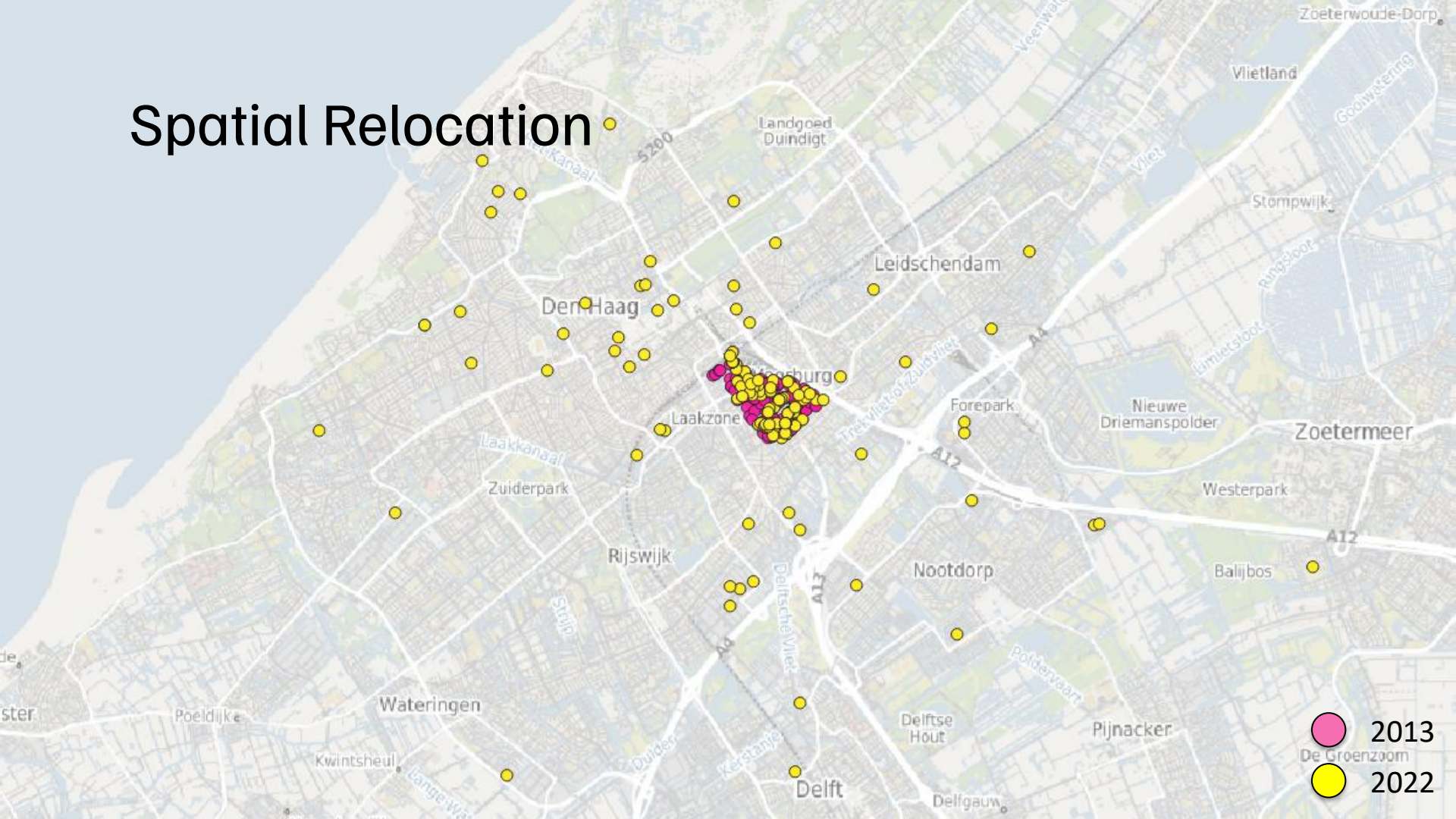
- Growth in companies but not in jobs → lots of smaller firms
- “Traditional” businesses no longer have a place

| Trajectory 2013-2022 | Number of Businesses | Percentage |
|----------------------|----------------------|------------|
| <b>Stay</b>          | 111                  | 24%        |
| <b>Relocate</b>      | 85                   | 18%        |
| <b>Adapt</b>         | 19                   | 4%         |
| <b>Disappear</b>     | 251                  | 54%        |

# Number of jobs through the years per trajectory



# Spatial Relocation





# Legal

## **Company E:**

- Heavy industry firm bought for 50 million, big controversy, reasoning lies on environmental incompatibility
- Illustrates land-use conflict where traditional industry became untenable

## **Company F:**

- Filed objection against the new zoning plan but ultimately ceased operations and disappeared from the register
- Example of regulatory uncertainty leaving firms vulnerable during transformation

## **Company G:**

- Objected to zoning plan but still operates under (future) new norms
- Shows growing spatial and social constraints

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## Results: Interviews

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*“In a densifying city, the pressure on space becomes large... the first to make way is the manufacturing industry.”*

*– Municipality Representative*

*“In the beginning, it was quite vague,  
because it wasn’t really clear what was  
going to happen.” – Company A*

*“For existing companies, that was super unclear, what’s happening, when, and where? When will I have to leave, or when will I be included in a plan?”*

*– Municipality Representative*

*“You start noticing more inspections, more environmental checks... pressure is being applied. And what if the leasehold expires? Then it’s simply clean up and leave.”*

*– Company A*

*“We moved in 2014, but now, hearing the new plans of the city, it’s coming close again. Maybe in a few decades we’ll have to move once more.”*

*– Company A*

*“I don’t think heavy industry should be in inner-city areas anymore. You should move more towards the edges and industrial zones. If you live next to a production facility, you’re not really happy.”*

*– Company A*

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## Results: Cross Case

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# Cross Case Analysis

| Dimension                            | Cruquius (Amsterdam)  | Binckhorst (The Hague)   | Interpretation  |
|--------------------------------------|---|--|---|
| <i>Governance Model</i>              | <b>Laissez-faire, develop-led with limited municipal control</b>                          | <b>Public-led municipality-steered “organic transformation”</b>                                    | Contrasts with bottom-up private control with adaptive public governance  |
| <i>Transformation Strategy</i>       | Gradual, market-driven redevelopment guided by the “spelregelkaart”                       | Phases, regulatory transformation through legal instruments  | Both gradual, but Cruquius relied more on market mechanisms, Binckhorst on legal adaptation                                       |
| <i>Business Outcomes</i>             | 46% stayed, 45% relocated, 8% disappeared in 2013-2022. Shows more managed displacement   | 24% stayed, 18% relocated, 54% disappeared. Traditional business reduction.                        | <b>Cruquius retained more businesses, even in 2006–2010, when disappearances peaked at 33% compared to 54% in the Binckhorst.</b> |
| <i>Societal Framing</i>              | Promoted as creative waterfront living, the industry more outdated                        | Marketed as an innovation hub, the industry was supposed to be maintained, but not possible        | <b>Both reflect more post-industrial ideology, marginalising manufacturing</b>  |
| <i>Uncertainty &amp; Timing</i>      | Sharp uncertainty period, causing a short-term decline, which ended with a growth of jobs | <b>Long-term uncertainty, which led to job loss (in manufacturing) which has not yet recovered</b> | Cruquius came out stronger in terms of the number of jobs; Binckhorst came out weaker   |
| <i>Spatial Planning Tools</i>        | Flexible zoning, voluntary land sales, and high private autonomy                          | Stricter zoning, a phased mixed-use plan, led by infrastructure adjustments                        | Market-led vs regulatory-led spatial change   |
| <i>Industrial Retention</i>          | Minimal, relocation encouraged and facilitated  | Some local relocation, but overall dispersal   | <b>Both lost their clustered capacity, ultimately weakening industrial networks</b>   |
| <i>Legal Instruments</i>             | Leasehold expiry, environmental permit revoked, buy-outs                                  | Omgevingsplan, environmental permit, buy-outs, expropriation plans                                 | <b>More informal pressure vs formal legal pressure</b>  |
| <i>Compensation and Negotiations</i> | Negotiated agreements between developers and firms  | Negotiated agreements between developers and municipalities with firms                             | Different negotiators, similar outcomes   |
| <i>Type of Displacement</i>          | <b>Managed Displacement, actions taken against industrial loss</b>                        | <b>Non-managed displacement, structural erosion</b>  | Highlights how legal and spatial formality can shape displacement trajectory  |

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# Discussion & Conclusion

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# Mechanisms of Displacement

**Displacement happens and has significant impact on businesses, however not through one single force or moment**

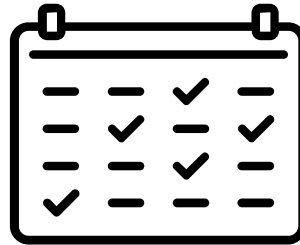
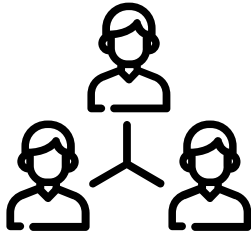
- Societal dynamics that reframe industry as incompatible with post-industrial urban ideals
- Spatial-planning decisions that prioritise housing and mixed-use functions over traditional industrial activities
- Legal frameworks that influence transformation processes (in)directly, such as via environmental norms, zoning flexibility, and negotiated land transitions
- Uncertainty and land-use insecurity, which reshape business decisions before any formal action occurs

## **Mixed-use**

- Mixed-use as a planning myth: filtered mixed-use (not functional coexistence, but selective housing-led redevelopment)

# Recommendations

- Stakeholder cooperation and trust for more balanced outcomes
- Provide certainty through clear long-term planning
- Avoid “erosion by uncertainty” of companies as a tool
- Relocation as an integral part of transformation policy



# Questions?

Thanks for listening