After all,
it is a people's business

By Carlijn Beerepoot

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

Preface

Over the past couple of months, I have been working on the thesis that lays in front of you. During my studies, I have become more and more interested in the fields of Corporate Real Estate Management and Urban Development and I am happy I could combine these interests in this research. During my first experience with practice as a work student, I came to realise that the real estate practice really is a people's business. Also in my experience on student projects, the group getting along with each other helped in our performance. Combined with a personal interest, this insight led me to study communication between the different actors in the real estate practice: corporations & cities.

It is safe to say that I learned a lot more than I expected to. I greatly enjoyed talking with practitioners, providing me with extensive new information. Also, I am pleased that after 6 months, I can finally say I got a grip on how the city of Amsterdam works. As this study largely depends on their inputs, I would like to gratefully thank all persons that I interviewed for their contribution to this research.

Finally, I would like to thank my mentors Herman Vande Putte and Erwin Heurkens, not only for their helpful feedback, but also for the personal support. I walked out (or 'clicked away') every meeting with renewed energy and motivation. Thank you!

Rests with me to say I hope that whoever reads this thesis, will enjoy it and learn as much as I did making it.

MSc. track	Management in the Built Environment
Graduation studio	Corporations & Cities
First mentor	Arch. MRE Herman Vande Putte MSc.
Second mentor	Dr. ir. Erwin Heurkens
Delegate Board of Examiners	Ir. Koen Mulder

Executive summary

Introduction

As the world is a complex and dynamic system, parties increasingly depend on each other in their decisions. This interdependency is found as well between corporations and cities in decisions on mutations in the corporation's accommodation, which is the subject of this research. Mutations are considered all changes in the accommodation.

For both parties, accommodation has a value beyond the bricks. For corporations, their accommodation may enhance their image and supports the business activities (Jensen & van der Voordt, 2016) and its location determines accessibility to markets, possibilities for globalisation and availability of talented employees (Hu, Cox, Wright & Harris, 2018). For cities, accommodating a corporation reflects job opportunities in the area and resulting increases in expenditures (Balbontin & Hensher, 2019).

In decisions on accommodation, corporations and cities find themselves in need to communicate with the other. For corporations, this might be legally required to obtain a permit, and cities seem to become more and more engaged in acquisition activities for attracting corporations. For the latter, specialised Investment Promotion Agencies (IPA's) are set up at the national, regional, and local levels.

At the same time, there is an increasing demand for transparency in decision making, leading to the rise of studies on objective measurement tools (Nunnington & Haynes, 2011). However, these tools remain internal to the company and fail to incorporate the interdependencies between parties. Urban development studies do consider interdependencies between public and private parties, but mainly focus on developers, investors, contractors, and residents. It misses out on corporations as end-users, that are becoming increasingly engaged in urban development practices. Moreover, within this interdependency, the actual interaction between actors is often neglected in research on urban planning (van Dijk, Aarts & de Wit, 2011). Therefore this study focus on the actual interaction realised through communication strategies of cities and corporations. The main research question is:

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

Theory

According to Klijn and Teisman (2003), decision-making takes place in arenas, with actors having different perceptions, interests, and strategies. Each party or actor has a motive for entering the decision arena. Additionally, the decision arena is shaped by the situation from which the arena arises (De Bruijn & ten Heuvelhof, 2018). For example, the influence of an actor on the decision depends on their resources, which can be a legal authority, money but also relationships. The relations that an individual has, influences the network's performance. The significance of this connective capacity of individuals is increasingly recognized in literature (van Meerkerk & Edelenbos, 2014).

The situation of the corporation entails the mutation itself, including the size, scope, and type. The situation of the city is determined by its existing policies concerning corporations and the political colour of decision-makers. Motives for corporations can be legally required or go beyond this for strategic purposes. Motives for cities to communicate with corporations on their accommodation are based on quantitative or qualitative growth. Quantitative growth refers to job opportunities and qualitative growth to policy ambitions as innovation or sustainability, or to strengthen sector-specific clusters.

The actual interaction in the arena happens through communication. According to literature, communication is composed of why, when, who, how, and what. In the context of this research, why reflects to motive for entering into communication. The combined set of values of when, who, how and what that is used, is the communication strategy. Here, 'strategy' reflects what Mintzberg (1978) defined as the realised strategy.

Thus the arena includes three levels of strategy; the situation in which communication takes place, the motive for entering into communication, and communication strategies itself. Together this leads to the final decision, as summarised in the conceptual framework (figure 1).

Methodology

A a mixed-method approach was used, as illustrated in figure 2. Eight cases in the Randstad, the Netherlands were considered, including a large renovation, two local relocations, two national relocations, an international relocation, a local expansion, and an international expansion.

In total 33 interviews were held, of which 14 concerning a case, 16 about general practice and 3 a combination thereof. In the document analysis, policy documents,

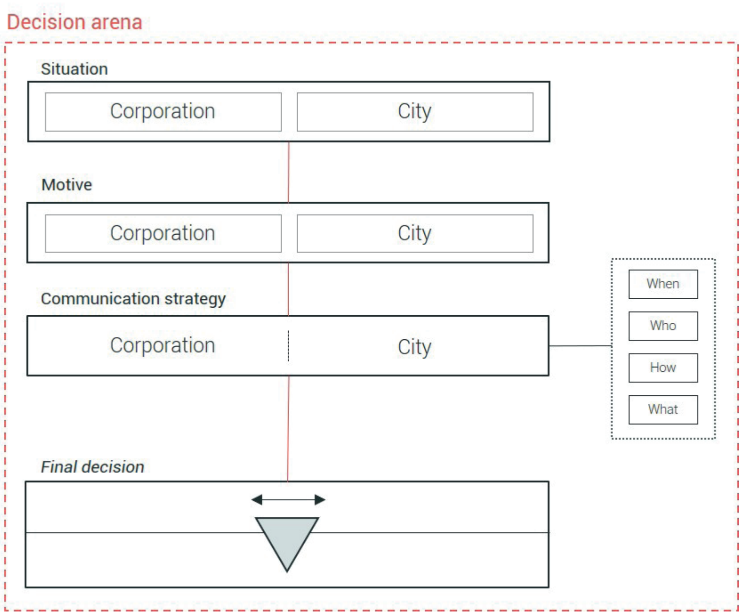

Figure 1. The conceptual framework

and annual reports, documents from city administration and newspapers were mostly used. Triangulation was applied by using a combination of documents and interview(s) for each case.

The conceptual framework was operationalised by findings from the literature review. Its operationalisation was used as a basis for empirical research. Situations were analysed according to *type, size, scope,* and *legal requirements* (corporation) or *existing policies* and *political colour* (city). Motives were analysed according to whether *legally required* or *additional*, strategic motives (corporation), or aiming for *quantitative and qualitative growth* (city). Communication strategies were operationalised as shown in the analytical framework of figure 3. Here, the first-level values of each component of communication were determined according to literature. Those were used to categorize the second-level, more detailed, values obtained through empirical observations.

Empirical research

Cases

Three cases, illustrative for communication practices are shortly discussed below.

De Nederlandsche Bank (DNB)

In 2018, DNB announced to undergo a large renovation of its headquarters in Amsterdam. Already in 2015, consultant Arcadis started creating a new accommodation strategy for DNB. At the end of this year, the decision for renovation was made. In 2016, DNB internally elaborated on the strategy. During this time, the first conversation about the renovation took place between the board of DNB and the Alderman of Economic Affairs. The city appeared to be positive about DNB staying in the city centre. During 2017 and 2018, DNB internally decided about the scope of the project. Simultaneously, the project team of DNB, led by a Programme Manager Corporate Real Estate, started contacting stakeholders within the city government. Among those were the Bureau Monuments & Heritage and the committee Spatial Quality. Attempts to have one contact person from the city failed, so DNB started

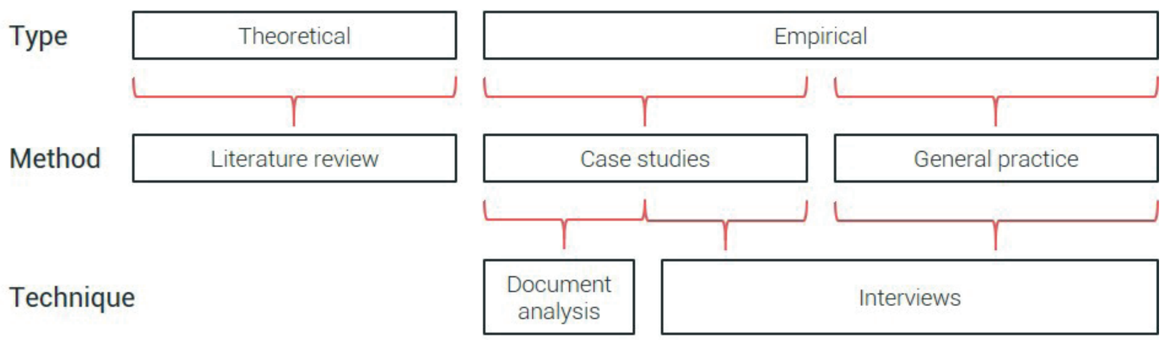

Figure 2. Methods and techniques used

to build upon their own existing contacts. In 2019, DNB specifically hired someone for stakeholder management, which involved much social communication as well. The stakeholder manager was merely in communication with the city district and the area coordinator of the city centre. A project manager from the team of DNB was involved in the most frequent communication around the permit. In June 2020, the Environmental Permit was granted.

Cambridge Innovation Centre (CIC)

In July 2017, CIC announced their European expansion to Rotterdam. Back in 2012, the Alderman of Economic Affairs was tipped by a Deloitte manager about CIC's expansion plans, resulting in a fact-finding trip to CIC in Boston. During this visit, presentations were given to promote Rotterdam. In June 2013, the CEO of CIC visited Rotterdam, and a Letter of Intent was signed to conduct a feasibility study for Rotterdam for a European establishment. Usually, 'normal government' is not involved in international acquisition, but this was regarded as a special case. An Expansion Manager is then hired at CIC. In 2015, Rotterdam came out as the best choice, and the team of CIC was complemented with the general manager for the Rotterdam location. This duo was in weekly to monthly contact with the team of the city, that consisted of different disciplines and the Director of City Development. In July 2015, expansion plans were made public. From then on, communication was shortly on-hold, while the city preparated a loan facility for CIC's start-up costs. Obtaining a loan facility was essential for CIC and it was granted in November. In October 2016, the opening party of the new establishment took place, at which Alderman of Economic Affairs and the Mayor were present. In hindsight, the help with city mechanisms and the single point of contact from the project team was highly appreciated.

HeinekenNL

As a result of an organisational restructure, HeinekenNL would move to The Lorentz in Leiden in 2020. In July 2018, a team of Heineken, led by Manager Legal Affairs got a brief from the board to search for locations. Together with a real estate advisor, a long list of potential locations was created. By evaluating a set of criteria, the list became thinner. In September 2018, Heineken announced their reorganisation. This formed the signal for cities in South-Holland to initiate contact with

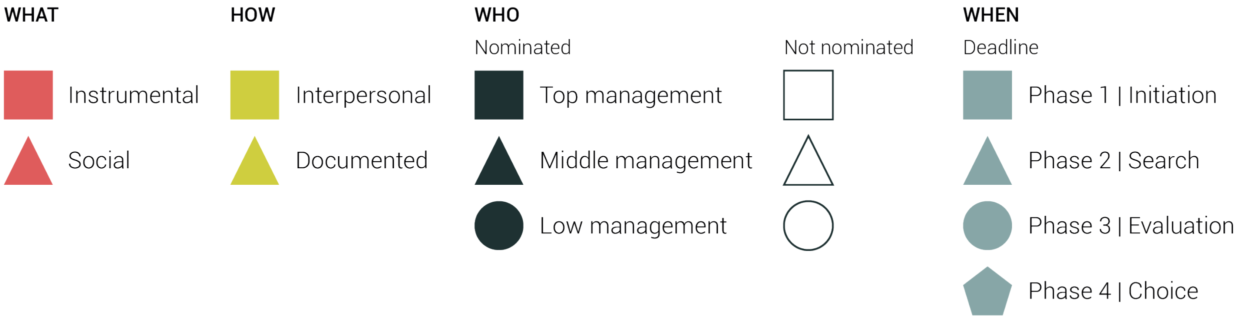

Figure 3 The analytical framework

Heineken, promoting their cities as a potential location. The initiative by those cities was appreciated and brought along a positive feeling towards those cities by Heineken. However, no locations were available in time that met the criteria. This communication mostly took place between the Project Manager of the relocation and Aldermen. Another potential location was in Amsterdam. Therefore Heineken initiated contact about this location. Many different departments of the city were involved in that location. In the second half of 2018, an account holder of Leiden called about The Lorentz. This option was initially overlooked as it was on the market as two separate parts, each of those not meeting the space requirements. In the end, the Lorentz and the location in Amsterdam were the last two left on the list. Had the account holder of Leiden not called about The Lorentz, they might now be located in Amsterdam.

Analysis

Within communication strategies, the pattern between actors (who), timing (when), frequency (when), and the type of content (what) was found, as illustrated in figure 4. Top management support at the start was considered important for the process of the mutation, in particular when the project needs a budget.

The relation between situation, motive, and communication strategy seems to mainly have implications for how communication is organised. Cities evaluate corporations according to their type, size, and location of the mutation, influencing the deployment of time, money, and people by the city. A tendency was found for appointing a single contact person for cases with high job creation and none in cases of job retainment. The involvement of top management also

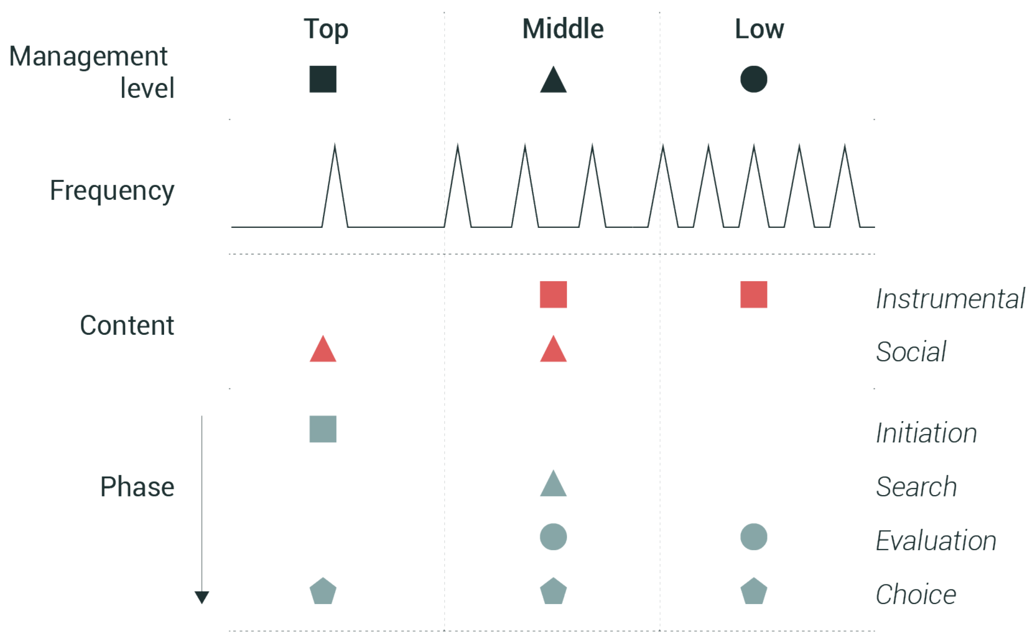

Figure 4. Pattern between actors, timing, frequency and content

depends on the priority given to the project on both sides, see figure 5.

This difference in the organisation could be caused by 'job creation' cases falling under the responsibility of IPA's, whose performance is predominantly measured by quantitative indicators. This causes the size and type of the mutation being dominant over its qualitative aspects. 'Job retainment' cases fall under the responsibility of account holders who mostly rely on signals for initiating communication. Whether signals come in time, may depend on coincidence or the networking capacity of the account holder. Accordingly, in 'job retainment' cases, the corporation seems to more often initiate communication. This happens when they are in the evaluation phase of the mutation process and in need of support of the city for obtaining a permit. This late start also leaves less room for the city to gain power in the decision-making. Apart from the legally required communication, also additional communication about accommodation often remains project-based.

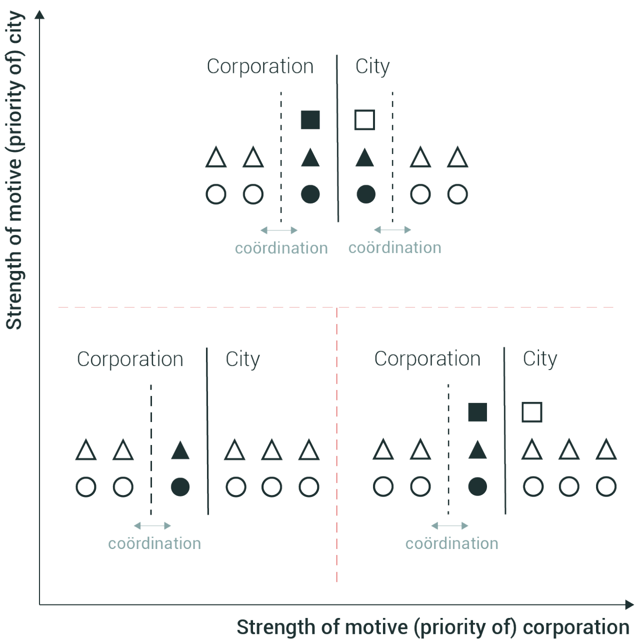

Figure 5. The organisation of communication according to motive strength (priority)

Conclusion

The organisation of communication largely depends on the priority given to it by the corporation and the city. The priority of the city seems to be considerably influenced by the quantitative characteristics of the mutation over qualitative ones. This leads to ‘job creation’ cases to be more likely to have an appointed contact person. It can be questioned whether this current balance in the allocation of people and thereby budget serves both quantitative and qualitative ambitions of the city regarding the built environment.

In the initiation of communication, cities rely heavily on signals. Getting the right signals in time might be a matter of coincidence as well as depending on the individual actor’s connective capacities. Early-stage communication seems to lead to a better alignment between the mutation plans and policies, which speeds up the process. However, corporations seem to only initiate communication during their evaluation phase. Given that the city might lack the capacity to initiate communication, one could promote that corporations should more often take initiative for communication early on.

While attempts in literature and practice are made to make decision-making as objective as possible, a subjective ‘human factor’ will always be present. Even giving scores to certain criteria has a human element. It might, therefore, be ineffective for research to aim for complete objectivity of decision, but it should rather aim for transparency. This research shows that communication strategies are used in support of the process and it can indeed have an effect on decision making. This effect ranges from slight preferences of actors to crucial information for the decision. The public recognition of this use of communication adds to the transparency of the decision.

Concludingly, this research encourages recognition of communication and its consequences as a factor in decision making.

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PART I Introduction

In this part, the context of this research will be shortly outlined. Afterwards, changes in the context are discussed, leading to a rationale for conducting this research. This results in the main motivation for conducting this research. The concluding chapter states the corresponding research questions.

1

Background

1.1 Decision making in the built environment

Many different parties and actors are involved in decisions concerning our built environment. This research focuses on two of them: Corporations and cities. In this research, the definition of the Cambridge Dictionary (2020) for corporations is used: 'a large company or group of companies that are controlled together as a single organization'. Corporations need real estate for accommodation to execute their activities. Thus they can also be referred to as real estate users.

Corporations change over time and so do their demands for their accommodation, for example in terms of space needed or where they want to be located. At the same time, the real estate of their accommodation changes as well, due to the lifetime of for example materials or other internal or external influences. Real estate is considered to have three different life spans; an economic life span, a functional life span, and a technical life span. The first is mainly applicable to corporations having real estate to generate income and not use it as accommodation. So for this research, the latter two apply. Corporations seek to align their accommodation with their needs. Thus when one or both of these life spans end or nearly end, organisations might start to consider a change in their accommodation. This change is referred to in this research as a 'mutation'. It involves the physical alteration to real estate to align with the needs of the corporation. Van Vliet, Van der Voordt and Den Heijer (2004) categorized mutations from the perspective of the real estate itself. From the perspective of the user, the following mutations are possible: 1) consolidation (doing nothing); 2) maintenance; 3) renovation; 4) expansion or disposal; 5) relocation.

Recently, corporations have been increasingly renovating their accommodations, for example for achieving sustainability standards. Small maintenance of the current accommodation and consolidation were left out of the scope of this research as this merely remains internal to the corporation and few to no communication exists with the city.

For corporations, the value of accommodation goes beyond the physical building. Decisions on it are considered a strategic (Haddad, Sanders & Tekwsbury, 2019). For example, the location of accommodation reflects accessibility to markets, possibilities for globalisation, the availability of skilled and educated employees, nearness of competitors, etc. (Hu, Cox, Wright & Harris, 2008). A widely recognized cliché in accommodation decisions is that all that matters is 'location, location, location' (Dixit, Clouse & Turken, 2019)

For realising these mutations, often approval of a local government is needed. In this research we consider the local government to be a city. The term 'city' has a twofold meaning: the geographical area or the government of a city. In this research both definitions are used, the first considering the location of accommodation and the latter as the government of a city. This approval for mutations comes in the form of a permit. Permits are granted when a plan is in line with the land-use plan. This plan states spatial conditions for each geographical area. Thereby it is the legal instrument at hand of cities to influence the built environment, including mutations in the accommodation of corporations. According to Adams and Tiesdell (2013), cities can alter the land use plan to facilitate the accommodation of a corporation. This instrument however is reactive in nature and depends on the initiation of corporations. Additionally, the value for cities of accommodating a corporation goes beyond its physical presence as well. Accommodating a corporation reflects for example increases in job opportunities and expenditures on food, leisure, and education in the city (Balbontin & Hensher, 2019; BCG, 2008). "A local government may be successful in attracting a large number of firms and reap the benefits of increased job opportunities and government revenues" (Hu et al., 2008).

Hence corporations and cities find themselves in need of communication with the other to achieve their goals. This communication is the focus of this study (see figure 1.1).

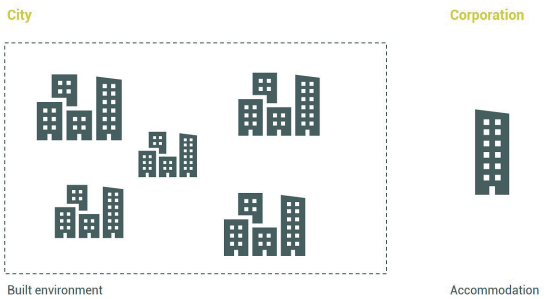


Figure 1.1 Focus of the research

1.2 Changes in the context

The built environment, and hence decision making on it, is a domain highly subject to changes in the context. Ongoing developments and developments of the past decade have influenced this domain. The main focus of this research is on the national (Dutch) and local level. However, global developments and trends, flow into these lower levels as well. Developments can thus be observed at different levels, which are consecutively considered below.

1.2.1 Global

The world is becoming increasingly complex due to growing globalisation and digitalisation (Van 't Verlaat & Wigmans, 2011, pag. 21). This combination has resulted in what De Bruijn and ten Heuvelhof (2018) define as the interconnectedness of society. This interconnectedness is characterized by three aspects. First, the world has become a network, in which different actors, among them government of cities and corporations, are becoming more dependent on each other (Klijn & Teisman, 2003). These interdependencies create arenas of decision making in which no decision can fully be made without the involvement of the other actors (Klijn & Teisman, 2003). In these arenas, each actor chooses its strategy, causing the joint decision making to face high complexity (Klijn & Teisman, 2003). However, "it is precisely this joint decision making that is crucial in a modern network society" (Edelenbos & Klijn, 2007, pag. 25). Due to these interdependencies, it is widely recognized that for a corporation to be successful, it needs to involve stakeholders through information sharing and the use of communication strategies (Caputo, Evangelista, & Russo, 2016; Turker, 2014). According to Wigmans, a network society is where structures are determined by the connections of individual actors (Wigmans, 2011, pag. 37) The second aspect is that these actors are facing wicked problems, for which no perfect solution or predefined process exists. And thirdly, the actors have to deal with the highly dynamic nature of the world. Globalisation for example affects regulations, resulting in the removal of legal barriers for corporations between countries, making them more 'movable' (Baaij, van den Bosch, & Volberda, 2004 in Wigmans, 2011).

The interdependency between cities and corporations is well-illustrated by the case of Amazon Headquarters 2 in the United States. Amazon decided to set up a second headquarters and opened a public tender for cities. After multiple rounds, New York was announced to be the winner with what was called the 'highest bid' of around three billion dollars (Goodman, 2019). This 'victory' set off a huge debate in New York on the question of whether governments should pay private organisations to come to their city, instead of using this money to invest in public services such as education or infrastructure (Goodman, 2019). Other sources, on the other hand, mention the three billion dollars not as a bid, but as being a tax relief next to an even bigger investment of Amazon in the city of New York. However, due to image damage, Amazon withdrew its decision. Thus, this case not only reflects the interdependences between cities and organisations, but also the importance of communication on the decisions on accommodation mutations, as well as the effect the media might have.

1.2.2 National

With almost all big cities involved in the tender, the Amazon case additionally points out the growing competition between cities in attracting organisations. This competition can also be seen on a national level in the existence of the national Netherlands Foreign Investment Agency (NFIA), aiming to attract international businesses to the Netherlands. Also within the Netherlands, the rise of regional and local Investment Promotion Agencies (IPA's) such as Utrecht City in Business or the Rotterdam Partners reflects this competition (Franzen, Hobma, de Jonge & Wigmans, 2011, pag. 22). On one hand, cities increasingly involved in the proactive attraction of organisations, thereby trying to steer the built environment. On the other hand, in recent years the role of governments in spatial planning practices has shifted from providing to enabling (Persson, 2019). In the Netherlands, this is seen in the reform of the New Dutch Spatial Planning Act in 2008. This reform strengthened the role of private parties in Dutch urban developments (Heurkens, 2012). However, where IPA's are focused on corporations that are the end-user, the private parties that have gained power in urban developments often refer to developers and owners of real estate. In recent years, however, corporations seem to be increasingly engaged in urban development practices (Potters & Heurkens, 2015).

1.2.3 Local

Apart from changes in the 'wider context', ongoing changes take place on the local level. Corporations themselves can change on many levels and aspects that may result in changing needs for accommodation. For example, corporations change their corporate strategies, their internal structure, face growth or shrinkage of employees, having different budgets for accommodation, etc. Also, the organisational culture might influence accommodation strategies (Nase and Arkesteijn, 2018). And as mentioned, the accommodation itself may 'wear out'. Parallel to this, cities change political colour, by electing a different coalition of the College and Council every four years. This means a change of perspective and prioritising on all kinds of urban issues, including those of the built environment. Finally zooming in even deeper, the most frequently occurring change might be that of persons, who switch jobs now and then. Linking this to Wigmans notion (2011) that structures of a network are determined by individual actors, the network is highly dynamic.

Thus the situation in which organisations and cities decide on accommodation mutations is subject to continuous change.

2

Research aim

2.1 Problem statement

The activities on attracting corporations show that communication between corporations and cities goes further than only that required by the formal procedure on permits. Even when formally no communication is needed, organisations may have other motives for communication, for example, to avoid a damaged image. Or, as found by Potters & Heurkens (2015), corporations can engage in urban development to enable innovation. Additionally, communication might be used to gain a strategic advantage (Caputo, Evangelista, & Russo, 2016). Thus both corporations and cities make use of communication to achieve their goals.

A study of Balbontin and Hensher (2019) showed that real estate professionals greatly depend on subjective and informal or qualitative information, such as word of mouth. Furthermore, the influence of the connective capacity of individuals on a network's performance is increasingly recognized (van Meerkerk & Edelenbos, 2014). The increasingly recognized influence of individuals may have its downsides, illustrated for example by the corruption case of two aldermen from The Hague, accused of giving out permits in exchange for money (Ritzen & Metselaar, 2019).

At the same time, there is also an increasing demand for transparency in decision making, calling for decisions based on objective approaches (Nunnington & Haynes, 2011). This is for example reflected in the rise of studies on objective measurement tools for decision-making. However, this research often remains internal to the company. Furthermore, research on objective measurement tools acknowledges the human factor in decision making but fails to incorporate this with the aim of transparent decision making. At the same time, literature on urban development often neglects the (corporate) user and merely focuses on developers, investors, contractors, and residents instead. Furthermore, the actual interaction between actors is often neglected in research on urban planning (van Dijk, Aarts & de Wit, 2011).

Due to increased interdependencies, corporations and cities find themselves in need of communication with the other. Currently, there is a lack of insight into these communication strategies between corporations and cities and their use in decisions on accommodation mutations.

2.2 Research questions

This research aims to provide insight into the use of communication strategies of corporations and cities in decision making on accommodation mutations. This aim is two-fold. First, the aim is to describe how communication strategies are currently constructed in practice. This involves the systematic outline of components of communication strategies. Secondly, this research aims to define the use of communication strategies in the wider spectrum of interdependency between corporations and cities, leading to joint decision making on accommodation mutations.

The main research question is as follows:

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

To answer this question, different sub-questions are defined, as given on the next page.

1. What are the components of communication strategies?
2. What are the situations of corporations and cities in which decision making on accommodation mutations takes place?
3. What are the motives of corporations and cities to enter into communication with each other?
4. What are the communication strategies of corporations and cities in accommodation mutation processes?
5. What are the interrelations between the situation, motive and communication strategy?
6. What are the interrelations between the situation, motive and communication strategy respectively and the decision?

For each of those questions, a different method of research applies. The techniques used are elaborately explained in chapter 4.

Before starting the empirical research answering the questions above, a literature review is conducted to define the current state of the art and the gap in knowledge. This results in a conceptual framework of the decision arena that is subsequently 'filled in' by empirical observations on particular mutations.

2.3 Societal & scientific relevance

First, from a scientific perspective, this research adds to uniting two academic fields, that of urban development and that of real estate management. This will not only add knowledge to both fields but specifically will improve understanding of the interdependencies of the two. The need for empirical analysis of the interaction between decision-makers is confirmed by Janssen, Borgers, and Timmermans (2014).

For practice, insights into communication strategies will add to the completeness of aspects involved in decision making, thereby contributing to transparency. The uniting of the two academic fields gives insight for practice on how interdependencies between the two parties are constructed, going beyond formal regulations. This insight can be the basis for more transparent and informed decisions and effective collaboration between the two parties. This is favourable for each party individually, as well as for the common interest of a highly qualitative built environment and effective processes towards it.

By systematically describing practice, this study forms the basis for further research into communication strategies in the built environment. Therefore its main added value is the connection between science and practice.

2.4 Terminology

In this research, the term 'corporations' was used for all groups of people using real estate as accommodation to execute their common activities. This research thereby refrains itself from the legal implications of terminology, as this is not the focus of this research. 'City' or 'city government' refers to the local governments involved in communication with corporations. The geographical area is referred to as 'city' as well. Finally, the term actor is used to pinpoint an individual, whilst the term party is used for the corporation or city government as a whole. Sometimes the term 'side' is used to avoid long sentences and improve readability. "For both sides" therefore means it is applicable for the corporation, as well as for the city government.

PART II Theoretical background

In this part, existing literature relevant to this research topic is explored. First, the two parties involved are considered (figure 3.1). This literature research is approached symmetrically, meaning that for each party, the same aspects are discussed (figure 3.2). Afterwards, the decision arena is described and literature on communication and strategy is considered. This part of the research concludes with the conceptual framework used in further analysis.

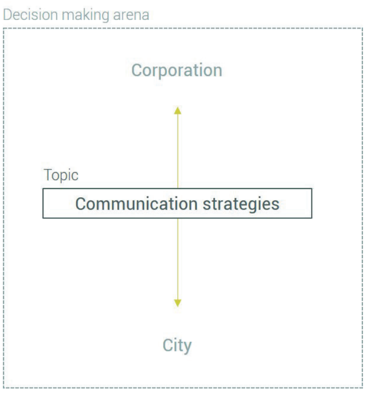


Figure 3.1 Reseach topic

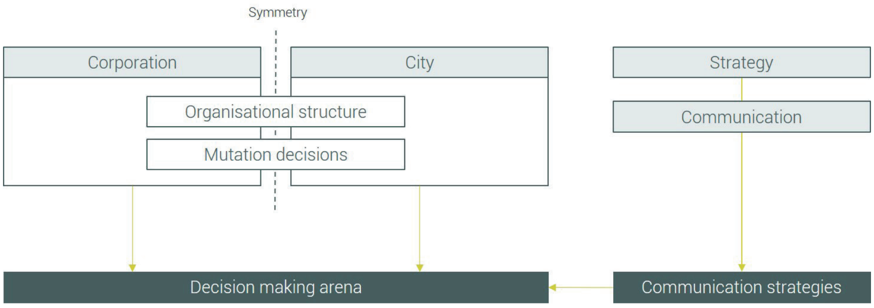


Figure 3.2 Structure of the literature review

3

Corporations & Cities

3.1 Organisational structure

3.1.1. Corporations

Within corporations, four common organisational Within corporations, four common organisational structures can be distinguished: The functional structure, the divisional structure, matrix structure, and a hybrid structure (“4 Types of Organizational Structures”, 2018) (“Corporate Structure - Different Types of Organizational Structures”, n.d.). In figure 3.3, these four structures are visualised. In general, an organisational structure can be divided into three levels; strategic, tactical, and operational or; top, middle and low management. Herein, the board is seen as top management, heads of divisions, markets, or areas are seen as middle management and operational staff as part of the lower level.

Accommodation decisions are not part of the day-to-day operations of a corporation and are considered a CRE department activity (Haddad et al., 2019). Smaller organisations often outsource their CRE operations, while larger may have their internal CRE department. However, the position of the CRE department within the organisational structure differs across sectors and individual organisations. Additionally, the position may change over time. This research focuses on all actors involved in the decision-making process and particularly communication therein. These actors are likely to be part of a CRE department, but not limited to.

Accommodation decisions are regarded as strategic, being ill-structured, nonroutine, having a long-term perspective, involving many stakeholders, and affecting the entire corporation (Hu et. al., 2008; Bronn & Bronn, 2018). A mutation itself can thus be seen as a strategy. A highly strategic mutation may, therefore, suggest the involvement of top management in the decision. However, causes for a mutation in accommodation can derive at the operational level, tactical or strategic level and the mutation itself also affects all levels of the organisation (Auster & Chunweichoo, 1994).

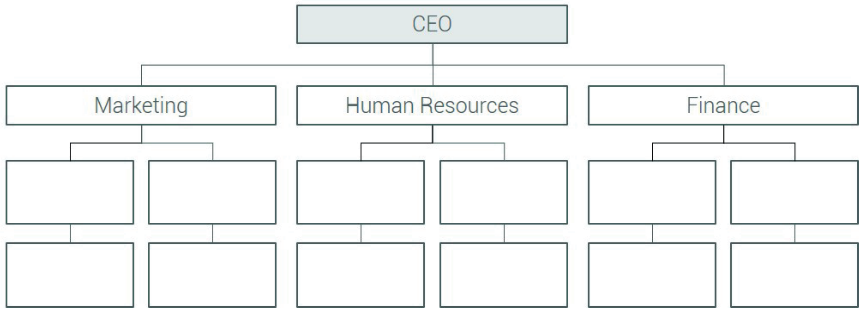
Correspondingly, literature on Corporate Real Estate Management suggests the variety of internal stakeholders of organisations that are involved in decision making on accommodation. These stakeholders are categorized in the Four Views Scheme (figure 3.4., proposed by Krumm and adapted by Den Heijer in 2011 (Vande Putte H & Jylhä T, n.d.)).

The vertical axis divides the scheme into demand and supply, the first reflecting the business perspective and the latter the resources needed. The horizontal axis divides the scheme into stakeholders with a strategic perspective and an operational perspective. Generally, in real estate decisions, all these types of stakeholders are involved in the decision. These stakeholders all have their own motivations and the reason for starting a mutation process affects the level of influence of each of those stakeholder groups in the decision (Vande Putte H & Jylhä T, n.d.).

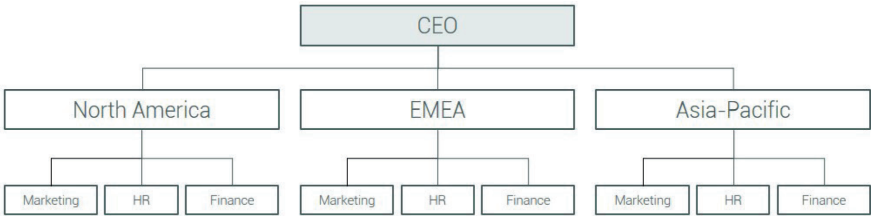
In general, the more impact a decision has, the more the responsibility of the decision goes to top managers and policymakers (figure 3.4, own illustration, adapted from Vande Putte H & Jylhä T (n.d.). For example, relocation decisions are considered strategic decisions as it disrupts the business activities, involves the whole organisation, and has a long-term effect on business performance (Dixit et. al, 2019).

The decision-makers can have multiple job descriptions, such as executive officers, economic development personnel, or departmental directors of for example

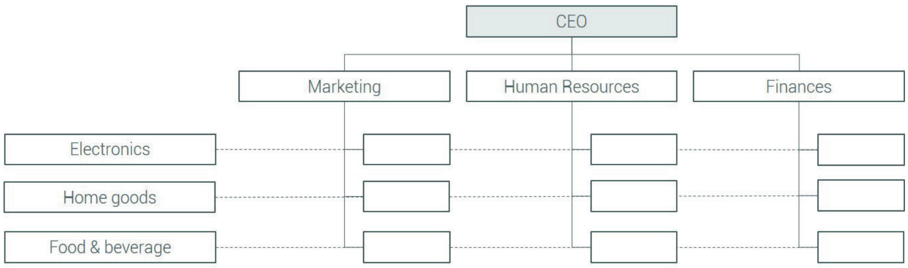
Functional structure



Divisional structure (geography)



Matrix structure



Hybrid structure

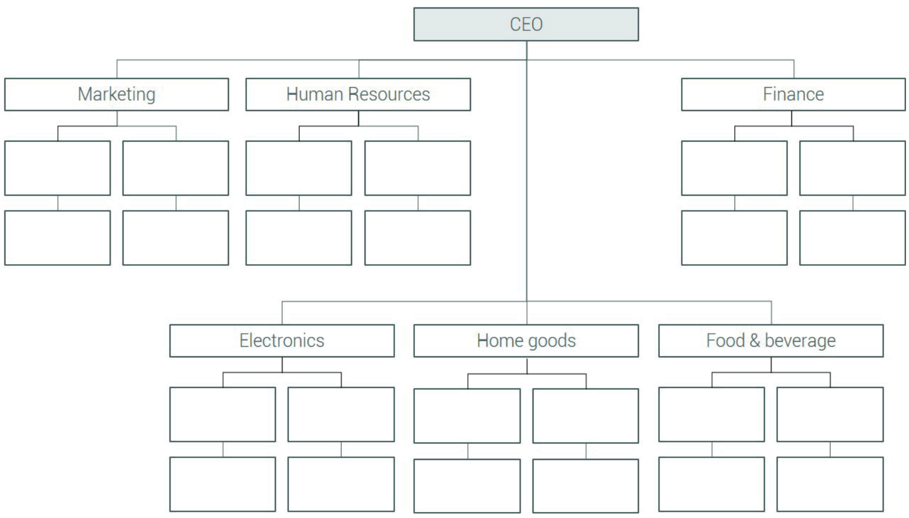


Figure 3.3 Organisational structures of corporations

finance, marketing, human resources, legal, or corporate real estate. Often in accommodation decision making, additional consultants are brought into the process as well (Balbontin & Hensher, 2019). External advisors can bring (conflicting) parties and actors together, reduce uncertainty on the external environment, and use outside expertise and knowledge (Pen, 2000). Additionally, larger firms are likely to set up a special department or programme for accommodation mutation projects. This indicates that the project has a large number of stakeholders, considers a complex and political decision, calls for a professional attitude, and has a long-term process (Pen, 2000).

3.1.2. Cities

In the Netherlands, roughly three separate levels of government can be classified: national, provincial, and municipal (Ministerie van BZK, 2019). The constitution does not hold any hierarchy between those levels. The national government is in charge of national policies and laws. The provincial government mainly concerns issues regarding the natural environment and infrastructure. Municipal governments make policies for their municipality, for example on housing, education, offices, etc. In the context of the built environment, municipalities are in charge of building permits, land use plans, environmental permits. From here on, this municipal level is referred to as the city.

The city government consists of many units as well. On one side there is the executive part with civil servants, headed by the college Mayor and Aldermen (College of M&A), and on the other side lies the political part with the municipal council (ProDemos, 2019. The municipal council is responsible for the general policy of the municipality, while the College of M&A is responsible for day-to-day management. This can be seen as the college being the Executive Committee of the board of the municipality. The Council is directly chosen by the inhabitants of the municipality. They hold monthly public meetings. Each member of the council is also a member of a political party. The main tasks of the Council are to broadly define the municipal policy, to control the College of Mayor and Aldermen on their management duties, and to represent the inhabitants of the municipality (ProDemos, 2019). The college is formed by the Council, mostly from a majority of political parties in the Council, but a minority Council is possible as well. Thus, the Council chooses the aldermen. The mayor is chosen by 'the Crown', nominated by the Ministry of Internal Affairs and Kingdom Relations (ProDemos, 2019). The mayor is chair of the Council as well as the College, but only in the latter he or she has the right to vote.

Each alderman is responsible for a certain portfolio or department. These can also be referred to as domains, teams, services, etc. Usually, these are divided according to topics such as housing, sports, recreation, economic affairs, etc. Sometimes, the divisions are made by city districts. Sometimes a combination is used. This resembles the divisional structure based on either markets, products, or geography as in the corporate organisational structures. On the political side, the council can appoint different committees to advise them on a specific topic (ProDemos, 2019).

In general, most cities have a structure similar to the one shown in figure 3.5. The precise organisational structure differs per city and has also changed over time (Aardema & Korsten, 2009). In the Netherlands, some cities use a more 'matrix structure' and are area-oriented, while others are more subject-oriented. According to S. Geenen (Personal Communication, March 20, 2020), Rotterdam for example is an area-oriented structure.

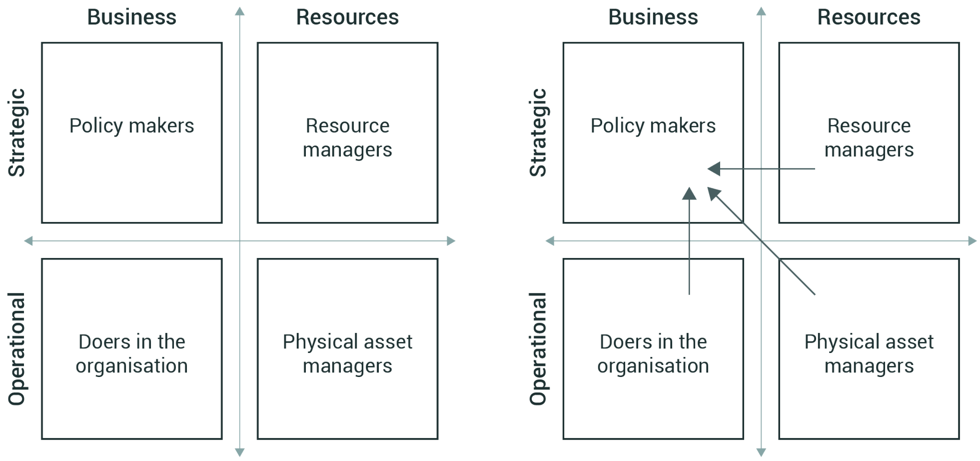


Figure 3.4 The four views scheme and strategic decisions

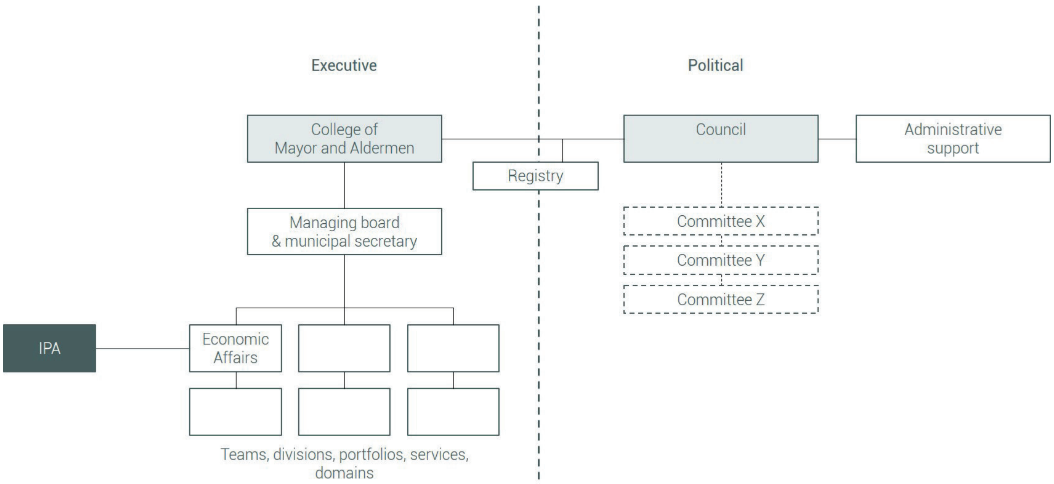


Figure 3.5 Organisational structure of city government

The city of Amsterdam has a unique organisational structure in that it has an extra layer. Underneath the layer of the central city with the College of M&A and the Council, there is a layer of the so-called city districts. The website of the city of Amsterdam (n.d.) mentions the division of the city into 7 districts. Each district has its own general board, which can be seen as a 'sub-college' with representatives of political parties that each have their portfolio. Thus the persons in this general board are also called portfolio holders of the city district. Each district also has a district committee, which can be seen as a 'sub-council' of chosen representatives from each district. They advise the general board (Amsterdam, n.d.). Investment Promotion Agency's (IPAs) are connected to the Department of Economic Affairs. The IPA of Amsterdam, amsterdam inbusiness (AiB) falls completely under this department. The IPA of Rotterdam on the other hand operates autonomously. The city is their formal client and at the same time grants subsidies for acquisition. These subsidies take up around 85% of their budget (Rekenkamer Rotterdam, 2019).

3.2 Mutation decisions

In the previous section, we have already defined the different types of actors of organisations that are involved in mutation decisions. Here, the process of this decision and the factors that play a role in it are discussed for each party. The process has an internal component and an external component. The internal component reflects considerations on the mutation within the corporation or city. The external component considers the decision arena in which both the corporation and the city is involved. This is discussed in the next chapter.

3.2.1. Factors for the corporation

Within the factors involved in mutation decisions, we can distinguish between factors at the cause of mutation decision process and the factors involved in the choices for a mutation. The first is related to internal changes, which could be for example a merger or acquisition or growth of the company (Hu et al., 2008) (Brouwer et al., 2004) or an unsatisfaction with the accommodation.

Regarding factors involved in choices for a mutation, in the field of Real Estate Management, the added value of corporate real estate (Jensen & van der Voordt, 2016) is defined as to; 1) manage risk, 2) increase property value, 3) reduce footprint, 4) reduce costs, 5) increase flexibility, 6) increase user's satisfaction, 7) support user's activity 8), improve spatial quality, 9) enhance image, 10), support culture, 11) stimulate innovation and 12) promote cooperation. When accommodation is unsatisfactory in these aspects, the organisation might start thinking of a mutation. Simultaneously these values can constitute decision factors for in the choice for the mutation.

In this research only the user's perspective (and not the investor's) is researched, putting emphasis on different factors. In recent years, many studies have been conducted into the alignment between corporate strategy and corporate real estate, creating tools and methodologies such as Multicriteria Decision Making Analysis, the DAS framework, Preference-Based Design (Beckers, van der Voordt, & Dewulf, 2015; Haynes, Suckley, & Nunnington, 2019; Heywood, 2011; Heywood & Arkesteijn, 2017; Vries, Jonge, & van der Voordt, 2008), aiming towards more objective and transparent decisions.

Next to Corporate Real Estate Management, accommodation mutations can also be viewed from the organisational perspective. Herein, most frequently researched is the mutation being a relocation.
In organisational literature, office location is considered a key element of an organisation's success (Haddad et al., 2019). Several location theories have been created. The first theory is the neoclassical theory, created by Alfred Weber in 1909. Deriving from general economics, it assumes agent rationality and perfect knowledge in choosing the best location. The main aim of locating, or relocating, according to this theory is profit maximisation (Brouwer, Mariotti, & van Ommeren, 2002; Dixit et al., 2019). The theory was confronted with a lot of criticism of unrealistic assumptions, since in reality decision-makers never have perfect knowledge, nor can the decision be fully objective. Hence the concept of bounded rationality was introduced in the behavioural location theory, which introduced the field of psychology into the theory. This theory makes room for sub-optimal outcomes and the possibility of having multiple goals for each decision-maker involved (Brouwer, Mariotti & van Ommeren, 2002). Although giving a more complete insight into the location decision, its main criticism is that the process of arriving at a decision remains a 'black box' (Mariotti & Pen, 2001). Finally, the institutional location theory regards the location decision as an outcome of a corporation's negotiation with suppliers, governments, labour unions, and other institutions (Brouwer, Mariotti & van Ommeren, 2002). It sees economic activities as embedded in social networks and includes influences of government policies and the real estate market (A. E. Brouwer, Mariotti, & van Ommeren, 2004). This research can, therefore, be seen in the context of institutional location theory.

Neoclassical theories mainly determined economic quantitative factors of importance in office location decisions. By the introduction of behavioural and institutional theory, also qualitative factors were introduced, such as place image (Dixit et. al, 2019). In figure 3.6, an overview of the decision factors mentioned in literature is given.

In short, four groups of factors can be distinguished: costs, growth, regulatory, and place image.

Finally, the size of the corporation influences which factors and with which priority are considered in the decision-making process (Nunnington & Haynes, 2011). Smaller corporations tend to base this decision more on intuition. Although in their research Nunnington and Haynes (2011) confirmed that in larger corporations still some decisions are based on personal preferences of top executives, often more detailed evaluations are used, including a set of various decision factors.

3.2.1. Factors for city governments

Factors of importance for city government in accommodation decision making can be based on long-term (economic) visions or policies, personal preferences, or incremental political decisions. Also, the legally binding land-use plan, which may sound objective, is a reflection of political ambitions (Hobma, 2016).

Examining various economic policies of cities in the Netherlands the most important aspect is the level of employment. Next to this often square meters of office locations and number and growth of organisations accommodated in the city are mentioned as indicators of the state of the local economy.

General category	Decision factor	Authors
Costs (economic)	Labour	Dixit et. al. (n.d.); Brouwer et. al. (2002); Nunnington & Haynes (2011)
	Transportation[1] / accessibility	Balbontin & Hensher (2019); Brouwer et. al. (2002); Hu et. al. (2008); Karakaya et. al. (1998); Nunnington & Haynes (2011)
	Fixed costs	Dixit et. al. (n.d.); Brouwer et. al. (2002);
	Energy costs / availability	Dixit et. al. (n.d.); Brouwer et. al. (2002); Karakaya et. al. (1998)
	Manufacturing[1]	Dixit et. al. (n.d.); Brouwer et. al. (2002); Karakaya et. al. (1998)
	Scale economies[1]	Brouwer et. al. (2002);
	Land or building availability and costs	Karakaya et. al. (1998); Brouwer et. al. (2002); Hu et. al. (2008); Nunnington & Haynes (2011); Balbontin & Hensher (2019)
Growth (economic)	Labour availability	Brouwer et. al. (2002); Karakaya et. al. (1998); Balbontin & Hensher (2019);
	Competitiveness	Dixit et. al. (n.d.); Nunnington & Haynes (2011); Balbontin & Hensher (2019); Bossink & Vande Putte (2007)
Regulatory (economic)	Tax structures[2]	Dixit et. al. (n.d.); Brouwer et. al. (2002); Hu et. al. (2008); Karakaya et. al. (1998); Nunnington & Haynes (2011); Balbontin & Hensher (2019);
	Incentives	Dixit et. al. (n.d.)
	Regulations	Brouwer et. al. (2002); Hu et. al. (2008); Karakaya et. al. (1998); Nunnington & Haynes (2011); Balbontin & Hensher (2019);
	Custom duties and tariffs[3]	Dixit et. al. (n.d.)
	Exchange rates[3]	Dixit et. al. (n.d.)
Place image (non-economic)	Brand	Dixit et. al. (n.d.)
	Visual image	Dixit et. al. (n.d.)
	Reputation	Dixit et. al. (n.d.)
	Sense of place	Dixit et. al. (n.d.); Nunnington & Haynes (2011)
	Identity	Dixit et. al. (n.d.)

[1] : Transportation, manufacturing and scale economies are in particular important for the industrial sector and less important for other sectors.
[2] : Due to the geographical scope of the research (national), tax structures are assumed the same among different locations.
[3] : Custom duties, tariffs and exchange rates only apply for cross-border relocations.

Figure 3.6 Overview of location decision factors

Next to these quantitative ambitions, economic policies of cities often include a focus on specific sectors. These focus sectors are often derived from the national policy on 'topsectoren' and the already existing character of the city. In recent years, there is a tendency to shift from the sole focus on sectors towards a focus on missions of organisations and their contribution to societal challenges (Rekenkamer Rotterdam, 2019). The latter can refer for example to challenges such as circularity or inclusiveness. For example, the municipality of Utrecht scores every company wanting to locate in Utrecht on their conformity with the municipality's theme of 'Gezond groen leven'. Companies are labeled into 'red', 'orange', and 'green' companies, and most effort is dedicated to the 'green' companies (Programma Manager Utrecht City in Business, Personal Communication, December 12, 2019). According to policy documents, the city of Amsterdam focuses on companies and sectors they are already quite strong at (Gemeente Amsterdam, 2019d). These are international and European headquarters, Marketing, Media and the Creative Industry, Medical and Pharmaceutical companies (as a result of the recent EMA headquarters move to Amsterdam), technology scale-ups, and Telecom. When a company in one of the above-mentioned sectors gets in contact for accommodation, the municipality may deviate from its standard selection procedure. Rotterdam, on the other hand, focuses on strengthening its 'port city' character and in the acquisition of headquarters, focuses on companies with high innovation potential in the energy, chemical, and recycling sectors. Additionally, they aim to extend medical clusters and clusters in the creative sector (Rekenkamer Rotterdam, 2019).

3.2.3. Internal process of corporations

In research on real estate location choices, often only the physical move or settlement is considered (Haddad et al., 2019). However, it should include all the processes required to achieve a successful mutation, including the decision process, the application of the decision, the physical move, and post-move adjustments. This study focuses on the first. According to (Pen, 2000) different authors describe three to seven phases of location decision processes. Nonetheless, these phases are mutually dependent and the process has a highly iterative and cyclical nature. Mintzberg et al. (Mintzberg, Raisinghani & Theoret, 1976) distinguished three phases of decision making; identification, development, and selection, each of those containing a set of routines. The identification phase consists of the decision recognition routine in which problems or opportunities are identified. This recognition does not automatically have to result in action. In the diagnosis routine, a certain threshold of stimulus is reached. At this moment, the issue is clearly defined and the decision process is initiated. The development phase includes the search routine and the design routine, in which the search routine aims to find ready-made solutions, while the design routine modifies these or tries to create custom-made solutions. In the last phase, the screening routine reduces the number of alternatives to a 'workable' size. Finally, in the evaluation-choice routine, alternatives are evaluated and a final decision is made. This evaluation can include both personal judgment, bargaining, and analysis (Mintzberg, Raisinghani & Theoret, 1976). Edwards (1982) describes seven steps of the location decision process. The first three of those, stimulus, perception, and evaluation and response mark the first phase and end with the decision to act, for example to relocate. From then, identification of alternatives, evaluation, choice, and implementation steps represent the selection process and choice of a new location.

It is important in this research to recognize the stage in which the corporation finds itself. For example, whether they are certain about real estate mutation, but not yet on how to realise this mutation or whether the organisation is still indecisive on the mutation itself. In general, most models contain the following four phases (Pen, 2000): 1) problem identification/recognition/policy initiation, 2) alternative generation/search, 3) evaluation/selection and 4) implementation/final decision/choice. However, it may be hard to pinpoint an exact phase in the decision process. Location decision processes can take many years in duration, on average two years. Causes for mutation and the role of government influence the duration as well (Pen, 2000). This is also related to the motive of the city government, which will be discussed in paragraph 4.2.2.

A corporation finally has a binding agreement with the owner of the real estate in case of rent. Thus, they can only move at the end of the lease contract, except when the contract states otherwise. Then, a certain period of notice applies, which is at least one month, but in the case of long-term agreements, it is more likely to be at least a year. Sometimes, rent agreements are made publicly available. Also internally the corporation has to communicate the mutation with its employees. In the mutation decision, however, the corporation is only obligated to ask their advisory board for advice, although they do not have to follow it. The rights of employees are limited to reimbursement for potential increased travel expenses or own costs of moving (Simons, 2009).

3.2.3. Internal process of cities

Decisions on the built environment are considered part of the discipline of Urban Planning. It considers the "design and regulation of the uses of space that focus on the physical form, economic functions, and social impacts of the urban environment and on the location of different activities within it" (Britannica, 2020). In the Netherlands, (urban) planning powers are decentralised to the municipal level, the cities. The New Dutch Spatial Planning Act, neoliberalisation, and the financial crisis have resulted in cities being increasingly dependent on private parties in urban development issues (Heurkens, 2012).

In literature, different instruments of cities to influence the built environment are mentioned. These instruments can be classified into four groups: shaping, regulatory, stimulus, and capacity-building instruments, according to Adams and Tiesdell (2013).

Shaping instruments are for example the drawing of visions and strategies. These visions or long-term strategies are often the basis for the land-use plan. This is the most effective instrument cities have in steering the built environment. The land-use plan is a regulatory instrument. The Dutch Spatial Planning Act states that each municipality must have a land-use plan that designates among others the type of use, the building density, or the maximum height of buildings for each area of land (Chao-Duivis, Hobma & Schutte Postma, pag. 112 & 113). Cities can alter the land use plan to provide an accommodation location for organisations (Adams and Tiesdell, 2013). According to Hobma (2016, pag.), because the city council is empowered by law to adopt the land use plan, decision-making regarding land use plan has a political nature. "Hence, the land-use plan will reflect political ambitions to govern modern urban and rural issues" (Hobma, 2016, pag. 55). The Municipal Executive is the authority that decides on deviation from a land-use plan, but the Municipal Council must issue a 'declaration of no objection'. (art. 6.5, Environmental Licensing Decree in Hobma, 2016, pag. 63)

Other regulatory instruments mentioned in literature include tax systems. This research is geographically limited to the Netherlands, in which the tax system is set. Thus this instrument is irrelevant for this research. In an international context, this could be an important instrument. For example in the United States, states themselves can apply different tax systems.

Stimulus instruments include infrastructure provisions, (monetary) incentives, and the provision of market information (Adams and Tiesdell, 2013).

Finally, capacity building instruments include obtaining market rich and the creation of relationships within networks. The latter entails connecting to other actors in the market and exchanging views on how places should develop in the future (Adams and Tiesdell, 2013, pag. 289). These connections can fuel place-making, where market priorities and policy intent shape and influence one another. Among others, Adams and Tiesdell (2013) mention it is needed to break down barriers between the public and private sector, which can be done through formal organisations, but also through informal networks, which are defined as 'an extended group of people with similar interests or concerns who interact and remain in informal contact for mutual assistance or support.

Adams and Tiesdell (2013) furthermore mention the frequently observed reluctance of public actors in collaborating with the private sector, as a result of the perceived conflict of values and to protect themselves from commercial influence. Finally, capacity building involves improving the skills and abilities of key individuals and organisations.

4

Decision making

In the previous chapters, the internal process of decision making was discussed. However, in some decision making on accommodation mutations, the corporation is dependent on the city, and in urban planning, the city depends on the corporation. This interdependency causes a decision-making process, in which each of the parties has a certain decision power. First, literature on decision-making is considered. Afterwards, this is applied to the area of accommodation mutations.

4.1 Aspects of decision making

Decision-making takes place in arenas, which can take place within one or more networks of actors. "The multiplicity of actors and their various (and often conflicting) perceptions, interests and strategies make these games complex" (E. H. Klijn & Teisman, 2003). According to Klijn and Teisman (2003), each party or actor has its own strategy within decision-making arenas. Thus there is a motive for the actor to enter the decision arena. In line with Adams and Tiesdell, decision making might be complicated by different core values of the parties and actors. In this study, the difference in values of organisations and cities is applicable as well. Furthermore, decision-making may be obstructed by the reluctance of sharing information due to fears of opportunistic behaviour from the other party (Edelenbos & Klijn, 2007).

Within these decision-making arenas, actors have different levels of influence on the decision, depending on their resources (De Bruijn and ten Heuvelhof, 2018). Resources can be legal authority, money, and relationships. Thus the decision arena is shaped by the context or the situation from which the arena arises. Relationships between actors and organisations can be functional or nonfunctional and strong or weak. There is a natural tendency to opt for strong and functional relations among actors. However, weak and nonfunctional relations can be important for the position of an actor or party by having more information available (De Bruijn and ten Heuvelhof, 2018).

Thus the decision arena is composed of the situations of the actors in the arena and their motives. Those aspects are applied to the decision arena of accommodation mutation in the next section.

4.2 Decision arena of accommodation mutations

4.2.1. Situations

Regarding the external process for a corporation with the city government, it was stated in the introduction that for some mutations to be realised, approval of the city is needed. This is the case when the land use plan needs to be changed or other legal restrictions apply. This external process needs to be included in the review on decision making, as the approval or rejection of the city government is made legally binding in the Environmental Permit (Chao-Duivis, Hobma & Schutte Postma, pag. 112). It thus influences the decision on the mutation, and decision making can thus be seen as shared. This research focuses on the situations in which both the corporation and the city have a say in the decision on the accommodation mutation.

The need for a permit automatically implies a shared decision-making process. Each plot or building in the Netherlands can be subject to certain restrictions under private or public law (Hobma & Koolwijk, 2013). Those restrictions are important to be known by the owner, developer, or initiator of construction. In accommodation mutations, the end-user, the organisation is in essence also the initiator of construction. Here, we consider restrictions applicable to office users.
Imposed restrictions that can be important for office-

users in an accommodation mutation process are the monumental status of a building, external safety issues, and parking standards (Hobma & Koolwijk, 2013). Where these restrictions might apply to the current or potential plot or accommodation of the organisation, the land use plan always applies. Each building project is evaluated on the applicable land use plan. The latter states the function for a specific plot, such as 'housing' or 'offices', as well as additional conditions such as maximum building heights and volume. The land-use plan can be viewed online. However, Hobma and Koolwijk (2013) mention that often projects do not comply with the land-use plan. Essentially, a permit should then be rejected. However, if the government is in favour of the project, they can either make a new land-use plan or decide to deviate from the land use plan (Chao-Duivis, Hobma & Schutte Postma, pag. 113). The latter suggests room for subjective evaluation of mutation projects.

The political nature of decision making on urban planning brings a certain level of uncertainty. Every four years, the coalition of the Council and the College changes. When the political colour changes drastically and visions and strategies change along, this affects both the government internally as well as the corporations located or willing to locate in that area. Land uses or 'focus areas' may change and the level of negotiability can change as well. Additionally, the four-year term may put pressure on developments occurring just before re-election, aiming to reduce uncertainty resulting from changing political focus.

4.2.2. Motives

The request for a permit includes required communication from the corporation towards the city government. According to Hobma (2016), the application can follow the regular or extended procedure. The regular procedure takes 8 weeks, which can once be extended by 6 weeks and the extended procedure takes 26 weeks, also possibly extended once by 6 weeks. The extended procedure applies to requests regarding mutations of monuments or that are in contrast with the land-use plan. Hobma (2016) states that in the latter case, it is important for the employer to investigate whether the Council would be willing to deviate from the land-use plan.

Thus apart from the obligated communication stemming from the need for an Environmental Permit, the organisation might choose to involve in communication before or next to this, to get a feeling for the likelihood that a mutation will be approved. The information retrieved from this communication could be used to alter specific details of the mutation to improve the likelihood of approval. Besides, the organisation might improve the likelihood of approval through communication.

For city government, communication with corporations around permits is only reactive. However, they do involve in active communication in two manners. The first is in the acquisition of new organisations. For this purpose, many cities have set up an Investment Promotion Agency. In Amsterdam, this IPA (AmsterdaminBusiness) only focuses on international acquisition. Second, cities might have accountholders for accounts, particularly corporations that are deemed important for the city. The job of these account holders is to remain in continuous contact with the organisations about possible intentions, problems, or wishes they might have. Where the acquisition of corporations automatically involves communication on accommodation, the latter does not. Also, cities might initiate communication for capacity building purposes.

Thus the situation of the need for a permit directly (by law) results in a joint decision-making process, a joint decision-making process can also start voluntarily.

In short, specific characteristics of the situation may play a role in the decision making on accommodation mutations. The characteristics found in literature are summarised in figure 4.1. On the side of the corporation, these components the type, size, and scope of mutation, influencing the priority within the corporation. On the side of the city, the political colour and existing policies are relevant in decision making. Motives can flow naturally from the values of these components, but additional motives to initiate communication may prevail as well.

Next to the situation and the motive, information sharing, and relationship building are related to joint decision making. This is realised through the communication strategies of the actors of each party. Communication strategies constitute the last aspect of the decision arena. Literature on communication strategies is examined in the following chapter.

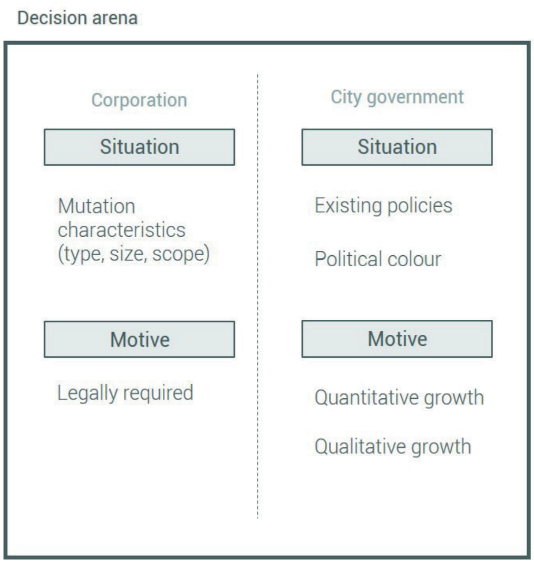


Figure 4.1 Aspects of the decision arena

5

Communication strategies

5.1 Strategy

In the previous sections, the first two aspects of the decision process were discussed. Both the situations and motives of corporations and cities can be viewed as strategies on their own. For example, an accommodation mutation itself can be a strategy to attract talent or reduce costs. Cities create strategies on the urban built environment as well. To better understand what a strategy is, the multiple definitions of strategy given over time are examined in the following section.

In research, two main views on strategy are distinguished: the prescriptive and the rationalistic view. While the prescriptive view is aimed towards finding the best possible strategy, assuming rationality, the rationalistic view rather looks at how strategies are made in reality (Brønn & Brønn, 2018).

When thinking of strategy, the most common definition that crosses one's mind is that of a plan, a course of action, or some set of guidelines. However, this would imply that a strategy could only be created in advance and on purpose (Mintzberg, 1987). For example, Lindblom found that in processes, decision-makers can make incremental decisions that are disconnected from each other. Therefore it was argued by Mintzberg (Mintzberg, 1978) that the definition of strategy as a plan is too narrow for empirical studies on the process of strategic decision-making and defines strategy as a pattern in a stream of decisions. As a pattern, the strategy is realised, regardless of its intent. This evoked the distinction between intended, unrealised, deliberate, emergent, and realised strategies, whose relations are illustrated in figure 5.1.

Figure 5.1 Relation between intended and realised strategies (Mintzberg, 1978, pag.945)

Some years later, Mintzberg defined the well-known 5 P's of strategy, as a plea for recognition of a multiplicity of definitions (Mintzberg, 1987). These five definitions are considered below. Some examples of the definition applied to the strategies of local governments and CRE users are added.

Plan

Strategy as a plan can be characterized by being made in advance and consciously. Often, strategies as plans are written down in formal documents. These plans can for example reflect objective decision-making tools that corporate real estate managers use or long-term policy documents of governments.

Pattern

This definition points to consistency in behaviour, irrespective of whether this is intended or not. The pattern reflects the resulting behaviour. In the context of this research, this could be for example the pattern of a government always aiming to retain a company, irrespective of whether this was stated in a plan or not. Connecting this to the definitions in figure 5.1, one could view strategy as a plan as the intended strategy, whilst strategy as a pattern constitutes the realised strategy.

Ploy

Strategy as a ploy can be seen in a more political and competitive light, it can be used as a threat to competitors and it is employed to gain an advantage. Each move provokes a countermove and thus strategy as a ploy can be viewed as the definition allowing dynamics, while a pattern or plan reflects stability. Within the context of this research, strategy as a ploy is mainly connected with the purpose of communication, which can be a political game to gain an advantage, such as threatening to leave to receive incentives or to mislead competitors.

Position

In this definition, strategy becomes a mediating force between the internal and external environment, also referred to as ‘niche’ or ‘domain’. Strategy as a position can be considered in the context of markets, but it also exists beyond the presence of competitors. Strategy as a position is outward-looking, locating the organisation in the external environment. According to Pen (2000), location choices of companies are often made to achieve a certain position in the market.

Perspective

On the opposite, strategy as a perspective is inward-looking into the organisation. It can be seen as the personality, culture, or character of the organisation and reflects the shared norms and values or a specific way of acting and responding. It enters the field of the collective mind, where individuals are united by common thinking or behaviour. In the field of strategic planning, for example, Nieboer argues that policies can be formed by beliefs and motives in the organisation, either documented or undocumented (Nieboer, 2011).

It is important to note that a strategy can reflect multiple definitions at the same time. Practitioners in accommodation mutations mention the political component of strategies on the side of government, the establishment of formal plans and agreements, as well as the influence of the character of organisations on the communication between them. Therefore this research adopts the multiplicity of definitions of strategy. However, by conducting empirical observations, the communication strategy will be the realised strategy, while the situation and motive can also reflect intended strategies.

5.2 Communication

Communication prevails in all aspects of society. In this section, literature on communication is reviewed to determine the applicable definition and components relevant to this study.

5.2.1. Definitions

The two main theories on communication are represented by the transmission model and the interactive model (Hallahan, Holtzhausen, van Ruler, Verčič, & Sriramesh, 2007). The transmission model views communication as a one-way emission with a sender and receiver. In contrast, the interactive models hold the view of communication involving the creation and exchange of meaning between different parties. Here, communication is a play between action and reaction. Accordingly, this model includes the presence of multiple actors or stakeholders in the communication activity (Hallahan et. al, 2007). Considering communication and organisations, communication can be viewed internally or externally. Thus within the organisation or between organisations. The latter is referred to as inter-organisational communication. This concept stems from Stakeholder Theory, which views organisations as the centre of a network, with whom communication is essential for the functioning of the organisation (Shumate, Atouba, Cooper, & Pilny, 2016). It differs from intra-organisational communication by holding 'the tension between the desire to collaborate and share information and the reality of competition and the need to protect information to maintain competitive advantage' (Shumate et al., 2016). In line with literature on decision making, inter-organisational relations are said to be situations in which each organisation behaves according to their motives. As mentioned, resource dependency influences the level of power on the decision (De Bruijn and ten Heuvelhof, 2018). Simultaneously, resource dependency lays at the basis of communication research, stating that interdependence is the most common explanation for inter-organisational communication (Shumate et. al., 2016). Trust is said to be created when inter-organisational communication involves shared meaning across the organisations. According to Turker (2014), trust increases effectiveness and cooperation among actors, which is also related to the frequency of interaction.

The majority of researchers of communication involve the notion of communication as a 'process' in their definition. For example, Griffin (2009) (Turker, 2014) sees it as the relational process of creating and interpreting messages that elicit a response, while Flippo and Munsinger (1975) view communication as the process of effecting an interchange of understanding between two or more actors (Stephen Thomas, Tucker, & Kelly, 1998). Often, communication is defined as being strategic or a strategy in itself, such as the definition of 'one of the most effective relationship-building strategies and a key determinant of outcomes in B2B relationships (Murphy & Sashi, 2018). Here, the definition of Daft (2003) (Turker, 2014) of communication as the "process by which information is exchanged and understood by two or more people" is used focusing on communication between actors of each party.

As communication has been researched from many different perspectives, each of those focused on other components or attributes of communication. The set of choices of how each component is actualised constitute a particular strategy. An example; a marketing agency that wants to target the youth will choose a different channel to send their message than would they target an older audience. Additionally, this marketing agency might decide to never use paper flyers, according to the organisation's value of sustainability. Communication strategies therefore can reflect each of the definitions of strategy given in the previous section. The components of communication strategies from the perspective of this research are discussed next.

5.2.2. Components

In literature, many components are of communication are discussed. In essence however and applicable for this research, the components boil down to the well-known quintet of why, what, how, who, and when.

Why refers to the goal of communication. Thus within this research, the why constitutes the motive for communication as discussed in the previous chapter. For example, to get trustworthy or preliminary information, to (get) help finding locations, or to solely notify the other party required by law. The latter is related to what Shumate et. al. (2016) mentions as contractual communication, communication that is obligatory due to contracts.

What in communication refers to the message itself, or the content (Church, 1996). Shumate et. al (2016) defines the actual exchange of messages of information as flow and it is also referred to in literature as information sharing. Multiple authors define different types of content. For example, the content can be instrumental or social (Murphy & Sashi, 2018). Instrumental content is related to business objectives or tasks while social content aims to improve social relationships. Another way to categorize the type of content is by direct or indirect (Murphy & Sashi, 2018). Direct content aims to evoke specific behaviour by the receiver while indirect content has a more relational nature, focused on shared understanding. This is also referred to as content being coercive or noncoercive (Kang, Lee, Park, & Shin, 2013).

How refers to the way of communicating and is often mentioned as an important aspect of communication. Some refer to this as the 'process' (Kang et al., 2013), others as a 'method of transfer' (Kang et al., 2013) or 'mode' (Barry & Crant, 2000), but mostly it is recognised as the 'channel' through which communication takes place. This channel of communication is categorized by Kang et. al. as either interpersonal or mediated (Kang et al., 2013). Interpersonal communication is face-to-face communication while mediated communication uses (digital) media for information sharing, such as the internet. Murphy and Sashi (2018) mention the categorization between formal and informal communication. The first involves documents while the latter refers to face-to-face meetings. They also mention documents such as reports and memos as impersonal communication as opposed to personal (face to face) communication and digital communication (through an electronic device). Digital communication, as opposed to personal communication, might be beneficial for decision quality as it enables a greater number of participants into the communication from different locations and times (Barry & Crant, 2000). Channels can also be further specified into its specific type; for example communication over the telephone, via email, formal written messages, or numeric documents (Barry & Crant, 2000).

Who refers to the actors involved in the communication activity (Church, 1996). The classic division in communication is given by having a receiver and a sender (Thomas, Tucker & Kelly, 1998; Hallahan et al., 2007). However, as we look at communication as an interactive two-way process, the sender and receiver become indistinguishable. Both parties are sender and receiver at the same time. Nevertheless, more categorizations have been established over the years. Shumate et. al. (2016) mention the role of boundary spanners in inter-organisational communication, and the much-overlooked difference between nominated (the ones that should be involved in the communication) versus actual (the ones actually involved in the communication) boundary spanners. Nominated boundary spanners are often top-managers or communication executives (van Meerkerk & Edelenbos, 2014). Boundary spanners represent their organisation in inter-organisational communication. Their performance is among others related to trust and the strength of their internal and external linkages (van Meerkerk & Edelenbos, 2014). Also, actors involved in the communication process can be categorized according to their role or function in the organisation. Church (1996) mentions the division according to their placement in the management hierarchy.

When is the time-characteristic of communication, flowing through all other components. Literature suggests that the sequence of communication, the interaction, influences the building of relationships between parties. Turker (2014) also sees the frequency of interaction as a contributor to the development of relations that foster communication. Finally, looking into the literature on project management, deadlines can be important in communication processes as well, as the timeframe in which a decision has to be taken influences the response. In light of this research, an important time-characteristic is also the phase of the decision process in which the communication takes place.

An overview of categorisations of each communication component mentioned in literature is given in figure 5.2.

Component	Categorisations given in literature (first and second level values)
WHAT (content, message)	Instrumental Social
	Coercive Noncoercive
	Direct Indirect
HOW (method of transfer, mode, process, channel)	Personal Digital Impersonal
	Interpersonal Mediated
	Contractual Mediated Interpersonal
	Face-to-face Telephone Email Written messages Numeric documents
	Symmetrical Asymmetrical
WHO (actors, boundary spanners)	Sender Receiver
	Nominated boundary spanners Actual boundary spanners
	Top management Middle management Low management
	Generalist Technical
WHEN (interaction)	Sequence
	Frequency
	Deadlines
	Phase in decision process

Figure 5.2 Overview of categorisations of communication components

6

Conceptual design

6.1 Gap in literature

There is a lack of insight into the joint decision process between corporations and cities. Situations and motives are said to be essential aspects of the decision arena. In turn, these are realised through communication strategies. However, the current practice of the use of these communication strategies in decision making is underrepresented.

Also, accommodation is regarded as a matter of corporate real estate management, and urban planning practices do not consider corporations or end-users in achieving urban development goals. Thus there is already a lack of acknowledgment of the existence of the shared decision process.

Furthermore, in literature, the importance of connections and relations between actors through communication is mentioned, but little is said about how this communication is actually constituted. Apart from how, little is known about why corporations and cities communicate, beyond legal implications. On the side of cities, legal instruments such as the land use plan are considered to be objective, but it is hinted that there is a human evaluation factor in it as well. The same applies to the organisation. Thus in order to actually be transparent, insight into the communication strategies between the parties is needed.

6.2 Conceptual framework

From the literature review, we can conclude there are several aspects relevant to the decision-making on accommodation mutations. First is the situation of respectively organisations and cities. For organisations, this includes the type of mutation they are considering and its internal priority. For cities, the situation is reflected in the existing policies regarding the economy and urban developments. Additionally, as these policies are constructed by democratically chosen politicians, the political colour is an additional aspect of influence on decision making. The situation itself may directly lead to a joint decision-making arena, in the case of a permit procedure, with the motive for communication being required by law. However, the decision-making arena may be shaped as well by other motives of organisations and cities. Finally, in the decision-making arena, parties or actors use communication strategies. These strategies can be directly linked to their motive for communication but may also happen unintentionally.

Thus the situations, motives, and communication strategies form the building blocks of the conceptual framework (see figure 6.1). In this research, the focus is on the latter, to fill the gap and create knowledge on the actual components of communication strategies currently used in accommodation mutation decision. However, in order to place communication strategies in the broader context of decision making and define its use herein, interrelations with the other aspects are considered as well.

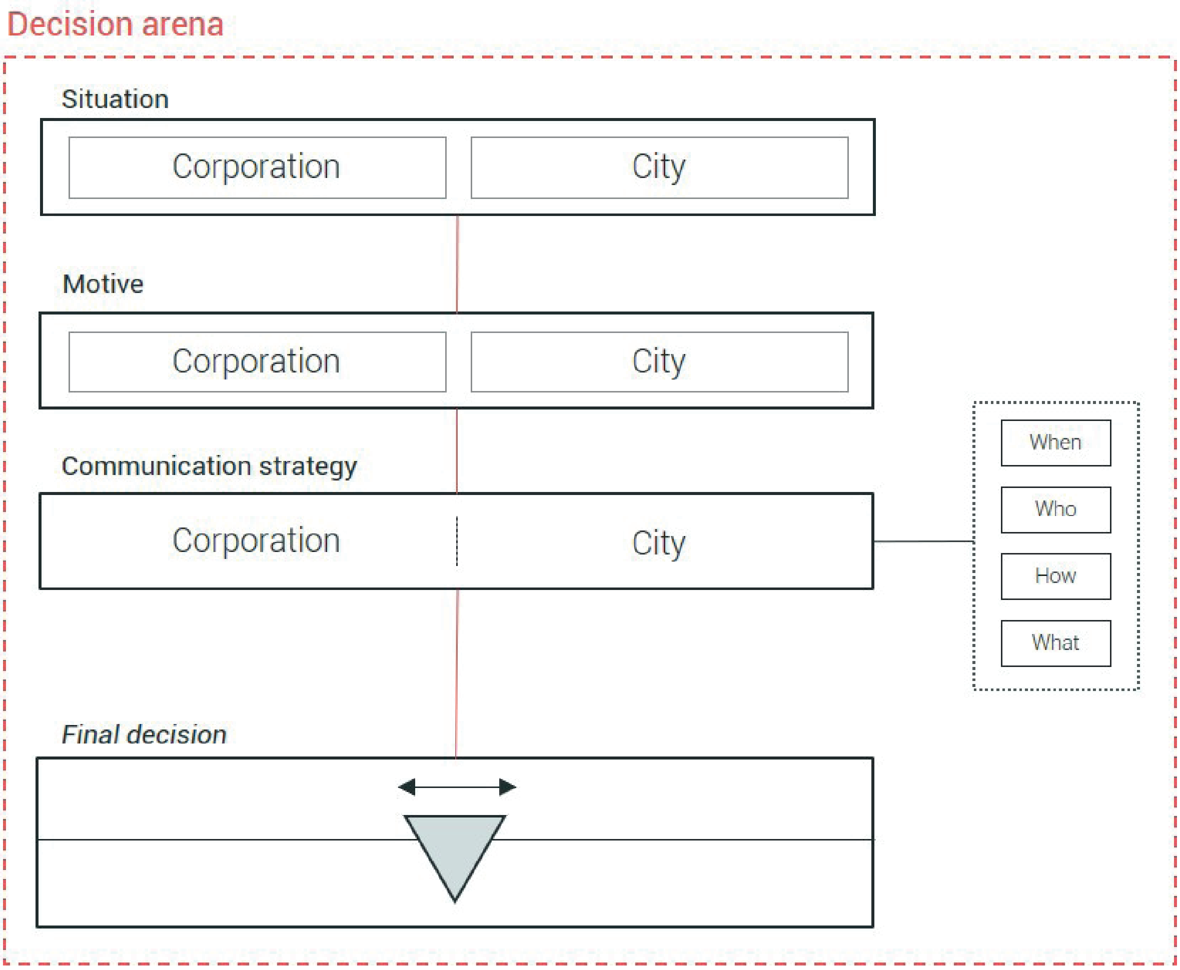


Figure 6.1 The conceptual framework

PART III Methodology

This study is exploratory and focused on qualitative empirical data. The literature review composes the basis for empirical observations. In this chapter, the methodology will be explained in further detail and for each research question. Additionally, a timeline of the different steps of the research will be given. The collection of data and ethical considerations of the research are discussed. Next, objectives and deliverables are explained. This part of the methodology concludes with the analytical framework that is used for empirical research.

7

Research approach

7.1 Research framework

In figure 7.1, the research framework is shown. The research was divided into consecutive, but interconnected parts. Although the illustration might suggest a directional approach, in reality, the research was characterised by iterations.

In the first phase, the emphasis was on the literature review. Although visualised as being a 'closed chapter', empirical findings might lead to additions or adjustments in literature and the analytical framework, reflected in the feedback loop. In this phase, the first research question is examined through literature on communication and strategies. The literature review concludes in the analytical framework. This framework is consecutively used as the basis for empirical research, by outlining the area for data collection and data analysis. The empirical research included case studies, for which interviews and document analyses were conducted. To get a good grasp on the practice of joint decision making, the case study data was complemented with data from 'general' interviews. In this empirical research, the focus laid on research questions 2 to 4. The fourth research question constitutes the core of this study and focuses on the actual communication strategies (the execution) in the process. Research questions 5 and 6 were answered by analysing the retrieved data on each of the building blocks of the conceptual framework. Eventually, this led to a structured overview of current practice of communication strategies, complemented with areas for thought for practice, and recommendations for further research.

7.2 Methods and techniques

In figure 7.2, the used methods and techniques are shown. In figure 7.3, those are connected to the research questions. The main research method is the mix between document analysis & interviews, both general and case-specific. This is typical for descriptive research. Schramm (in Yin, 2014, p. 15) describes the fundament of a case study as "that it tries to illuminate a decision or a set of decisions: why they were taken, how they were implemented, and with what result.", making this method eminently suitable for this research. Due to the highly explorative character of the study, in combination with the topic having a politically sensitive element, it was chosen to conduct interviews on general practice as well, next to elaborating on case studies. Not only is this approach suitable for pragmatic reasons, but it also leads to a more complete insight into current practice than when only a few cases were considered.

Below, each of the used techniques is discussed on the next pages

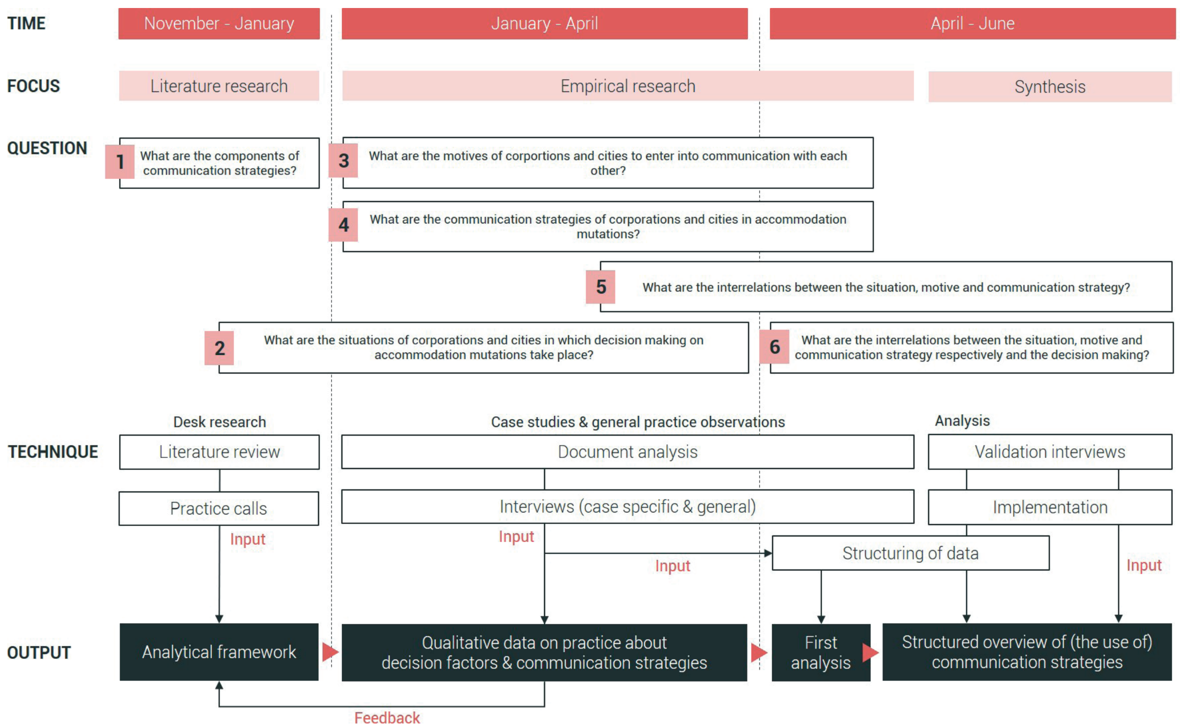
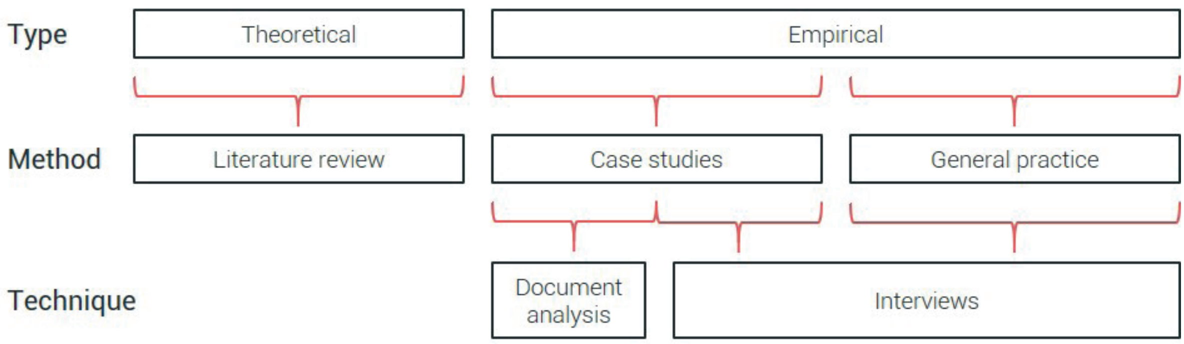


Figure 7.1 The research framework



7.2.1. Literature review

The literature review was conducted by searching through literature search engines such as Scopus and Google Scholar. Keywords were first used to find suitable literature. Four main research domains were distinguished: Corporate Real Estate Management, Urban Planning, Strategic Management, and Communication, which formed the basis for the keywords (figure 7.4). Following this method, a snowball method was used as well. In the literature review, academic sources were complemented with policy documents of city governments and annual reports of organisations.

7.2.2. Interviews

In the first phases of this study, some preliminary interviews were held. These can be interpreted as short telephone calls with practitioners from corporations and cities to gain some first understanding and to be able to scope the research accordingly.

The interviews that were part of the empirical research can be divided into either focused on general practice or being case-specific. Both types of interviews were qualitative and a semi-structured approach was used. The outline of the interview protocol was based on the conceptual framework, including questions on the source, purpose, and communication strategies concerning the defined components. Over time, the structure of the interviews evolved according to empirical information. Additionally, specific questions were sometimes added for certain interviewees as a result of information from document analyses or former contacts.

Interviewees were approached by different channels, such as telephone, e-mail, and LinkedIn. The right persons were found by captions in documentation such

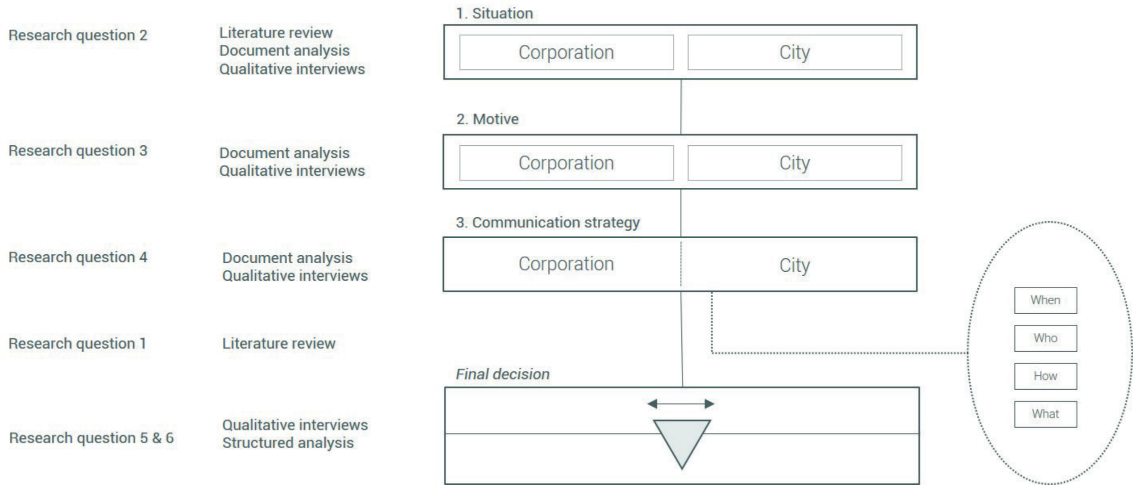


Figure 7.3 Techniques per research question

as news articles, job descriptions in LinkedIn profiles, websites of corporations and cities, and by asking other interviewees.

7.2.3. Document analysis

Document analysis involved the examination of a range of documents. These documents involve so-called trace data such as meeting notes, emails, policy documents, and also live-recordings of municipal meetings, found via the RIS (information system) of city governments, as well as the website and annual reports of corporations. Additionally, publicly available websites and documents were used, being national newspapers, local newspapers, newsmagazines, trade journals, professional platforms, blogs, videos, or other. By using different sources, information can be compared to each other, leading to either confirmation of data or contrasts. Document analysis gave input for the interviews as well.

7.2.4. Case studies

According to Johansson (2003), a case should be a complex functioning unit, be investigated in its natural context with a multitude of methods, and be contemporary. In this research, a case refers to the event of a real estate mutation and is called after the company's name. The case is thus bounded by the existence of a mutation process.

A selection criterium for the case studies was that the major part of the mutation process took place in the last decade. This criterium was chosen to improve the legitimacy of the findings in the current context of the urban built environment. Also for pragmatic reasons, recent mutation processes were preferred, as recent information is more at hand in the memory of the interviewee. Additionally, it was more likely that the

Figure 7.4 Research domains for literature review

interviewee still worked at the organisation or the city (in a similar role) and was thus more likely to be allowed to provide information on the specific case. In this research, only cases in which the mutation was realised, or highly likely to be realised in the future were considered. This implies that at the time of conducting the case studies, the mutation process was at least in the evaluation phase. Furthermore, this implied a 'successful' result of the mutation process. Consequently, this limited the scope of this research, focusing on the niche of cases that can generally be regarded as best practices. This will be further discussed in the next chapter and chapter 15.

7.3 Methodological implications

In the previous chapter, the method of case studies and the techniques of interviewing and document analysis used herein were discussed. In this chapter, the implications of the chosen methodology of this research are given.

7.3.1. Interviews

The semi-structured approach of the interviews enabled the development of the interview structure according to earlier contacts. Moreover, it provided a more natural setting for obtaining qualitative information. In line with the exploratory nature of the research, an inductive approach was used in interviewing, meaning that theory derives from observation, analysis, and synthesis of findings of the case studies instead of proving an already existing theory (Bryman, 2016). However, the method of semi-structured interviews brings along the issue of interviewee bias (Mouselli and Massoud, pag. 106). Interviewee bias occurs when the interviewee, either consciously or unconsciously gives a misrepresentation of the truth. A reason for this could be that the interviewee does not know the answer, but feels he or she should know or that he or she does not have the authority to share certain information.

Interviews were both conducted by telephone, video-call, or face-to-face. This might have implications for the quality of the interview. In an article by Salazar (1990), it was argued that visual anonymity by telephone interviews may improve responses to sensible questions, in contrast to video or face-to-face interviews, where respondents are more likely to give socially acceptable answers (Salazar, 1990). On the other hand, face-to-face interviews enable observations on non-verbal behaviour that might be important for the research (Salazar, 1990). Due to the COVID-19 crisis, from March 2020, the interviews in this research only took place via video or telephone calls.

The snowball sampling of obtaining interviewees is common in interviews but has several implications for the results of this research. First, according to Croucher & Cronn-Mills (2014), snowball samples tend to produce non-generalizable results. However this disadvantage of the snowball method is mentioned in the context of studies where the interviewee is the research subject itself, whilst in this study, the interviewee is asked about the research subject within a particular case. The cases thus still vary. However, the snowball method stimulates an interviewee group with shared characteristics, thereby bringing the risk of narrow or incomplete perspective researched within the study.

7.3.2. Document analysis

Part of all documentation was used to get acquainted with a case, or for interview preparation. In methodological literature, researchers disagree on whether this data can be seen as legitimate. While Yin (as cited in Yazan, 2015) argued that this data cannot be used for analysis purposes, Stake (as cited in Yazan, 2015) regarded this data that picked up informally in getting acquainted with a case as legitimate. Here, as the total of documents is stored in a database and thereby able to trace back, this data was considered legitimate for analysis. Also, it added minor details or factual information to the analysis of cases.

However, it must be noted that in the process of getting acquainted with a case, some interpretations might already arise at the researcher, being the 'impressionistic data' mentioned by Stake (Yazan, 2015). This can be for example as a result of certain media coverage or the ease in which documentation could be found. To avoid a one-sided view of data, a multiplicity of sources within the document analysis was used.

7.3.3. Case studies

The cases being 'best practices' might imply a particular interviewee bias. As the process worked out well in the end, interviewees might be tempted to put communication during the process in more positive daylight than it was in reality. In this research, this is particularly relevant as communication is part of the relationship between corporations and cities, and they might adjust information to ensure maintaining that relationship.

Additionally, it must be noted that the number of cases considered, although complemented with general interviews, is insufficient to provide a complete picture of reality. The issue of generalisation in case studies is among others discussed by Flyvjberg (2006). He argued that as case studies are part of social sciences in which 'hard theory' is lacking, research within the social sciences should not aim to prove things, but rather aim to learn something. This learning occurs on a single-case level as well. In his article, Flyvjberg (2006) additionally argues that atypical or extreme cases might be even more informative than 'standard' cases because they activate more actors and mechanisms that are studied in the research. Herein, it is more important to clarify causes and relations between the observed data, rather than stating its frequency of occurrence (Flyvjberg, 2006).

To have sufficient information on case studies, it was required that for using case-specific data in the analysis, at least an interview with either the corporation or the city should be conducted on this case, seee figure 7.5. The use of multiple sources of evidence per case is a form of triangulation, adding to the validity of findings (Yazan, 2015). An additional method mentioned by Yazan (2015) to ensure validity, is member checking. Member checking involves the respondents' confirmation of the interpretation that the researcher has given to the answers in the interview. For this purpose, the found timeline of communication events was checked by the interviewees and additional clarification asked when needed. For validity reasons as well, findings have been additionally tested by other practitioners. Next

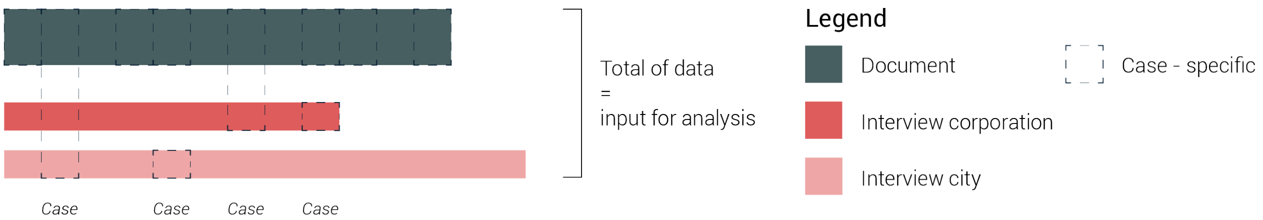


Figure 7.5 Multiplicity of sources

to creating validity, a sense of the transferability of the conclusions is derived by this as well.

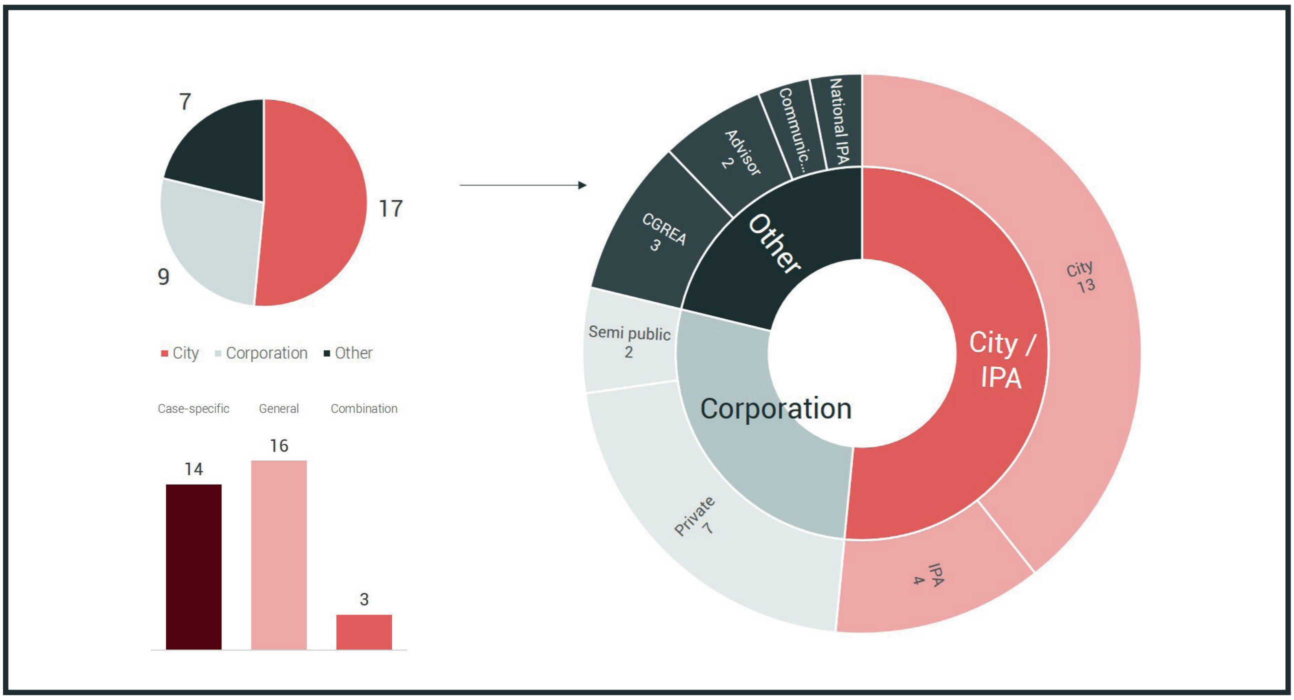
7.4 Ethical considerations

To improve the legitimate reuse of knowledge, actions are taken according to the FAIR principles (Wilkinson et al., 2016), meaning that data should be: Findable, Accessible, Interoperable, and Reusable. The principle of being Findable entails two perspectives: this research itself and the sources used. Concerning sources, the APA 6th reference style was used, making each source traceable and thereby honouring the work of others that contributed to this research. At the same time, it follows the principle of interoperability. For this research to be findable and accessible, it will be uploaded on the TU Delft Repository, accompanied by keywords making it easier to find within the subject.

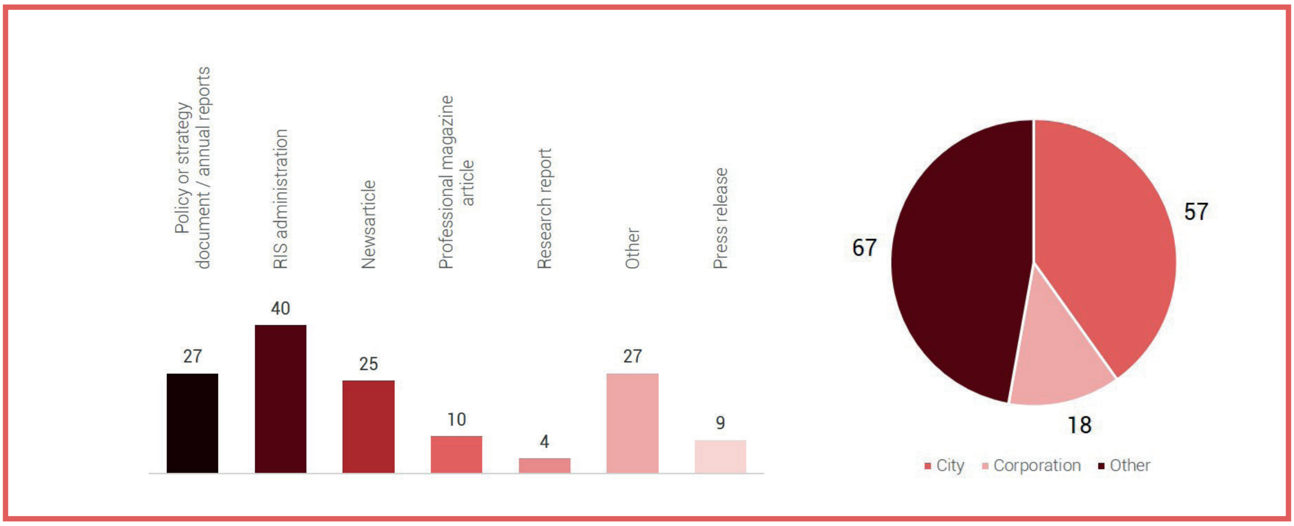
For interoperability and reusability, English is the working language of the research, and used theories were explained to improve understanding by a broader public. However, interviews were conducted in mother-tongue, which is Dutch. The reason for this was to increase mutual understanding between the interviewer and interviewee and reduce miscommunications. The document analysis was conducted in both English and Dutch, depending on the language of the source, to avoid misperceptions. Data from documentation were combined for each case. For each document the source, the date, title, and if applicable a URL-link or municipal label (code) is stated. Data from interviews are stored in either notes or audio recordings. The findings are communicated in English. Quotes however are stated in their original language, often Dutch. This choice was made to keep nuances in language that provide a better understanding of what was said. The above is in line with Stake's (1995, p. 109 in Yazan, 2015) view of qualitative research in which he called for minimisation of misrepresentation and misunderstanding. For readability for the general public, a translation in English was however added.

Additionally, the topic of this study involved some political sensitivity, and information retrieved might not become public. Thus confidential information, mentioned by interviewees, is not stated in this report unless this information is publicly available as well. For this reason and readability, information is sometimes stated in a generalised way, even when scientifically speaking no generalisation could be made. The researcher aimed to make this known for the reader by using nuances in language. Additionally, in the public version of this thesis, some interviewees were made anonymous, unless they gave consent for stating their name. In the analysis, data from different cases were taken together and were thus analysed in an aggregated way. Conclusions therefore will also not be on the level of the case but are aggregated.

Confidentiality indicated by interviewees was highly prioritised in this study. Nonetheless, political sensitivity is at the same time an essential element in this study. It would have been conflicting with the aim of transparency in decision making to leave out essential information. Conformingly, Stake and Merriam (as cited in Yazan, 2015) argued that in qualitative research obtained data should be explained with a certain level of detail to ensure that the reader can make sense of the conclusions drawn from it. Thus a careful balance has been sought.



Figures 9.4 & 9.5 Overview of interviews



Figures 9.6 & 9.7 Overview of document analysis

8

Data

In total, 8 cases were examined. The geographical distribution of the case studies is given in figure 9.2. The case studies included interviews and document analysis. This was complemented by general interviews. The spatial distribution (or working area) of the interviewees is shown in figure 9.3. A general overview of the cases considered can be found on the next pages.

In total, 33 different persons were interviewed. Of those, 13 work for city government, 4 work at a local or regional Investment Promotion Agency (IPA), 1 at the National IPA, which is the Netherlands Foreign Investment Agency (NFIA), 9 are employees of the organisation and 7 are from other parties, such as real estate advisors or a communication specialist (see figure 9.4).

The 33 persons were interviewed in 30 different interviews. With 15 persons, the interview was about a case, 13 interviews were general in nature and 5 of them were a combination, giving indications of a case, but no detailed information (see figure 9.5). Within the 9 cases considered, 7 mutations are realised or in the phase of realisation, while for 2 mutations, the final decision has yet to be made. From the side of city government, almost all interviewees were part of the executive part of the city. One political figure was interviewed but in a general interview.

Regarding the document analysis, a total of 142 documents was used. The division of documents according to the source 'party' can be seen in figure 9.6 and according to the type of document in figure 9.7.

Figure 9.2 Geographical distribution of cases

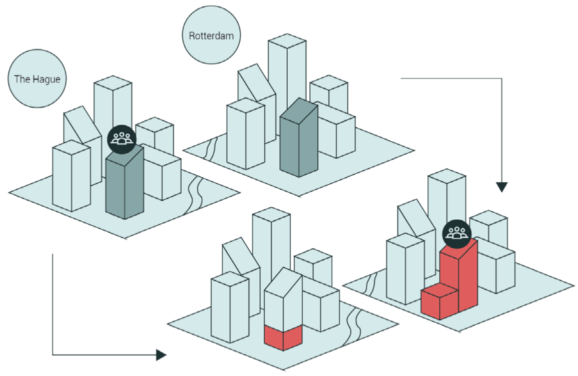
Figure 9.3 Geographical distribution of interviewees

Case 1

Type Partial relocation within the Netherlands
Size 2.000 fte
4.000 m² disposal & 2.800 m² expansion
Legal Permit for expansion new location

- [x] Interview corporation
- [x] Interview city

- [x] Document analysis

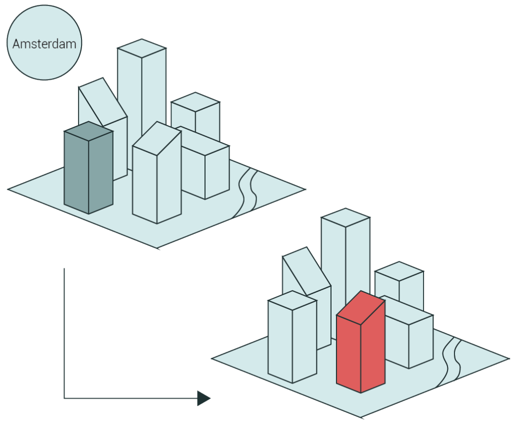


Case 2

Type Complete relocation within city district
Size 2.800 fte
80.000 m² disposal & 39.000 m² new-built
Legal Permit for transformation old location

- [x] Interview corporation
- [ ] Interview city

- [x] Document analysis

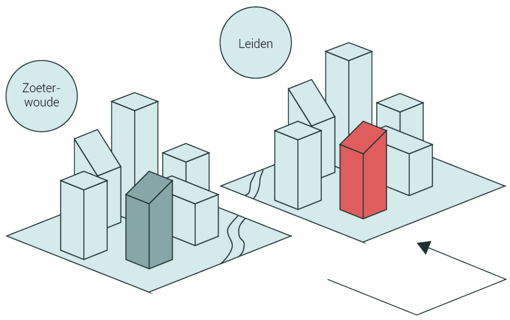


Case 3

Type Complete relocation to other city
Size 400 fte
39.000 m² new-built
Legal -

- [x] Interview corporation
- [ ] Interview city

- [x] Document analysis

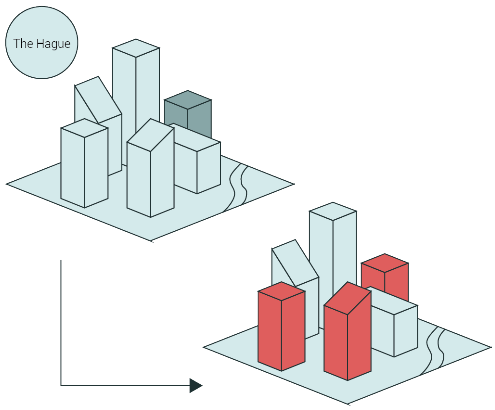


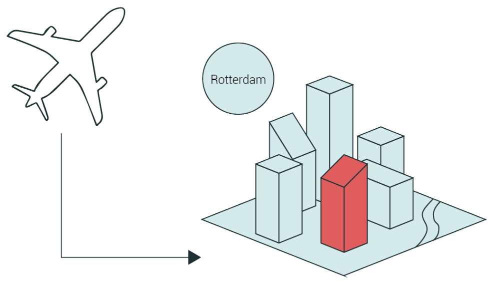
Case 4

Type Continuous expansion in city
Size 350 fte & 3500 students
Legal Depending on particular expansion, including land use plan changes

- [x] Interview corporation
- [x] Interview city

- [x] Document analysis

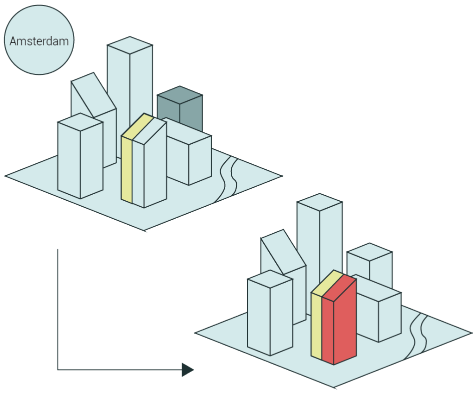




Case 5

Type International expansion
Size 250 start-ups
13.000 m²
Legal -

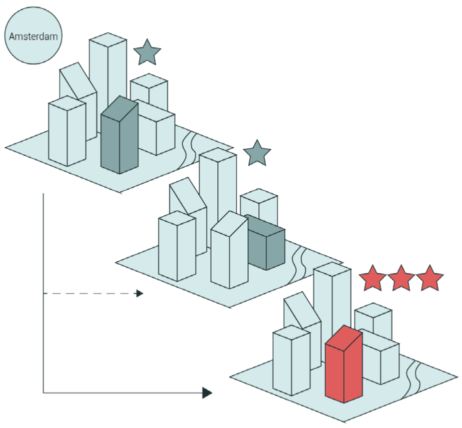
- [x] Interview corporation
- [x] Interview city
- [x] Document analysis



Case 6

Type Relocation regional office within city
Size 100 fte
1300 m²
Legal - (Agreement for combination functions)

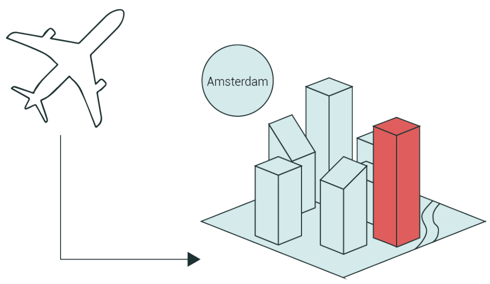
- [x] Interview corporation
- [ ] Interview city
- [x] Document analysis



Case 7

Type Large renovation including temporary relocation
Size 1.800 fte
25.000 m² temporary location
Legal Permit for renovation plans

- [x] Interview corporation
- [ ] Interview city
- [x] Document analysis



Case 8

Type International relocation
Size 900 fte
38.000 m² new-built
Legal Permit for newly-built accommodation

- [ ] Interview corporation
- [x] Interview city
- [x] Document analysis

9

Operationalisation

The analytical framework operationalises the conceptual framework of chapter 6. This framework can be viewed as a protocol for analysis as described by Yin as one of the tools for researchers to ensure reliability of data (Yazan, 2015). It provides the procedure of investigating the data, drawing from previous knowledge. Thus the chapter starts with a literature synthesis, that forms the basis for operationalising the analytical framework. The analytical framework was thus constructed prior to the data gathering phase, which is in line with Yin's view of planning every step in the research (Yazan, 2015). However, the analytical framework has been reframed according to gathered data and thus agrees with Stake's view as well, arguing that data collection leads to alterations in the research process (Yazan, 2015).

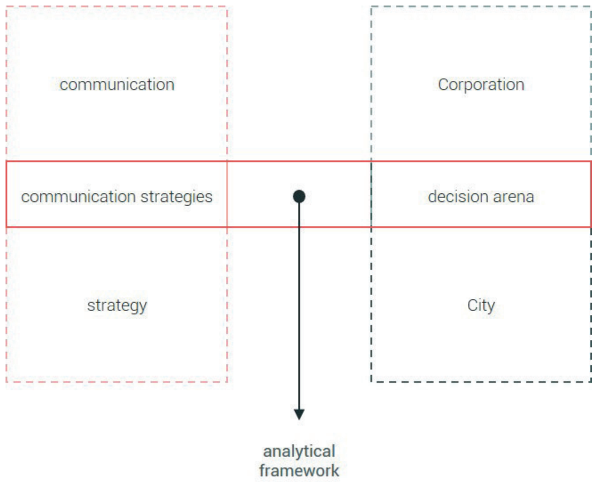


Figure 8.1 Basis for analytical framework

Combining literature on corporations and cities with that of decision making, areas for analysis within the situation and motives were defined. In order to create the analytical framework for analysis of communication strategies, findings from literature on organisations and city governments were combined with findings from literature on communication and strategy (figure 8.1). This led to first- and second level value labels within the communication components of what, how, who and when.

9.1 Situations

Regarding situations of corporations, in literature was found that a mutation may bring legal restrictions causing the formal need for communication at the corporation's side. Additionally, the size and scope of the mutation influence whether the mutation is considered strategic and therefore might influence communication strategies. As cities seem to increasingly focus on the mission of a corporation in their acquisition, qualitative aspects of the mutation that reflect a corporation's mission might be relevant to consider as well. Thus, the situation in observed cases is analysed according to the mutation's type, size, scope, legal restrictions, and essential qualitative aspects.

Considering the situation of the city, literature and preliminary interviews indicated that plans and priorities depend on the political colour of a Council. Decision making on land use plan includes a political component. Thus the political colour and existing policies of local government are analysed. According to the literature review, next to drawing economic policies, cities, or IPA's might have specific acquisition policies. Thus the analysis of existing policies includes area policies (in which the mutations are located) and specific policies on the attraction of corporations.

9.2 Motives

Regarding the motives of corporations, in literature was found that some communication might be obligated, and thus the motive for communication is legally required. However, it was also found that communication might be used for other (strategic) purposes, for example, to gain information prior to the legal procedure. These motives are defined as additional communication and are to be further specified according to empirical data.

In the motives of cities, it was found in the literature review that cities engage in acquisition for the motives of quantitative and/or qualitative growth. This acquisition can be reactive or active, depending on the initiator of the communication. The same division of quantitative and qualitative applies to the retainment of corporations.

9.3 Communication strategies

In the empirical research, values were obtained of each of the components when, who, how, and what. Multiple values can occur simultaneously. A distinction is made between first level values and second level values. The first level can be seen as a generalised category of the data, whilst the second level value is the specific data (see example in figure 8.2). This distinction was made as detailed knowledge on cases, and thereby the availability of specific data might differ per interviewee.

Below, the first level and optionally second level values of the four components are defined according to literature. These were used to analyse empirical data.

9.3.1 What

By using the definition of communication as 'the process of sharing information' (Turker, 2014), the aim was to obtain data on which information was shared between the actors or parties. Practically it is impossible to get to know every detail of information that was shared. Also, different types of content could be distinguished. Therefore, this component was categorized into instrumental and social communication, forming the first-level values. Herein, instrumental communication is purely functional for the mutation, whilst social communication involves relation building. No specific values, second-level values were determined as the range of possible content is infinite. Literature suggests

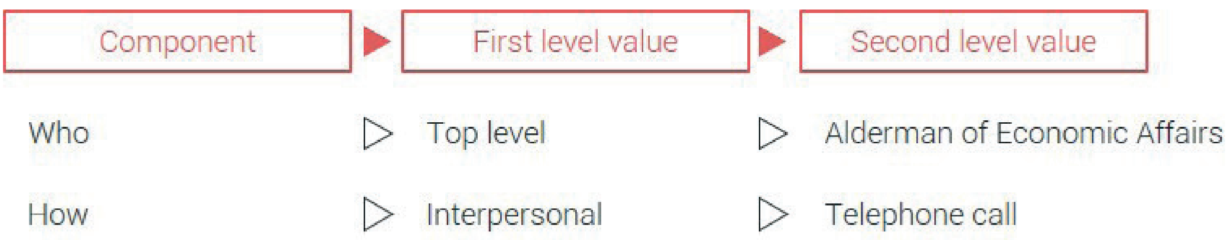


Figure 8.2 Example of component, first, and second level values

types of content could be visions, alternative locations, disclaimers, or motives of moving. However, little is known about the actual communication between organisations and cities and thus categorisation of values was developed during observation of case studies, rather than upfront.

9.3.2 How

How was determined to be the channel of communication, with many possible values. According to literature and preliminary interviews with city governments, they communicate with each other both via the use of formal documents, such as long-term policies or brochures with the provision of locations as well as personally, often in specific meetings, but also one-on-one via email or telephone. Thus the first level values interpersonal and documented were used, similar to the distinction between informal and formal by Murphy and Sashi (2018). It was chosen to name the values as interpersonal and document to avoid confusion with the type of content. Here, interpersonal includes not only face-to-face contact but also via media, such as telephone or email. Additionally, it reflects the first or initial communication that took place. Meeting notes for example indicate interpersonal communication as the initial communication was between persons (in an actual meeting), although recorded in a document. Documented communication consists of all kinds of documents provided by one party and received by the other.

9.3.3 Who

Who refers to the actors involved. As literature suggests, the perceived priority of the mutation results in other actors to be involved in the decision-making and potentially in communication. Therefore the actor's position in the management hierarchy is determined to reflect the first level values. Communication with actors that have decision power might be more effective, as well as that it reduces noise in the line of communication. These hierarchies of management can be related to the organisational structures of local government and CRE users. Top management refers to CEOs or other board members on the side of the CRE user and the College of Mayor and aldermen and the Council on the local government's side. Middle management refers to department directors or heads of organisations and the heads of particular departments, domains, or programs such as city government. Finally, lower management refers to operational staff.

Particular attention was paid to whether special committees were established for a particular real estate mutation decision process, on both the side of the organisation as on city government. Finally, literature and preliminary interviews showed that both actors obtain information through the so-called gossip circuit. In line with literature on boundary spanners, the person appointed for communication might not be the same as the actual communicator. Therefore the notion of whether the actor was nominated or not was added as a value. This nomination may change during the process of decision making.

9.3.4 When

Regarding the time, literature mentioned the sequence and frequency of communication. However, no guidelines exist on whether a particular sequence or is good or bad, so this was left out of the scope of this research. The frequency was incorporated into the analysis. However, it must be noted that this may include normative statements of interviewees, based on their perception of whether a certain frequency is high or low. This could be avoided by trace data of communication. However, this often does not exist, because organisations and cities do not log every communication unit they have with each other, or data might be for internal use only.

The most interesting value of the time component is the phase of decision making in which communication takes place. These phases of the organisation's decision making were described as: 1) problem identification/recognition/policy initiation, 2) alternative generation/search, 3) evaluation/selection and 4) implementation/final decision/choice. The phase affects the communication in that it holds indications for the influence a local government has but also on whether they are aware of this, by knowing in which phase the organisation is in their internal decision making. Thus this value is the main value analysed in the empirical part of this research. It was complemented by the notion of frequency, according to the phases.

According to the above, communication strategies were operationalised in the framework given in its simple form in figure 8.3 and more detailed in figure 8.4. The combination of the chosen set constitutes the communication strategy.

According to Shumate et. al (2017), attention should be paid in researching communication flow (of information), between perceived flow and observed flow. Observed flow is the actual communication, analysed by trace data, whilst perceived flow is the communication people think they have. Thus the source for obtaining data indicates whether the communication is observed or perceived. We can distinguish the two by that sources of the actual communication generate data on the observed communication, while sources about the communication generate data on perceived communication. For example, regarding the content, observed flow is obtained from a document that stores the actual communication, such as the content of a document itself, audio recordings, or an email. However, content is perceived when mentioned by interviewees. Additionally, information sources (from either document analysis or interviews) can state a telephone call that has taken place. This means that the fact that the channel 'interpersonal – telephone call' has been used is retrieved second-hand. Although it is likely to be true, a hundred percent certainty can only be given by a first-hand source such as the audio recording of the call itself.

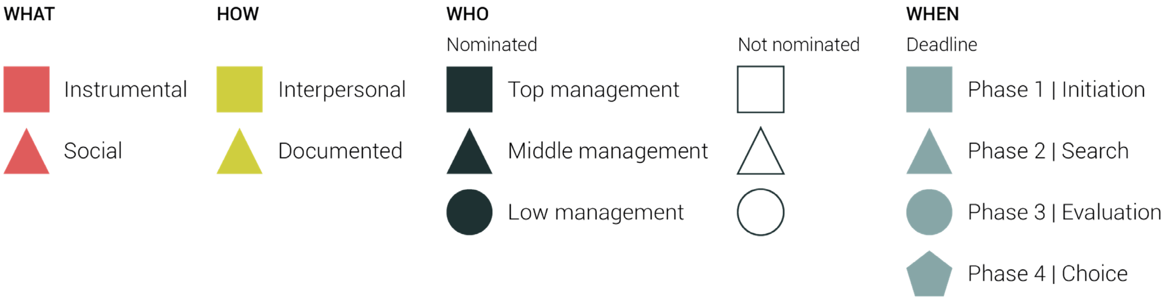


Figure 8.3 The analytical framework in simple form

Component	First level value	Second level value		Third level	Indicating questions
WHEN	Phase	Initiation			Has a decision been made to start a mutation process? Are the motives for mutation clarified? Are resources mobilised for the decision process? (appointing of tasks and employees, allocating budget)
		Search			Are different mutation alternatives considered? Are alternative locations gathered?
		Evaluation			Are alternatives evaluated according to a set of criteria / analyses? Are alternatives evaluated according to judgement of actor(s)? Are alternatives evaluated according to negotiations (internal or external)?
		Choice			Has a final decision been reached? (by who?) Has the decision been formalised? Is the decision non-reversible? (if not, in which circumstances it is reversible?)
	Frequency	Weekly Monthly Once every couple months Once every year			
WHO	Top level	Board member CEO CFO	Mayor Alderman	Nominated?	
	Middle level	Department head Director Programme manager	Director Area manager Programme manager	Nominated?	
	Lower level	Project manager Team member	Advisor Policy executive Domain executive Team member	Nominated?	
HOW	Interpersonal	One-on-one meetings Team meetings Skype / zoom Telephone calls E-mail App / text			
	Documented	Information packages Strategy documents Structure visions Presentation slides Design plans			
WHAT	Formal	Permit procedure Financial incentive Location propositions			
	Informal	Lobby Intentions Wishes & concerns Stakeholder management Personal			

Figure 8.4 The analytical framework in further detail

10

Output

10.1 Objectives & deliverables

This research aims to gain insight into the use of communication strategies of corporations and cities in accommodation mutations decisions and the role these strategies play in the broader decision-making arena. The main objectives are thus to provide a systematic and structured overview of the current practice of communication strategies. Derived from this and the analysis on the use of communication strategies, points for discussion between organisations and cities are given to enhance joint decision-making. In figure 10.1, the general output for each research question is given. In figure 10.2, the objective and deliverables are explained in further detail.

10.2 Dissemination & audience

The outcome of this study will, from a scientific perspective, be a useful basis for researchers interested in the interdependencies between organisations and cities, or more generally between public and private. Because this research joins the academic fields of Urban Development and (Corporate) Real Estate management, researchers from both fields are the targeted audience of this thesis. Furthermore, the outcome of this study will be particularly useful for practitioners on the sides of organisations and cities. For them, this research may provide a basis on which each party can evaluate their own communication strategies or start a discussion. Within organisations, the audience for this research includes top management, the CEO and CFO or whoever is the responsible Board member for accommodation related projects, the heads of departments responsible for accommodation, such as Real Estate managers, Facility managers, but also HR and Communication and finally operational staff involved in communication on accommodation projects as well. On the side of the city government, the audience consists of executives of the departments of Economic Affairs and Spatial Planning or City Development and Investment Promotion Agencies. They are part of the audience as well. Not only as they create the policies and might be involved in communication themselves, but they also decide on the structure of the city government, which determines who is responsible for particular projects and the communication around it. The outcome of this study is likewise useful for persons and departments that are themselves not directly involved in the communication but are involved in the decision-making and thereby might have internal connections with the ones communicating.

Finally, as often external consultants are hired, consultancy companies can use the outcomes of this research to see whether they can incorporate communication with the other in their advisory set for guiding organisations and cities in their decision-making processes.

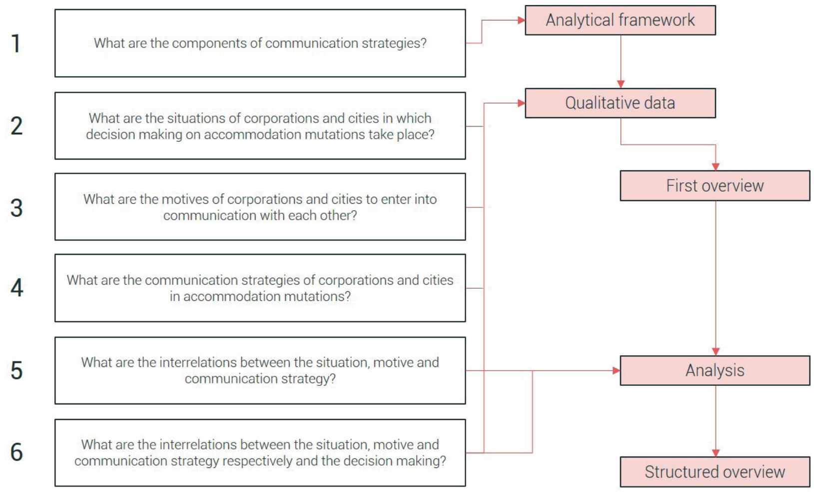


Figure 10.1 General output per research question

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

Figure 10.2 Objectives and deliverables per research question

PART IV Empirical research

The empirical research is the main body of this study. Using a mixed-method, nine case studies were examined. The qualitative data from these case studies were subsequently complemented with data from general interviews. The latter has also been useful to gain an understanding of practice in general and enabled the researcher to assess whether case study data could be viewed as a commonality or as an exception. The empirical research included four steps. First is the description of the cases (Chapter 11). This was followed by the extraction of data according to each aspect of decision making (Chapter 12). Here, information from general interviews and additional document analysis is added. The third step entails the cross-case comparison on these different aspects (Chapter 13). By this, relations between and within aspects of the decision arena were analysed. The steps of the empirical research are visualised on the next page.

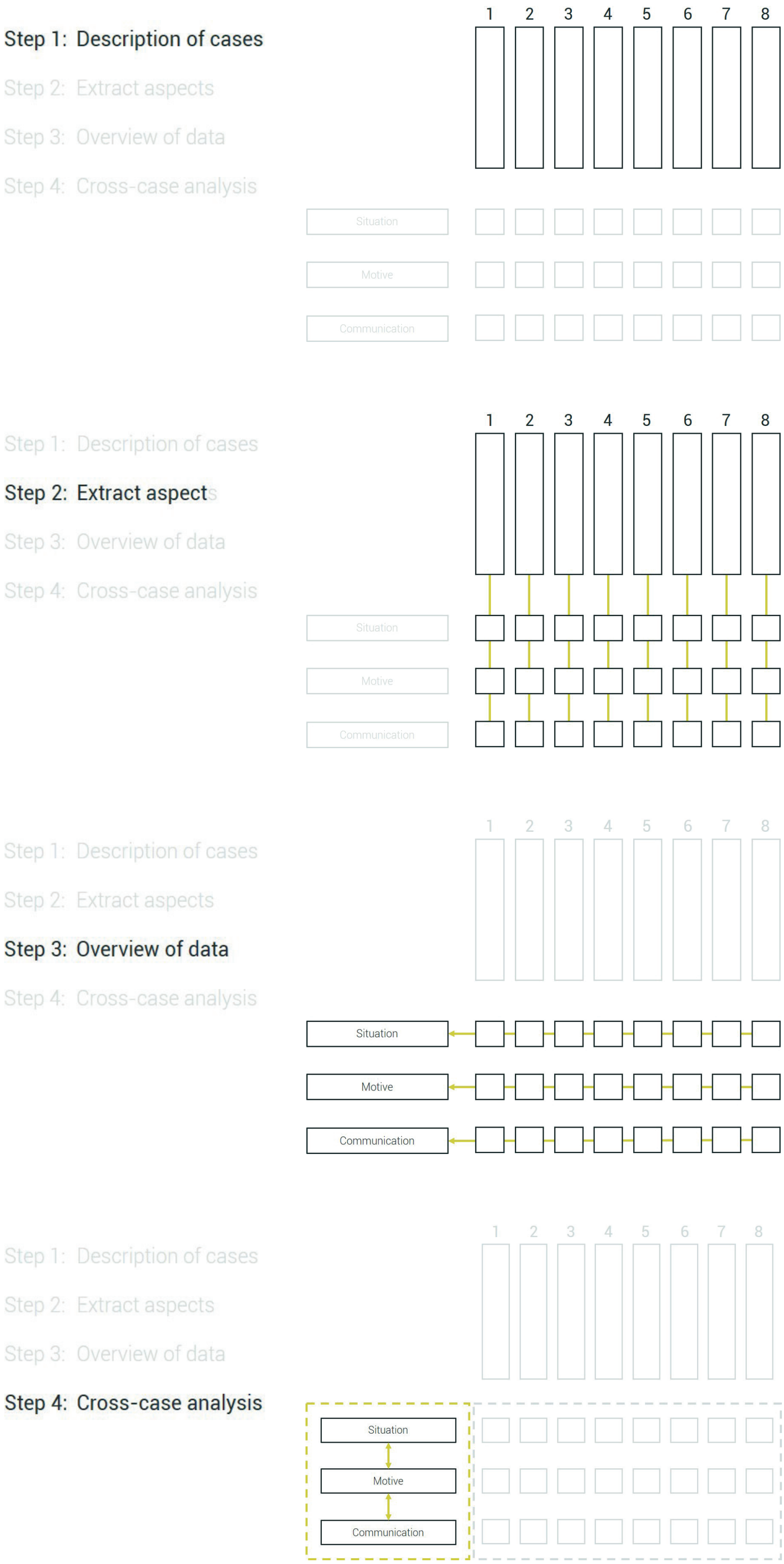


Figure 11.1 Steps in the empirical research and analysis

11

Case 1 KPN

Telecom market leader KPN decided to move their corporate headquarters from The Hague Maanplein to the Wilhelminapier in Rotterdam. KPN leases both buildings. The relocation of the board included the disposal of 50.000 m² at the Maanplein and an expansion of the building in Rotterdam[1]. For the latter, a permit was needed.

Process

The process of decision-making and the communication therein are summarised in the timeline on the right. Below, an elaborated explanation of the timeline is given.

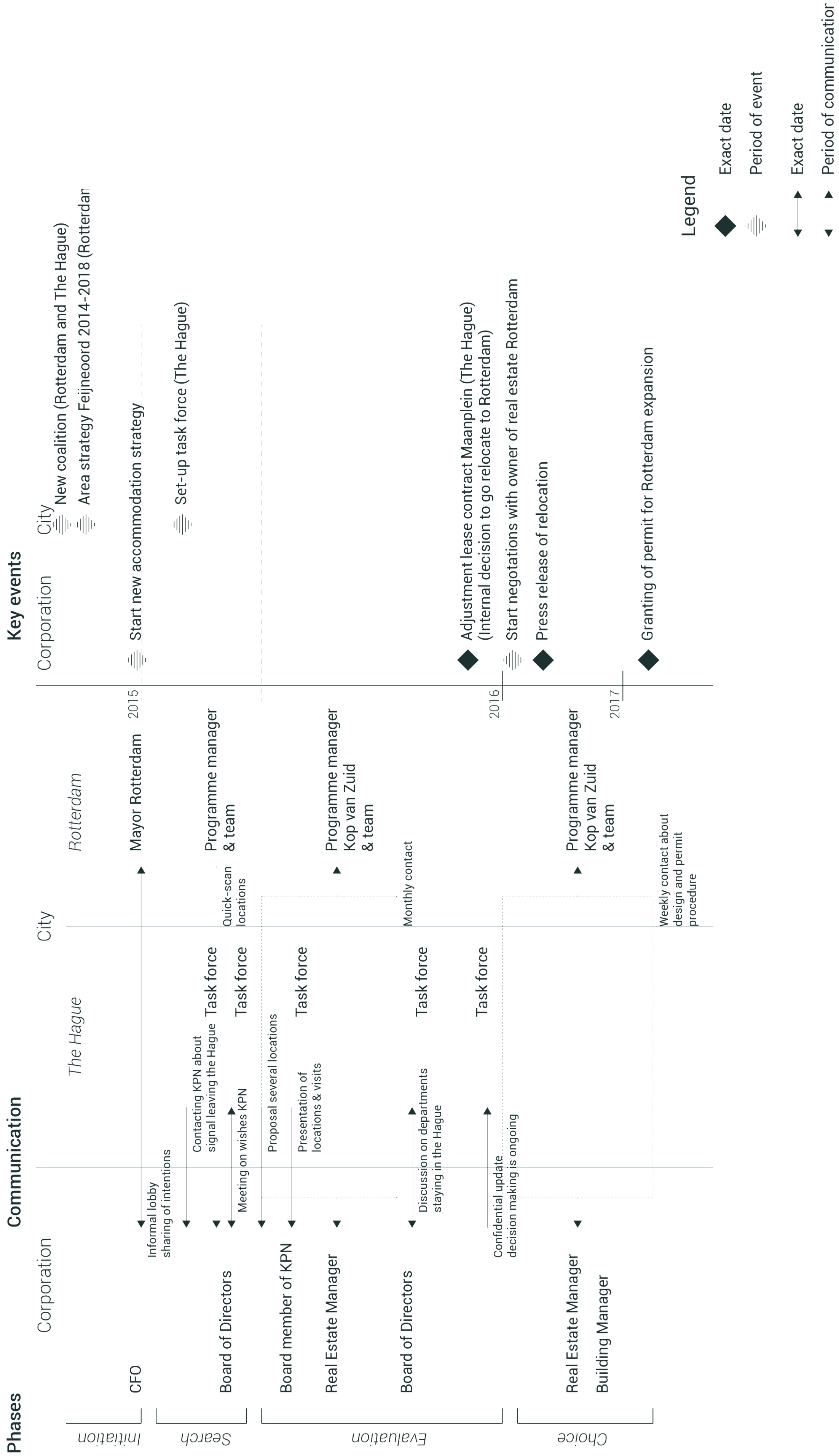
At the start of 2015, KPN renewed its accommodation strategy. As a result of automation and the use of New Ways of Working, KPN needed fewer employees and fewer square meters of accommodation[1,2]. In line with the corporate strategy of 'being in the middle of society', KPN started its search for a new headquarters. This location had to meet the criteria of; being an existing building; stimulating the use of public transport; being at a sight location. The Wilhelminapier already ticked these boxes and was thus in the list of potential locations early on[2]. KPN is then also already located in the KPN Tower at the Wilhelminapier. In 2014, a new coalition was chosen in Rotterdam. In that year, a strategy was made for the district Feijenoord, in which the Wilhelminapier is located[6]. Already since 2007, the area of the Wilhelminapier, Kop van Zuid, is regarded as a high-quality area for Rotterdam, in particular in the light of Rotterdam as the city of Architecture[5,7].

Parallel to the new accommodation strategy, communication with city governments started. CFO of KPN was in contact with the Mayor of Rotterdam[2]. This communication was about scanning each other's intentions and look for possibilities. A quick scan of locations in Rotterdam was made as well, with the Wilhelminapier coming out best[5]. In The Hague, the signal of KPN leaving was retrieved[3]. A task force consisting of all levels of the city government then reached out to KPN to get to know their wishes. Meetings took place between the Board of Directors and this task force. Afterwards, location propositions in The Hague were created[3].

During the summer in 2015, two location visits in The Hague took place, at which a Board Member of KPN was present[3]. Communication with Rotterdam continued as well and started to be more focused around the location at the Wilhelminapier.

At the end of 2015, KPN internally decided to move its registered office to Rotterdam[2]. KPN changed the lease contract for Maanplein into less square meters[8]. The Hague got informed by this contract change but

Timeline


Phases
Initiation
Search
Evaluation
Choice
Communication
Corporation
The Hague
City
Rotterdam
CFO
Informal lobby
sharing of intentions
Mayor Rotterdam
Contacting KPN about
signal leaving the Hague
Task force
Board of Directors
Meeting on wishes KPN
Task force
Quick-scan
locations
Programme manager
& team
Proposal several locations
Board member of KPN
Presentation of
locations & visits
Task force
Real Estate Manager
Programme manager
Kop van Zuid
& team
Monthly contact
Board of Directors
Discussion on departments
staying in the Hague
Task force
Confidential update
decision making is ongoing
Task force
Real Estate Manager
Building Manager
Programme manager
Kop van Zuid
& team
Weekly contact about
design and permit
procedure
Key events
Corporation
City
2015
2016
2017
New coalition (Rotterdam and The Hague)
Area strategy Feijneoord 2014-2018 (Rotterdam)
Start new accommodation strategy
Set-up task force (The Hague)
Adjustment lease contract Maanplein (The Hague)
(Internal decision to go relocate to Rotterdam)
Start negotiations with owner of real estate Rotterdam
Press release of relocation
Granting of permit for Rotterdam expansion
Legend
Exact date
Period of event
Exact date
Period of communication

Actors

was informed by KPN that decision making was still continuing[3]. Since then, communication took place more frequently with the area team of Kop van Zuid as well[5]. Negotiations with the owner of the KPN Tower at the Wilhelminapier, regarding the expansion, started simultaneously[2].

In April 2016, KPN publicly announces the move of its registered office to Rotterdam[9]. From then on, communication took place almost daily between the Real Estate manager of KPN and the Area Manager of Rotterdam[2,5]. The communication predominantly revolved around the design for the expansion to get the permit as quickly as possible[2,5]. This communication often took place face-to-face. This was easily enabled by having their offices next to each other.

At the beginning of 2017, the permit for the expansion was granted. This permit was a decisive factor in the decision for relocation and was included as a precondition in the contracts with the owner of the KPN Tower as well[2].

Actors

CFO of KPN was the responsible board member for the mutation process. The execution of the process was done by the Real Estate team of KPN, an existing unit in their corporate structure[1]. This team was led by a Real Estate Manager, who engaged in most communication with the city governments[2]. Later in the process, the Real Estate Manager was assisted by a Building Manager, who was mainly involved in communication during the construction phase of the expansion. Communication took place both with The Hague and Rotterdam and no communication with other cities in the Netherlands occurred. In The Hague, a task force was set up in the communication with KPN[3]. This kind of task force often includes the head of the Service City Development, urbanists and planners, lawyers, communication advisors, and someone from the Land Department[4]. According to a letter sent by Mayor Jozias van Aartsen about the developments of KPN[3], it seems that communication also took place on this highest level and the Mayor was thus part of the task force. From Rotterdam, the Mayor, was also involved in communication, mainly with the CFO of KPN in the early stages[2]. In later stages, the team of the area Kop van Zuid was appointed as a point of contact for KPN by Rotterdam. This team was led by the Area Manager. The internal client of this team is the Director of City Development[5]. This Director was sometimes involved in communication, but most communication took place with Area Manager. The team consisted of employees from several departments within the city of Rotterdam, such as urbanists, landscape architects, and contract experts[5]. An overview of all actors is given above.

Remarks

For KPN, getting the permit and especially the speed of this procedure was highly important. The appointment of a contact person from the side of Rotterdam that helped with internal and external stakeholder management was considered beneficial for the speed of this process[2]. Additionally, important in the context of this mutation, is that the Rotterdam location is at one of the highest prioritised areas of Rotterdam[5].

Communication with Rotterdam already started at the very beginning of the process, at top level. With The Hague, communication started after The Hague got a signal.

Remarkable in this case as well is that both city governments set-up an appointed contact person or team to acquire or retain the corporation. This team included employees from different departments.

1 KPN. (2018). KPN opent 26 november gerenoveerd hoofdkantoor in Rotterdam. Retrieved May 21, 2020 from https://www.overons.kpn/nl/nieuws/2018/kpn-opent-26-november-gerenoveerd-hoofdkantoor-in-rotterdam

2 Real Estate Manager, Personal Communication, February 19, 2020

3 Gemeente Den Haag. (2016, April 21). Ontwikkelingen KPN. [RIS 293982]

4 Accountholder The Hague, Personal Communication, October 15, 2019

5 Area Manager Rotterdam, Personal Communication, March 20, 2020

6 Gemeente Rotterdam (2014). *Gebiedsplan Feijenoord 2014-2018.*

7 Gemeente Rotterdam (2007). *Stadsvisie Rotterdam. Ruimtelijke ontwikkelingsstrategie 2030.*

8 Steenworp. (2016). KPN verplaatst hoofdkantoor van Den Haag naar Rotterdam. Retrieved May 18, 2020 from https://steenworp.nl/kpn-verplaatst-hoofdkantoor-den-haag-rotterdam

9 KPN. (2016). *KPN brengt kantoorruimte Randstad in lijn met vernieuwing in bedrijf.* Retrieved May 18, 2020 from https://overons.kpn/nl/nieuws/2016/kpn-brengt-kantoorruimte-randstad-in-lijn-met-vernieuwing-in-bedrijf

Image: PropertyNL (2017). *Rotterdam KPN Entree*. Retrieved from https://propertynl.com/Nieuws/Hoofdkantoor-KPN-in-Rotterdam-wordt-met-2800-m-uitgebreid/990d6f35-7351-43a4-873c-4fad5f2e4c97

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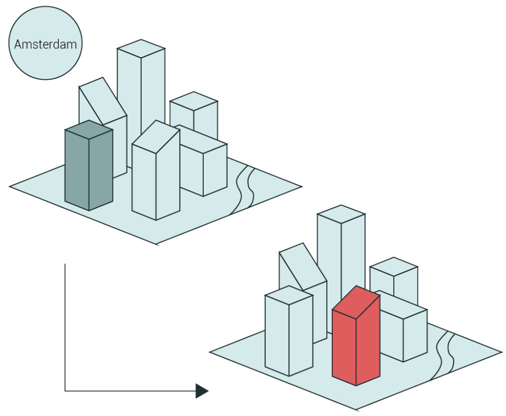


Case 2 ING

ING, a large Dutch Bank decided to relocate its headquarters at the Amsterdamse Poort, colloquially called the Sand Castle, to the building Frankemaheerd. Both buildings are in the city district 'Zuidoost' in Amsterdam. ING leases both building[1]. The relocation involves two major projects: the transformation of the Amsterdamse Poort and the demolition and new-built of the new office at Frankemaheerd. The Amsterdamse Poort is about 80.000 square meters and iconic for ING, built especially for them back in 1979[1]. The new office at Frankemaheerd entails 39.000 square meters[2].

Process

The process of decision-making and the communication therein are summarised in the timeline on the right. Below, an elaborated explanation of the timeline is given.

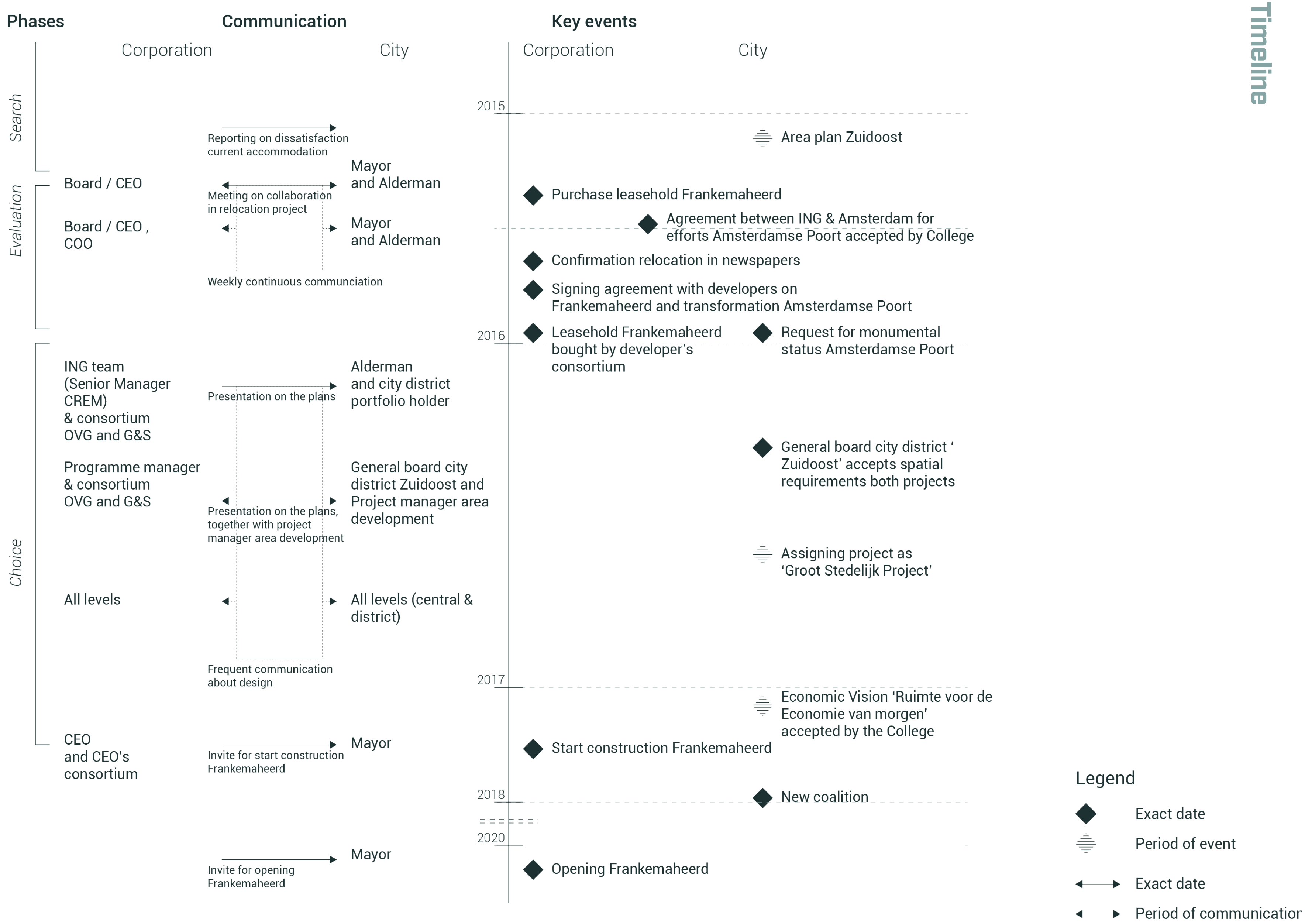
Already in 2012, the first doubts arose at ING about the suitability of their current headquarters. The long travel distances within the building do not fit with their flexible and agile way of working. Also, they needed less space as a result of cuts in employees during the financial crisis. Additionally, the building is technically 'worn-out'[1]. At that time, ING was still the owner of the building, but in 2013, they executed a sale-and-leaseback agreement, with a lease contract until 2019[1].

At the start of 2015, ING shared these considerations about their accommodation with the city of Amsterdam[5]. Although as a tenant they were not responsible for the new function of the Amsterdamse Poort, ING engages in efforts to find a new function for it. The reason behind this is the low possibility that a new single office user would be found, due to the size of the building and its inherent connection to ING. ING also wants to avoid negative (media) attention of such a large vacant building[1]. For the transformation of the Amsterdamse Poort, collaboration with the city was sought. For this purpose, meetings on top-level, between the Board of ING and the Mayor and Alderman of Amsterdam were held[5,6]. This communication is at least on a weekly basis and continuous[6]. With ING being a large employer in the city, and Zuidoost an area with high priority for development, the city of Amsterdam wanted to retain ING in the area[1,4,5].

Regarding their new location, ING aimed to stay within the city district. The Frankemaheerd building was found as a good option. In May 2015, ING bought the leasehold for this plot[5]. In the following month, on June 23rd, agreements on collaboration between the city and ING for the transformation of the Amsterdamse Poort were formally accepted by the College[5]. Newspapers now also announced the considerations for the relocation of the headquarters.

In November 2015, ING agreed with the developer's

Timeline



Phases
Communication
Key events
Corporation
City
Corporation
City
Search
Evaluation
Choice
2015
2016
2017
2018
2020
Reporting on dissatisfaction current accommodation
Board / CEO
Meeting on collaboration in relocation project
Mayor and Alderman
Board / CEO , COO
Mayor and Alderman
Weekly continuous communciation
ING team (Senior Manager CREM) & consortium OVG and G&S
Presentation on the plans
Alderman and city district portfolio holder
Programme manager & consortium OVG and G&S
Presentation on the plans, together with project manager area development
General board city district Zuidoost and Project manager area development
All levels
All levels (central & district)
Frequent communication about design
CEO and CEO's consortium
Invite for start construction Frankemaheerd
Mayor
Invite for opening Frankemaheerd
Mayor
Area plan Zuidoost
Purchase leasehold Frankemaheerd
Agreement between ING & Amsterdam for efforts Amsterdamse Poort accepted by College
Confirmation relocation in newspapers
Signing agreement with developers on Frankemaheerd and transformation Amsterdamse Poort
Leasehold Frankemaheerd bought by developer's consortium
Request for monumental status Amsterdamse Poort
General board city district ' Zuidoost' accepts spatial requirements both projects
Assigning project as 'Groot Stedelijk Project'
Economic Vision 'Ruimte voor de Economie van morgen' accepted by the College
Start construction Frankemaheerd
New coalition
Opening Frankemaheerd
Legend
Exact date
Period of event
Exact date
Period of communicatior

Actors

consortium of G&S and OVG to transform the Amsterdamse Poort and redevelop Frankemaheerd and so to mix 'sweet&sour'[1,5].

In the first half of 2016, frequent communication took place between ING and Amsterdam regarding the designs for the two projects[1]. On February 1st, a presentation was held by the consortium and representatives of ING to the Alderman and city district portfolio holder of Economic Affairs. The presentation included plans for the two projects as well as the Campus vision for the newly built headquarters at Frankemaheerd[5]. On April 26th, the City District accepted the spatial requirements for further execution of the two projects. On May 24th, a presentation was given by the Programme Manager, the consortium, and the project manager of Zuidoost to the general board of Zuidoost[3].

On the 22nd of June, the projects were assigned as 'Stedelijk Project' which means the administrative authority was transferred from the district level to the level of the central city. Communication continued on all levels, on a frequent basis.

In July 2017, the construction of Frankemaheerd was celebrated, at which the then-Mayor was present. In 2020, the new office was opened together with the innovation campus 'Cumulus Park'. Here, the current Mayor was present as well. As this politician is left-winged, it can be seen as an appreciation of the campus development[1].

Actors

The project of relocating the corporate headquarters fell under the Corporate Real Estate & Facility Services department of ING. The Senior Manager Corporate Real Estate Manager was involved in much communication with the city of Amsterdam, especially during the evaluation and design phases of the project[1]. Also involved in communication with the city during these phases is Programme Manager[3]. In earlier stages communication also occurred on top level, with involved CEO and COO [1,4]. At the side of the city, involved at top-level were the Mayor and the Alderman of Economic Affairs, who was at the same time responsible for city district Zuidoost[1]. At the side of the city, the district level is highly involved in communication as well, namely the general board of city district Zuidoost[1]. Within this board, the portfolio holder of Economic Affairs was mostly involved in communication[5]. Additionally, as Zuidoost is an area of priority within Amsterdam, the area has several project managers[3]. An overview of actors is shown above.

Remarks

An important context here is that the area of Zuidoost had a high priority within Amsterdam and thus interviewees implied that more time and effort were put in developments within this area. In this case, top-level communication was present at a very early stage. Also, the Alderman responsible for this project originated himself from Zuidoost, and thus had a strong connection with it. The latter might have been beneficial for the communication[1].

Next to staying in Zuidoost, ING also catered to the aims of the city by developing an open innovation campus, thereby connecting to innovation programmes of the city[7] and investing in public space[1]. In a legal context, for the transformation of Amsterdamse Poort, a change in the land-use plan was needed. For the new office location, however, ING could stay within the applicable land-use plan[4].

A final interesting remark is that ING has someone within their Communication department who is specialised in communication with the city of Amsterdam. Thus, this person could help in who to contact, for which purposes, and when or when not[1].

1 Senior Manager Corporate Real Estate Management, Personal Communication, April 24, 2020

2 Vastgoedmarkt. (2020). Nieuwe ING hoofdkantoor in Amsterdam geopend. Retrieved May 18, 2020 from https://www.vastgoedmarkt.nl/projectontwikkeling/nieuws/2020/01/nieuw-ing-hoofdkantoor-in-amsterdam-geopend-101150582?vakmedianet-approve-cookies=1&_ga=2.59836397.1529806153.1589809577-1358153954.1576075435

3 Gemeente Amsterdam. (2016). Presentatie AB – Zuidoost. Opdrachtgeverschap Amstel III & Arenagebied [Power Point slides]. Retrieved from https://zuidoost.notubiz.nl/document/3509207/1/Presentatie_ING

4 Global Head of Corporate Real Estate Strategy and Portfolio Management, Personal Communication, June 18, 2020

5 Gemeente Amsterdam. (2016, June 16). Stand van zaken met betrekking tot het project herhuisvesting ING in Amsterdam Zuidoost. [RIS 2016-4419]

6 Gemeente Amsterdam. (2015, June 24). Raadsvergadering 24 juni 2015 [Video meeting]. Retrieved from https://amsterdam.raadsinformatie.nl/vergadering/136922#ai_1898117

7 Gemeente Amsterdam (2019). *Van innovatie naar impact. Innovatie en uitvoerignsprogramma Circulaire Economie.*

Image: ING (2020). *ING opens its new office in Amsterdam*. Retrieved from https://www.ing.com/Newsroom/News/Press-releases/ING-opens-its-new-office-in-Amsterdam.htm

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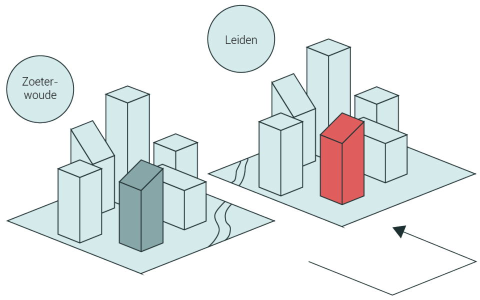


Case 3 HeinekenNL

Heineken Nederland (HeinekenNL), the Dutch commercial part of the international brewing company relocated its office from Zoeterwoude to the new development 'the Lorentz', in the central station area in Leiden. The new building entails 4000 square meters of office space and 1300 square meters retail for a brewpub. The relocation involved the accommodation of 400 employees[1,5].

Process

The process of decision-making and the communication therein are summarised in the timeline on the right. Below, an elaborated explanation of the timeline is given.

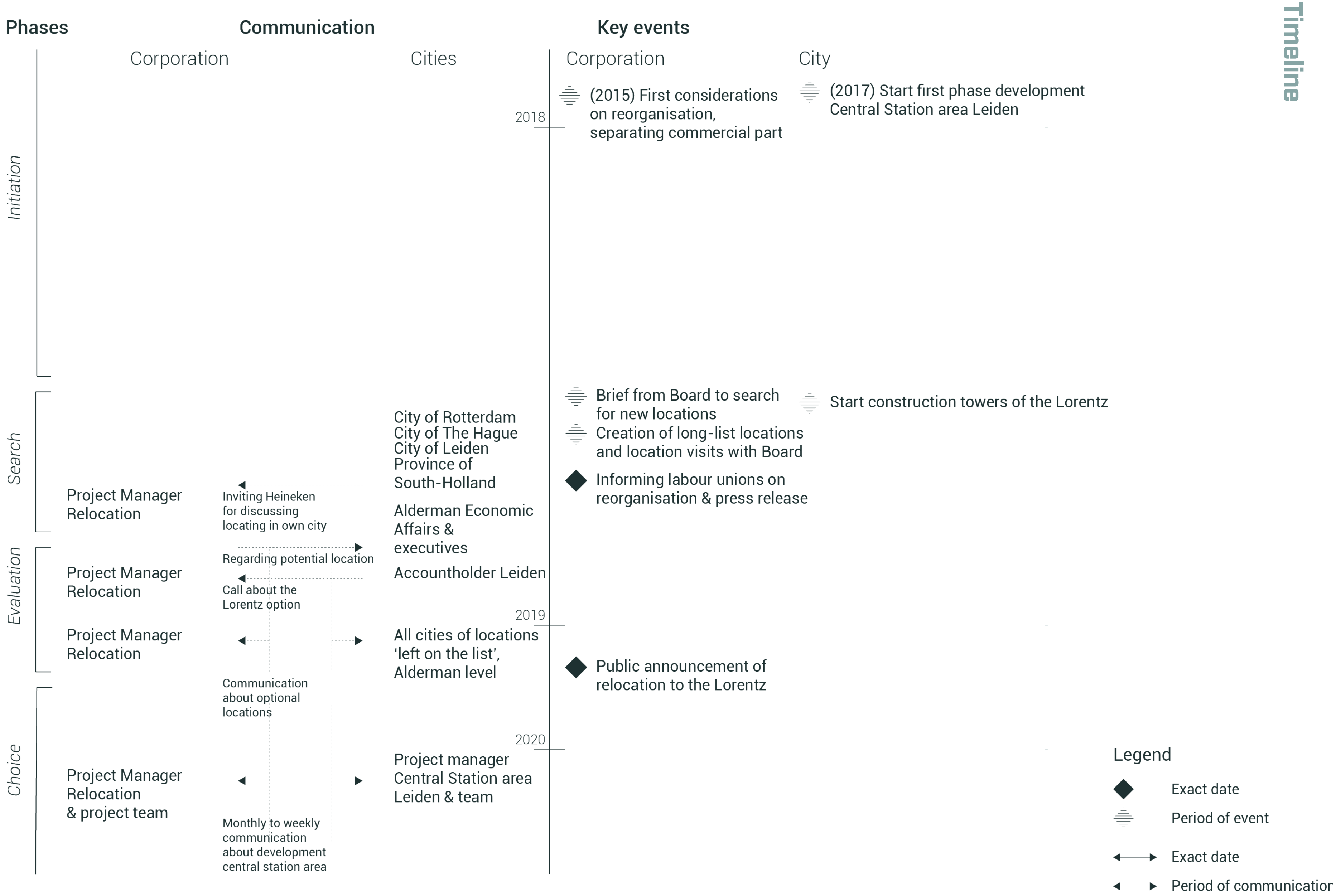
In 2015, the first ideas emerged about separating the different business parts[2]. Some years later, this idea grew. Additionally, Heineken felt that the commercial part should become more visible. To attract employees, in particular IT talent, they needed a location more visible and up-to-date than their former one in Zoeterwoude.

In July 2018, a team was set-up to start searching for new locations, according to a brief of the Board of Heineken. Together with real estate advisor, a long list of locations was created. Criteria in the brief included sustainability, connections to public transport, and closeness to a city centre. The long list consisted of around 5 locations in each of the large cities Amsterdam, The Hague, Rotterdam, and Leiden. After a preselection, the remaining locations were visited together with the Board. During the process, criteria in the brief evolved. For example, the criteria for being single-tenant and having ground floor space were added.

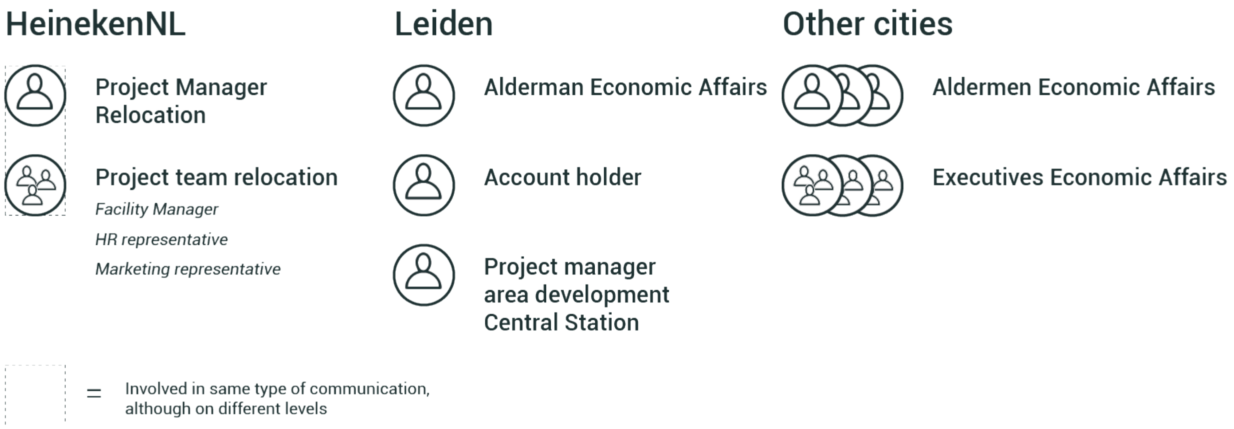
On the 4th of September 2018, labour unions and employees were informed about the upcoming reorganisation[3]. This involved the relocation of HeinekenNL[4]. Following this announcement, the Project Manager for the relocation got a large number of phone calls from different cities about their relocation, who invited them to look for locations in their city[2]. Also as a result of the network of Heineken with cities on other projects, and their advisor's network, cities were likely aware of the potential future relocation[2]. Because the reorganisation would come into being in 2020, Heineken aimed to relocate no later than 20202.

Different cities in South-Holland reached out to Heineken. However, in many cities no spaces that met the criteria were available in time[2]. Heineken themselves reached out to Amsterdam, as their narrowed-down list included a location in Amsterdam. Here they had contact with the Alderman of Economic Affairs and executives of this department. Many different departments however were involved in decisions on that location, among them the 'Gemeentelijk Havenbedrijf'[2].

Timeline


Phases
Communication
Key events
Corporation
Cities
Corporation
City
Initiation
Search
Evaluation
Choice
2018
2019
2020
(2015) First considerations on reorganisation, separating commercial part
(2017) Start first phase development Central Station area Leiden
Brief from Board to search for new locations
Start construction towers of the Lorentz
Creation of long-list locations and location visits with Board
Informing labour unions on reorganisation & press release
City of Rotterdam
City of The Hague
City of Leiden
Province of South-Holland
Project Manager Relocation
Inviting Heineken for discussing locating in own city
Alderman Economic Affairs & executives
Regarding potential location
Project Manager Relocation
Call about the Lorentz option
Accountholder Leiden
Project Manager Relocation
All cities of locations ‘left on the list’, Alderman level
Public announcement of relocation to the Lorentz
Communication about optional locations
Project Manager Relocation & project team
Monthly to weekly communication about development central station area
Project manager Central Station area Leiden & team
Legend
Exact date
Period of event
Exact date
Period of communicatior

Actors



Initially, locations in Leiden did not meet the criteria either and Leiden was eliminated from the list. However, after the summer the Project Manager Relocation got a phone call from an account holder of Leiden about the new development of The Lorentz[2]. It was on the market as two separate buildings and was thus not included in their long list, because separately these buildings would not meet the space requirements[2]. Together, however, it would meet all the criteria set up in the brief.

In the end, the location in Amsterdam and the Lorentz in Leiden were left. The decision was taken by the Board. The Lorentz scored best on the objective criteria. At the same time, the welcoming communication of the cities of South-Holland stimulated a positive feeling towards these cities[2].

On the 15th of April, the relocation was publicly announced[1]. For Leiden, the relocation contributes to the development of the station area and employment in the region[1].

After the decision, communication started with the project manager of the area development. This communication was mainly about practical matters, but also on more strategic levels such as the height of buildings in the area. This communication took place every couple of weeks.

Actors

Within HeinekenNL, accommodation decisions fall under the Legal department. The Board took the final decisions. The execution of the mutation process was done by a team set-up for this relocation project. The Manager of Legal Affairs was the Project Manager for the relocation. Further, the team consisted of a Facility Manager and HR and Marketing representatives[2]. The Project Manager was mainly involved in communication with city governments. Involved in this communication were the cities of Amsterdam, Leiden, The Hague, Rotterdam, and the Province of South-Holland as well. This communication was often on the level of the Alderman, predominantly that of Economic Affairs. Furthermore, The Project Manager Relocation was in contact with an account holder of Leiden. Once the decision for relocation was made, communication started with the project manager of the area development of the station area[2]. An overview of actors involved in communication is shown above.

Remarks

The case clearly illustrates a difference in initiative-taking between different cities in the Netherlands. An explanation for this could be that Amsterdam already had many Heineken offices and a shortage of office space[2]. In contrast, for Leiden, HeinekenNL was directly their 'biggest name'[2].

While from the city, top-level (aldermen) were involved in communication, it does not seem that the Board of HeinekenNL itself was in frequent communication with cities. This was delegated to the Project Manager Relocation. Communication about accommodation only takes place on a project-basis.

Interesting in this case is the positive connection between communication and the preferences of actors. Most remarkable is that the city of Leiden provided information that was not present at Heineken and their advisor. In the end, this information appeared to be crucial in the decision on where to locate.

1 Simons, W. (2019, April 15). Heineken verhuist commerciële afdeling naar 'Lorentz' in hartje Leiden. Leidsch Dagblad. Retrieved from https://www.leidschdagblad.nl/cnt/dmf20190415_97136447/heineken-verhuist-commerciele-afdeling-naar-lorentz-in-hartje-leiden?utm_source=google&utm_medium=organic

2 Project Manager Relocation, Personal Communication, March 30, 2020

3 Distrifood. (2018, September 4). Heineken wijzigt organsisatiestructuur. Distrifood. Retrieved from https://www.distrifood.nl/fabrikanten/nieuws/2018/09/heineken-gaat-verder-in-drie-werkmaatschappijen-101118751?vakmedianet-approve-cookies=1&_ga=2.222386584.2051476823.1590101517-1358153954.1576075435

4 Heineken. (n.d.). Organisatorische wijzigingen binnen HEINEKEN Nederland. Retrieved from https://www.heinekennederland.nl/sites/theheineken-netherland/files/supplier-portal/organisatorische-wijzigingen-binnen-heinekem-nederland.pdf

5 CBRE. (2019). Heineken huurt 5.500 m² in nieuwbouwcomplex Lorentz te Leiden. Retrieved May 18, 2020 from https://nieuws.cbre.nl/heineken-huurt-nieuwbouwcomplex-lorentz-leiden/

Image: CBRE. (2019). *Heineken in Lorentz Leiden.* Retrieved from https://nieuws.cbre.nl/heineken-huurt-nieuwbouwcomplex-lorentz-leiden/

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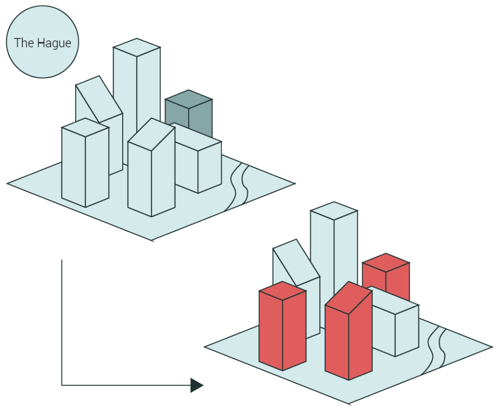


Case 4 Leiden University

Leiden University expands continuously in The Hague. The expansion included the construction of new faculty buildings, among those the renovation of the former ministry building at the Wijnhavenkwartier in 2016. The expansions can be seen in the light of urban development, but also in providing students and knowledge workers to the Hague, thereby contributing to their knowledge economy. For example, the arrival of the new faculty at the Wijnhavenkwartier, next to the central station, brought along 3500 students and 350 FTE employees.

Process

The process of decision-making and the communication therein are summarised in the timeline on the right. Below, an elaborated explanation of the timeline is given.

The expansion process already started in 1998, with Director of Science inviting different cities to talk about expansion[1]. The Hague was interested. From then on, the University started providing part-time educational programmes in rented rooms in The Hague[1].

In 2009, an intention agreement was signed between rector magnificus and the Mayor on further expansion of the University in The Hague by offering Bachelor studies[5]. In 2010, the Bachelor study University College started in the Hague. To facilitate the expansion, a budget of €12 million was reserved for temporary and permanent accommodation of the University in The Hague for the period of 2009-2014[5].

In the opening speech of the academic year 2010, the rector magnificus elaborated on the collaboration between the university and The Hague[6]. A letter was also written by the College of M&A of the Hague and the university to the Ministry of Educational Affairs to officially acknowledge The Hague as a formal location of Leiden University[1].

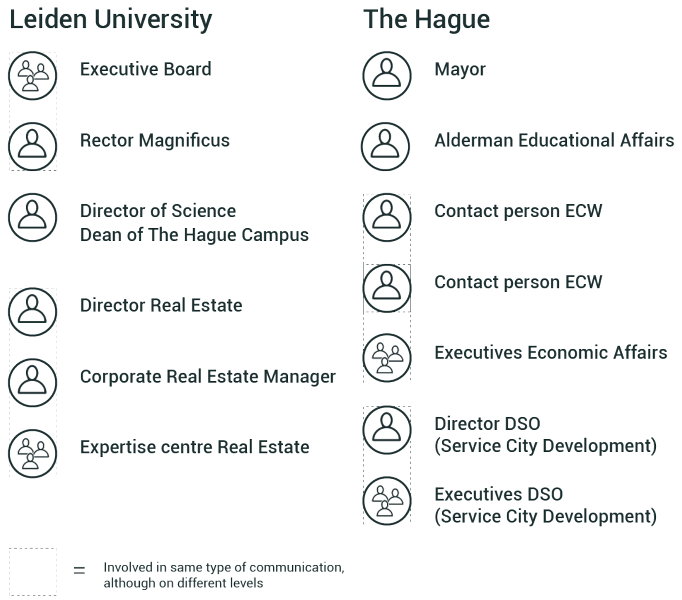
In 2013, the medical centre LUMC opened in The Hague. With a rising number of students, the university planned to establish a new location at the Wijnhavenkwartier. For this, a subsidy was requested and €8,85 million was granted by the city for the redevelopment of the former ministry building[7]. The city of The Hague seemed positive towards this development, as it solved the vacancy problem while boosting the local (knowledge) economy[8]. During the development of new faculties, communication between the Director Real Estate and the Director City Development was frequent, around every 2 or 3 weeks. The executive board of the university and the College and Council regularly met around 4 times per year.

In 2016, the University of Leiden publishes the 'Kaderdocument Universiteit Leiden in Den Haag

Timeline


Phases
Communication
Key events
Corporation
Cities
Corporation
City
Initiation
Search
Evaluation
Choice
1998
2010
2015
2020
Director of Science
Invitation to talk about expansion university
Mayors of other cities
Mayor The Hague
Director of Science
Collaborating on offering educational programmes in the Hague
Mayor The Hague
Rector Magnificus
Signing intention agreement
Mayor The Hague
Request for subsidy accommodation Wijnhavenkwartier
Granting of subsidy
Executive Board
Meeting 3/4 times per year about intentions
College of M&A
Rector Magnificus [Stolker]
Signing collaboration agreement
Alderman Educational Affairs (ECW)
Director Real Estate [Poppelier]
Meeting every 3 weeks on developments
Director DSO (City Development)
Rector Magnificus, Assistant, Advisor, Senior employee research
Invitation tour around Campus
Contact person (ECW)
Coordinating communication lines
Committee 'Samenleving'
Executive employees
Director Real Estate & team
Calls for including university in policies
Contact person (ECW)
Coordinating communication lines
Communication on all levels
Intention agreement expansion The Hague
Start University College in The Hague
Appointment of contact person Leiden University
Elections & new coalition
Elections & new coalition
'Kaderdocument Universiteit Leiden in Den Haag 2015-2020'
'Agenda Kenniseconomie'
New accommodation vision
Collaboration agreement
Elections & new coalition
Legend
Exact date
Period of event
Exact date
Period of communication

Actors



2015-2020'9. In this document, expansion plans were elaborated and the alignment with the Agenda Knowledge Economy of the city was mentioned. In this publication, the continuous effort of the city to find suitable accommodation was acknowledged by the University[9]. Additionally, the mutual efforts to creating a knowledge economy were addressed[2,9].
In June 2016, a collaboration agreement was signed by Alderman of Educational Affairs to give a subsidy of €1.5 million to expand educational and research activities in The Hague. The Director of the Service City Development was given the mandate to grant this subsidy[10].

In April 2017, Leiden University invited the Committee 'Samenleving' (Society) for a work session on their plans for the future. The session started with a presentation of the rector magnificus, followed by a discussion between committee members and university representatives and ended with a tour around the Campus. In 2018, new elections would take place for the Council and thereby the College of M&A. In the period before elections, Leiden University usually contacts their executive counterparts in the city to make sure to be widely present in the policies drawn by politicians[1,2].

Actors

A variety of actors was involved in this communication between the university and the city. The communication took place on all levels. The College of M&A, in specific the Mayor and the Alderman of Educational Affairs, was in contact with the board of the university, including the rector magnificus. Also involved in communication from the University of Leiden was the Director of Science and dean of the The Hague faculty. Regarding accommodation issues, the university has its own expertise centre real estate. Director of Real Estate is involved in communication, and within the team, a Corporate Real Estate Manager is mostly focused on the The Hague campus[1]. This team was mostly in communication with the Service City Development of the city The Hague. From the side of the Hague, executives from the departments of Economic and Educational Affairs were involved as well. To coordinate all communication lines, the city had appointed a contact person for Leiden University. From 2009-2019, this was the Senior Policy Officer at the Department of Education[2], Culture and Wellbeing (ECW), and from 2019 on this is the Senior Domain Officer at ECW. The latter is assisted by Programme Manager of the Security Cluster at the Department of Economic Affairs[4]. An overview of actors is shown above.

Remarks

The case is different from other cases in several aspects. First, the mutation being from a university in contrast to a purely private party affects a different kind of communication. The attitude of both parties is more of a partnering nature, in which both strive to contribute to a knowledge economy[1,2]. Therefore the communication goes beyond the accommodation mutation processes

and is about many different topics.

Another difference is the utilisation of subsidies, sometimes for activity and collaboration purposes, but also for accommodation.

Where the communication started with just one person from each side, over time it evolved into organised systems of communication. On both sides, persons were appointed to coordinate all these communication lines. Or as Madelon Awater illustrates it: 'Het kind is volwassen' *(The child has matured)*[2]. The involvement of many different departments also meant that internal coordination and connections between departments were essential in the success of the projects[2,3,4].

1 Director Real Estate, Personal Communication, April 29, 2020

2 Senior Policy Officer ECW, Personal Communication, March 27, 2020

3 Senior Domain Officer, Personal Communication, March 27, 2020

4 Programme Manager Security Cluster Economic Affairs, Personal Communication, March 27, 2020

5 Gemeente Den Haag. (2009, November 24). Intentieovereenkomst [RIS168713a_12-OKT-2011]

6 Bongers, V. (2010, September 16). Universiteit Den Haag (en ook nog een beetje van Leiden). Mare Leidsch Universitair Weekblad. Retrieved from http://archief.mareonline.nl/artikel/1011/02/0101/

7 Gemeente Den Haag. (2013, May 25). Subsidie uitbreiding Universiteit Leiden. [RIS 260559 of BOW/2013.333]

8 Gemeente Den Haag. (2013, July 11). Vergadering Commissies Ruimte/Samenleving. [RIS260821]

9 Universiteit Leiden. (2016). *Kaderdocument Universiteit Leiden in Den Haag 2015 - 2020*. Leiden, The Netherlands: Author

10 Gemeente Den Haag. (2016, June 7). Samenwerkingsovereenkomst Universiteit Leiden - Gemeente Den Haag. [RIS294401 of BOW/2016.235]

Image: Universiteit Leiden (2016). *No title*. Retrieved from https://www.universiteitleiden.nl/nieuws/2016/04/nieuwe-beelden-van-wijnhaven

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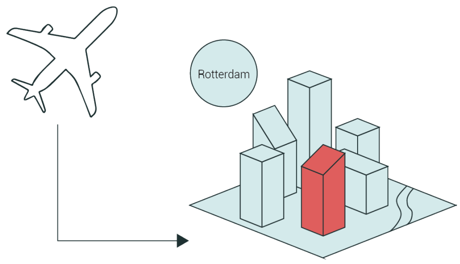


Case 5 Cambridge Innovation Centre

The Cambridge Innovation Center, based in Boston, expanded to Europe by opening a new establishment in the Groot Handelsgebouw, next to Rotterdam Central Station. The new establishment contains 13.000 m² for start-ups and entrepreneurs[1].

Process

The process of decision-making and the communication therein are summarised in the timeline on the right. Below, an elaborated explanation of the timeline is given.

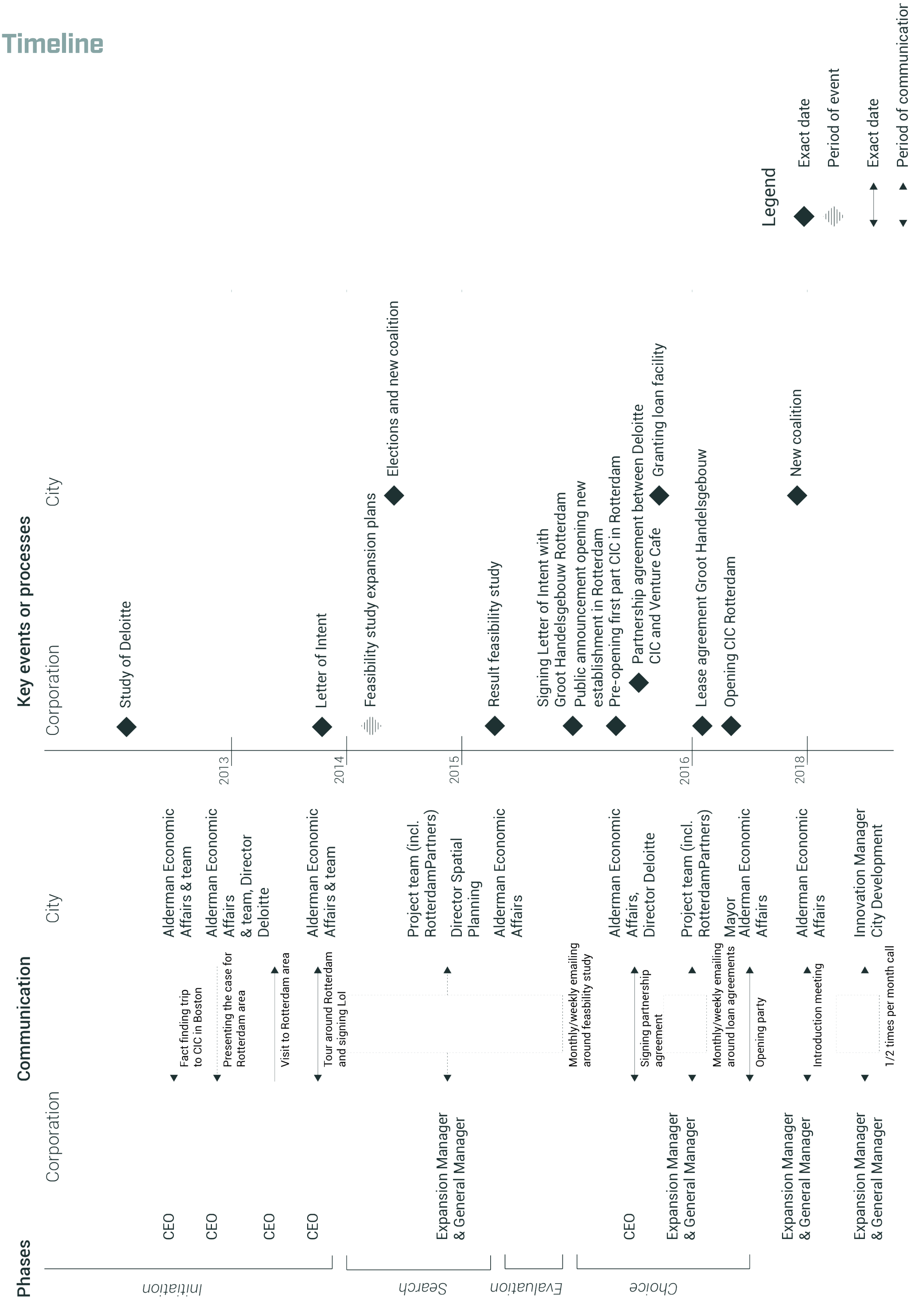
In 2012 Deloitte was hired by CIC for a project and learned about CIC's expansion plans[2,3]. Simultaneously, Deloitte was involved in brainstorms with the city of Rotterdam on how to accelerate innovation in the region. Therefore they approached the city with the expansion plans of CIC3. As a result, a visit was paid to CIC in Boston in late 2012 by Alderman of Economic Affairs Jeannette Baljeu and Deloitte Director Jurriën Van Veldhuizen[3]. At the time, CIC was finalising their requirements for a new location5. A second visit was paid in which Baljeu and Van Veldhuizen gave a presentation to promote the Rotterdam area.

In June 2013, CEO Tim Rowe and his team came to Rotterdam. They got a tour around the city and were connected to several entrepreneurs[3]. In November, CEO Tim Rowe paid a second visit which ended in signing a Letter of Intent. Herein, the parties agreed on conducting a feasibility study on Rotterdam as a potential location for CIC[3]. The city set up a team to execute this project, with people from Deloitte and RotterdamPartners. The feasibility study was funded by Rotterdam[2]. In the feasibility study, multiple cities across Europe were evaluated. Once CIC decided to go to the Netherlands, Amsterdam and Rotterdam were still on the list. Rotterdam was more engaged in the communication and additionally, it was hard to find a space at a good location in Amsterdam[2]. The project team of Rotterdam helped to connect CIC to the right people within the city government[2,6].

In February 2014, Marcus Fernhout, a Dutch entrepreneur living in the USA heard about the potential expansion plans of CIC to Rotterdam and approached CEO Tim Rowe to work on the Rotterdam establishment. He joined Melissa Ablett in the organisation of the project[7].

In January 2015, the feasibility study was finished with Rotterdam coming out as the best option for European expansion. Reasons mentioned were the high availability of talent and universities, the centrality of the location, and the entrepreneurial mindset of Rotterdam[8]. During

Timeline


Phases
Initiation
Search
Evaluation
Choice
Communication
Corporation
City
CEO
Fact finding trip to CIC in Boston
Alderman Economic Affairs & team
CEO
Presenting the case for Rotterdam area
Alderman Economic Affairs & team, Director Deloitte
CEO
Visit to Rotterdam area
CEO
Tour around Rotterdam and signing LoI
Alderman Economic Affairs & team
Expansion Manager & General Manager
Project team (incl. RotterdamPartners)
Director Spatial Planning
Alderman Economic Affairs
Monthly/weekly emailing around feasbility study
CEO
Signing partnership agreement
Alderman Economic Affairs, Director Deloitte
Expansion Manager & General Manager
Monthly/weekly emailing around loan agreements
Project team (incl. RotterdamPartners)
Mayor
Alderman Economic Affairs
Opening party
Expansion Manager & General Manager
Introduction meeting
Alderman Economic Affairs
Expansion Manager & General Manager
1/2 times per month call
Innovation Manager City Development
2013
2014
2015
2016
2018
Key events or processes
Corporation
City
Study of Deloitte
Letter of Intent
Feasibility study expansion plans
Elections and new coalition
Result feasibility study
Signing Letter of Intent with Groot Handelsgebouw Rotterdam
Public announcement opening new establishment in Rotterdam
Pre-opening first part CIC in Rotterdam
Partnership agreement between Deloitte CIC and Venture Cafe
Granting loan facility
Lease agreement Groot Handelsgebouw
Opening CIC Rotterdam
New coalition
Legend
Exact date
Period of event
Exact date
Period of communication

Actors

this time, frequent communication took place between Ablett and Fernhout and the project team of Rotterdam, including weekly emailing and monthly (video) meetings[2]. CIC also needed a financial incentive for their start-up costs[2]. In Boston, this was quite common as they collaborated with investors, but here they depended on a public government[2]. On the 7th of July 2015, CIC publicly announced their expansion to Rotterdam[1]. On the same date, a letter was sent by Alderman Struijvenberg that the College was preparing an investment proposition to use as a lever for CIC[8]. On the same date, CIC signed a Letter of Intent with the Groot Handelsgebouw for a phased lease of 13.000 square meters[9].

In the months after the summer, communication became less frequent, as Rotterdam was preparing an investment proposition. This proposition involved a loan facility of €9.7 million and aroused some opposition from the Council[10]. Some considered a loan facility to CIC disproportional compared to support for local SMEs[11]. However, on the 26th of November, the Council accepts the proposal for the loan facility[12]. After this decision, communication took place frequently and was predominantly about creating the loan & lease contracts[2]. On January 25th, CIC signed a lease agreement with the Groot Handelsgebouw for 15 years and 4 months[9].

In October 2016, CIC Rotterdam officially opened. Alderman Maarten Struijvenberg and Mayor Ahmed Aboutaleb were present at the opening party.

After the opening, communication continued on a regular basis. Every two weeks or months, the Expansion Manager calls with Director Economy of City Development[2]. Also, the transfer of communication between Aldermen after a new coalition is good. After changes in actors, introduction meetings were organised[2].

Actors

To lead the European expansion project, an Expansion Manager was hired at the Cambridge Innovation Centre (CIC) as Expansion Manager[1]. This person engaged in most communication with the city of Rotterdam, once the decision to expand to Europe was made. Also, top-level communication took place between CEO of CIC Tim Rowe and the Alderman of Economic Affairs, at the time Jeanette Baljeu[2]. From 2014, Maarten Struijvenberg took this place as and Barbara Kathmann fulfilled this role from 2018 onwards. This communication was initiated and accompanied by the Director of Deloitte Jurrien Van Veldhuizen[3]. In later stages, a project team was set up at the side of Rotterdam, including employees from Rotterdam Partners and the Director of City Development[2]. The Expansion Manager was assisted by General Manager of CIC in Rotterdam[2], From the Department of City Development, the Innovation Manager was involved in the communication as well. At the opening party, Mayor Ahmed Aboutaleb was present as well[4]. An overview of the actors is shown above.

Remarks

Regarding the organisation of communication from the side of Rotterdam, the CIC project can be seen as a special case. Usually, Rotterdam Partners carries out all international acquisition projects and 'normal' government is not included[6]. However, in this case, CIC matched well with Rotterdam's aim to both attract international companies to stimulate entrepreneurship and their economic cluster[6]. Additionally, an opportunity was provided by a third party; Deloitte.

Another interesting aspect of this case is the difference between CIC's operation in Boston and Rotterdam. In Boston, it is quite common for investors to give financial incentives for start-up centres like CIC. However here, a public government cannot 'just' give a subsidy, so this is a completely different collaboration[2]. This also entails that collaboration with public governments has longer timelines and political intentions are involved[2].

Also here, top-level communication took place at the very start. When a project needs a budget, this communication was mentioned to be particularly important, as the College and Council need to accept this budget[6]. Communication with executives is, however, more frequent. The appointed project team consisted of many representatives of different departments[6].

The communication with Rotterdam was considered well-organised by having the appointed project team, who helped CIC through the mechanisms of city governments. Additionally, CIC felt they were lucky with the individuals in this team, all having an entrepreneurial mindset[2].

1 Cambridge Innovation Center. (2015, July 7). CIC bevestigt internationale uitbreiding met de start van een innovatie campus in Rotterdam. [Press release]. Retireved May 18 from https://drive.google.com/drive/u/0/folders/0By6ps7qR9281TG94bEZiZDdyRUE

2 Expansion Manager, Personal Communication, April 7, 2020

3 Rotterdam Week. (2013, November 25). Cambridge Innovation Center looking for expansion in Rotterdam. Rotterdam Week. Retreived from https://rotterdamweek.com/2013/11/25/cambridge-innovation-center-looking-for-expansion-in-rotterdam/

4 Cambridge Innovation Center (2017). Looking back on 2016 at CIC Rotterdam. Retrieved May 18, 2020 from https://cic.com/blogpost/2017/4/3/looking-back-on-2016-at-cic-rotterdam

5 Investinholland. (n.d.). Cambridge Innovation Center (CIC). Success story. Retrieved May 18, 2020 from https://investinholland.com/success-stories/cambridge-innovation-center-cic/

6 Innovation Manager City Development, Personal Communication, March 30, 2020

7 Sneep, W. (2017, April 12). Bazen van de Rotterdamse Economie: Marcus Fernhout. Vers Beton. Retrieved from https://versbeton.nl/2017/04/bazen-van-de-rotterdamse-economie-marcus-fernhout/

8 Gemeente Rotterdam. (2015, July 7). Vestiging CIC in Rotterdam. [RIS 15bb6098]

9 Groot Handelsgebouw N.V. (2016). Jaarverslag 2015 Groothandelsgebouw N.V. Retrieved from https://assets.ghg.nl/app/assets/groo-160033-jvs2015-web-pr5asafe.pdf

10 Gemeente Rotterdam. (2015, November 26). Geen CIC maar sterk MKB. [Motie: RIS 15bb9883]

11 Abbreviation for Small and Medium Entreprises

12 Gemeente Rotterdam. (2015, November 24). Toezegging informeren leningfaciliteit CIC. [RIS 15bb8785]

Image: Kraaijvanger (n.d.) *CIC Rotterdam Fase 3.* Retrieved from https://www.kraaijvanger.nl/nl/projecten/cambridge-innovation-center/

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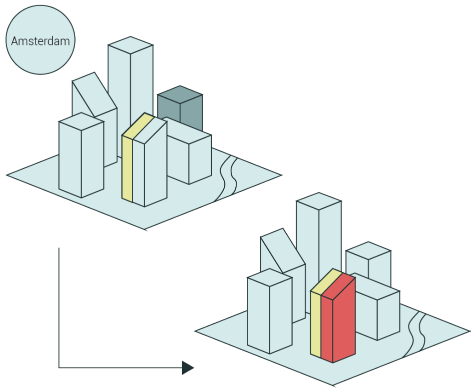


Case 6 RHDHV

In 2017 Royal HaskoningDHV (RHDHV) opened a new location for their regional office in Amsterdam. The renovated parking garage was a showcase for circularity and an innovative process by combining the office with a 'broedplaats' (breeding grounds)[1,2]. The new office accommodates around 100 employees.

Process

The process of decision-making and the communication therein are summarised in the timeline on the right. Below, an elaborated explanation of the timeline is given.

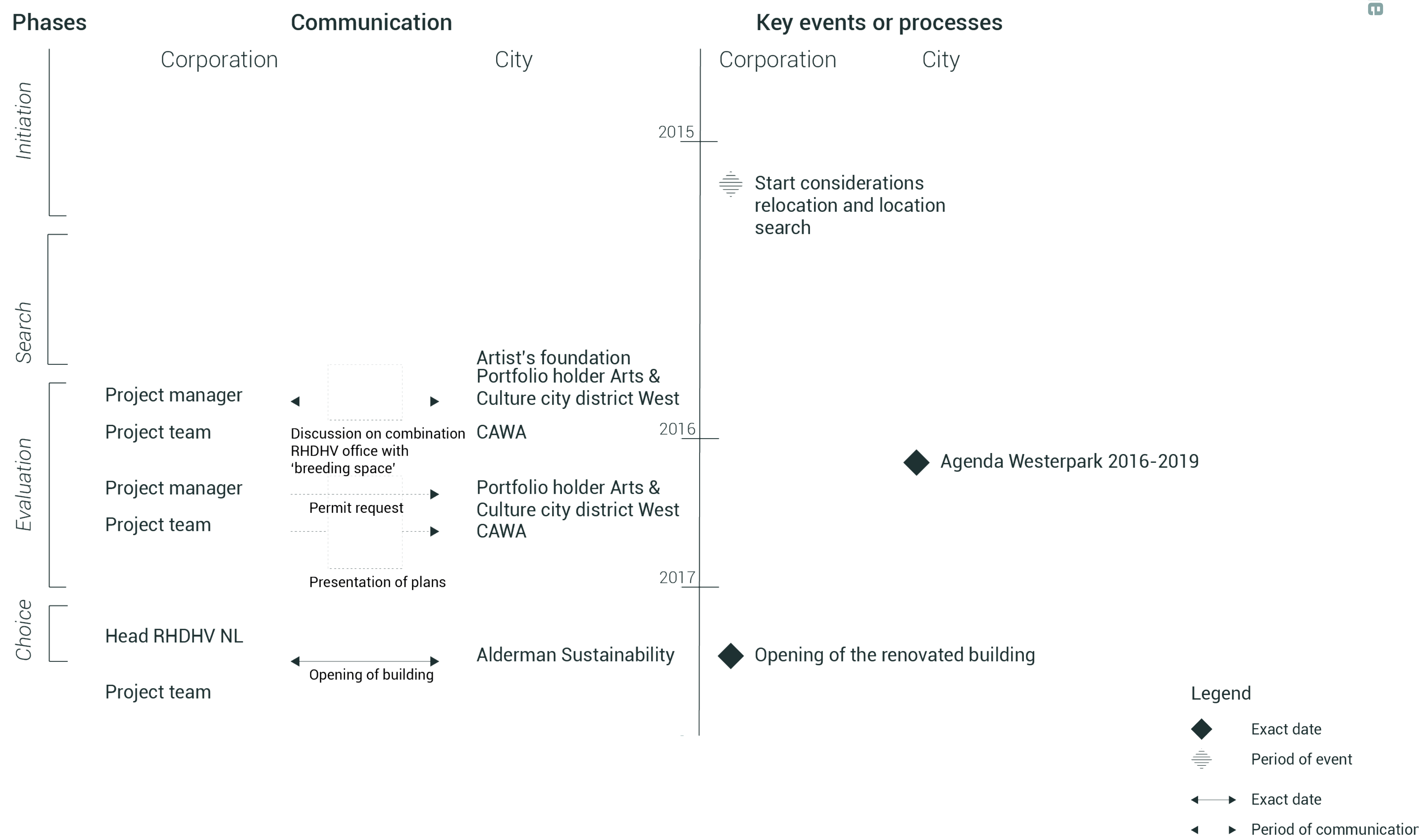
In 2015 RHDHV started thinking of relocating the Amsterdam office. Together with an advisor they searched for locations and created a list of potential buildings. Criteria within the search were to seek collaboration outside their own office and high ambitions regarding health and sustainability[3]. This resulted in their choice for a combination with a 'broedplaats', as RHDHV believed this would give an innovative process. Moreover, they aimed to lose the 'corporate image' and create a more 'start-up mindset' in their environment[3]. By having this combination, RHDHV could remain within the boundaries of the land-use plan.

At the end of 2015, discussions started with the city of government[3]. The team of RHDHV had to convince the CAWA about their plans, in particular on the combination with the 'broedplaats'. At first, CAWA was quite hesitant, afraid that RHDHV would gain financially by combining their office with artists. Thus most of the communication was about explaining their plans and the mutual advantages of the combination with the 'broedplaats'. For example, they mentioned aspects such as shared facilities. RHDHV presented their plans 2 or 3 times to the committee[2]. Alongside this, they were in contact with the Portfolio holder of Arts & Culture of city district West.

In the second half of 2016, RHDHV felt time pressure to get the permit for renovation. Due to canceled committee meetings during the summer holidays, the process faced a delay, as the committee only met once in 6 to 8 weeks. However, RHDHV felt confident they would get the permit[3].

In January 2017 the permit was granted irrevocably and in June 2017, the building was officially opened by the Alderman of Sustainability[1]. Head of RHDHV the Netherlands was present as well[1].

Timeline


Phases
Communication
Key events or processes
Corporation
City
Corporation
City
Initiation
Search
Evaluation
Choice
2015
2016
2017
Start considerations relocation and location search
Project manager
Project team
Discussion on combination RHDHV office with 'breeding space'
Artist's foundation
Portfolio holder Arts & Culture city district West
CAWA
Agenda Westerpark 2016-2019
Project manager
Project team
Permit request
Presentation of plans
Portfolio holder Arts & Culture city district West
CAWA
Head RHDHV NL
Project team
Opening of building
Alderman Sustainability
Opening of the renovated building
Legend
Exact date
Period of event
Exact date
Period of communicatior

Actors

Royal HaskoningDHV

Head RHDHV Nederland

Project manager

Project team

Amsterdam

Alderman Sustainability

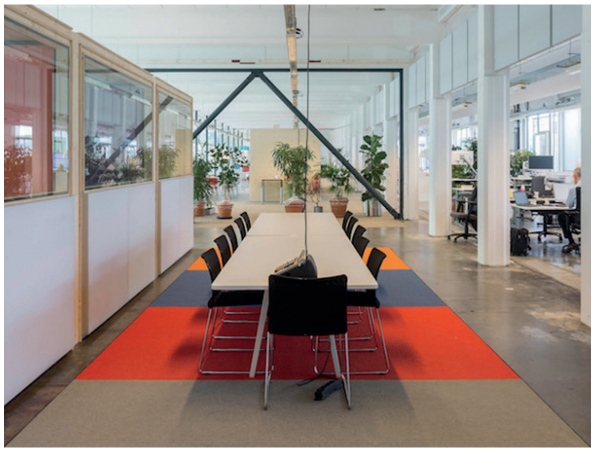
Portfolioholder Arts & Culture
City District West

CAWA

= Involved in same type of communication, although on different levels

Actors

The project manager of the relocation project was Director Services, Workplace Solutions of RHDHV. Communication with Amsterdam mostly occurred on the level of the district, with the Portfolio holder of Arts & Culture of city district West[3]. Due to the combination with the 'broedplaats', communication also took place with CAWA (Commissie voor Woon-Werkpanden Amsterdam). This is the committee that evaluates plans for the 'broedplaatsen'. The Alderman of Sustainability Abdelub Choho was involved in the opening of the new office. An overview of actors is shown above.



Remarks

The fact that the Alderman of Sustainability opened the building, reflects that the city appreciated the project. Also, the Portfolio holder of Arts and Culture was enthusiastic about the project[3]. The project being a sustainable investment might have helped in this positive stance on the project[3].

An important context is that this mutation is relatively small in comparison with other cases. This is reflected in the level on which communication takes place, which is mostly on district-level here. As the mutation included the specific aspect of the 'broedplaats', a specific part of the city government, CAWA, is involved as well.

1 Royal Haskoning DHV (2017). Amsterdamse wethouder duurzaamheid Abdelub Choho opent nieuw kantoor Royal Haskoning DHV. Retrieved from https://www.royalhaskoningdhv.com/nl-nl/nederland/nieuws/nieuwsberichten/amsterdamse-wethouder-duurzaamheid-abdeluheb-choho-opent-nieuw-kantoor-royal-haskoningdhv/7283

2 A group of artists who get subsidy from the city Amsterdam for accommodation of their creative activities.

3 Director Services, Workplace Solutions, Personal Communication, April 30, 2020

Image: Royal HaskoningDHV (2020). *Royal HaskoningDHV Office Amsterdam 1*. Retrieved from https://www.royalhaskoningdhv.com/en-gb/architects/projects/royal-haskoningdhv-office-amsterdam/8329

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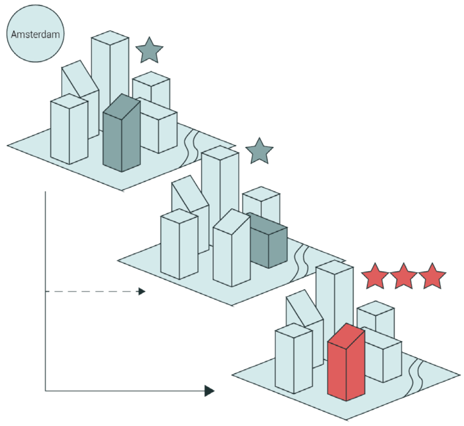


Case 7 DNB

The Dutch national bank DNB (De Nederlandsche Bank) decided to renovate its headquarters at Frederiksplein in Amsterdam. During the large-scale renovation, employees will be temporarily accommodated in another building nearby. The renovation includes a major update in sustainability terms, as well as a decrease in space by the removal of two towers.

Process

The process of decision-making and the communication therein are summarised in the timeline on the right. Below, an elaborated explanation of the timeline is given.

In 2015, consultancy firms Arcadis and JLL were assigned to create a new accommodation strategy for DNB. The current building did not meet sustainability standards anymore and less space was needed[1,2]. Due to oversupply on the office market, DNB did not want to develop a new building, nor to be located near the central government and companies under their supervision. Additionally, their current building was iconic for DNB. Thus at the end of 2015, the decision for renovation was made[1].

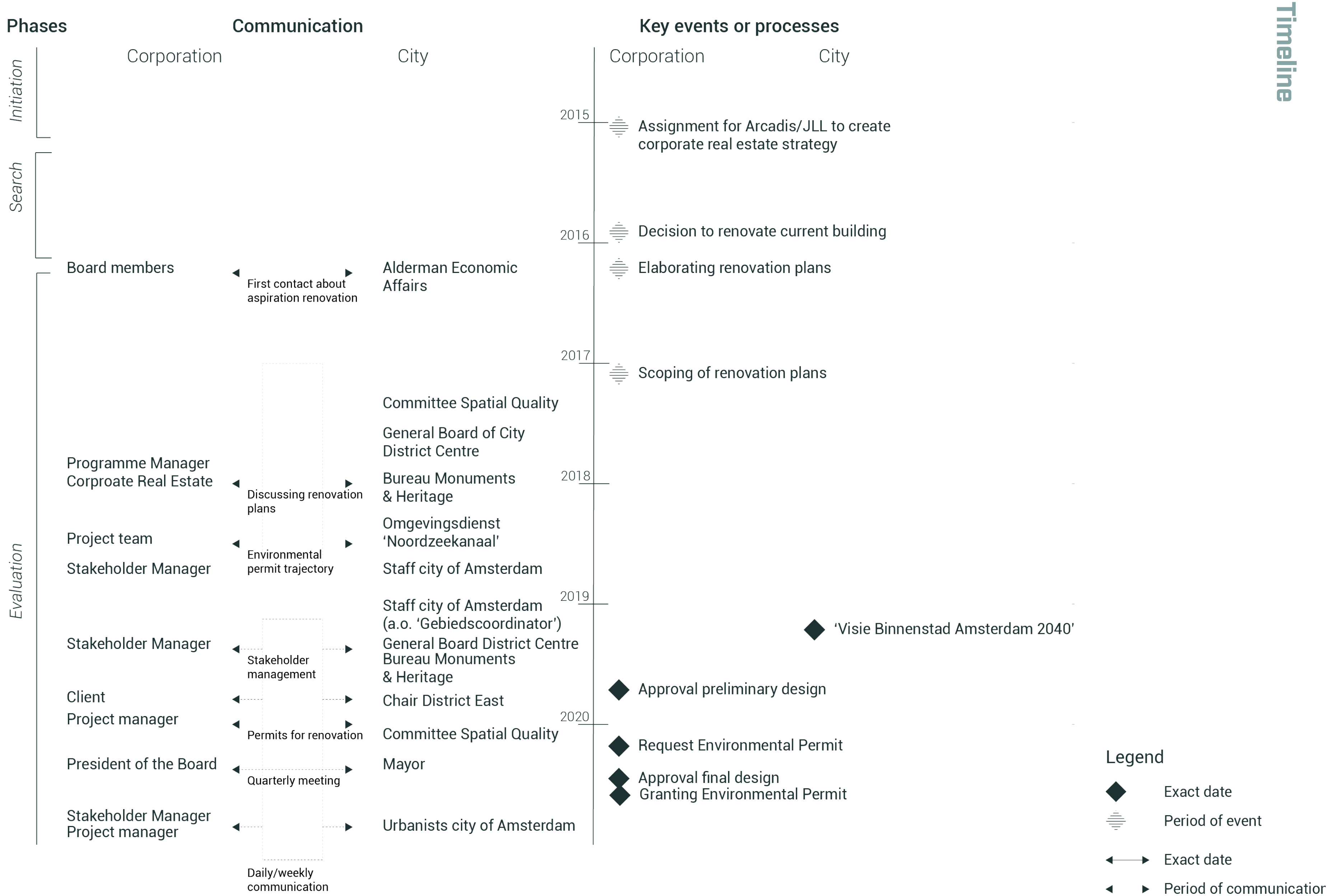
In 2016, the strategy was developed in further detail. During this period, the first conversations took place between the board of DNB and Alderman of Economic Affairs about the aspiration for renovation. The city had a positive stance towards DNB staying in the city centre[1,3].

During the period from 2017 to 2018, DNB internally decided on the scope of the project. Communication with various parts of the city government started. With the general board of city district Centre, DNB spoke about their sustainability ambitions. Also, contacts were made with the Committee Spatial Quality. Also, a visit was paid to the Bureau Monuments & Heritage and the other way around. In these communications, DNB was able to make a deal of the building getting monumental states after the renovation, instead of before as the Bureau was planning to. In return, the Bureau was involved in the design.

In 2019, the plans got more concrete and DNB started to focus on stakeholder management, for which a Stakeholder Manager was hired. An overview of all contacts of DNB with other stakeholders, among whom the city, since 2018 was created[4]. This helped them to be get to know the coherence between different parts of the city. In November 2019, the preliminary design was presented[2].

Most communication took place on district level, who was the decision making party in this project. Mostly this communication was between the Stakeholder Manager

Timeline


Phases
Communication
Key events or processes
Corporation
City
Corporation
City
Initiation
Search
Evaluation
2015
2016
2017
2018
2019
2020
Assignment for Arcadis/JLL to create corporate real estate strategy
Decision to renovate current building
Elaborating renovation plans
Scoping of renovation plans
'Visie Binnenstad Amsterdam 2040'
Approval preliminary design
Request Environmental Permit
Approval final design
Granting Environmental Permit
Board members
First contact about aspiration renovation
Alderman Economic Affairs
Committee Spatial Quality
General Board of City District Centre
Programme Manager Corproate Real Estate
Discussing renovation plans
Bureau Monuments & Heritage
Omgevingsdienst 'Noordzeekanaal'
Project team
Environmental permit trajectory
Stakeholder Manager
Staff city of Amsterdam
Staff city of Amsterdam (a.o. 'Gebiedscoordinator')
Stakeholder Manager
Stakeholder management
General Board District Centre
Bureau Monuments & Heritage
Client
Chair District East
Project manager
Permits for renovation
Committee Spatial Quality
President of the Board
Quarterly meeting
Mayor
Stakeholder Manager
Project manager
Urbanists city of Amsterdam
Daily/weekly communication
Legend
Exact date
Period of event
Exact date
Period of communicatior

Actors

and staff of the city of Amsterdam, among whom the 'gebiedscoördinator' and between the project manager and the committee Spatial Quality[1,4]. The latter is about the permit procedure and took place almost daily. Top-level was only involved when things escalated. The president of DNB and the Mayor however have regularly quarterly meetings[1,4]. These meetings are usually about business-related topics, but if something was needed in the accommodation project, this could be discussed as well.

Half 2020, DNB is in the middle of the permit procedure, and communication with the city is therefore intensive. The project manager has weekly contact with the Committee Spatial Quality[1,4]. In June, the Environmental Permit was granted and the final design approved. The renovated headquarters is planned to open late 2023[1,2,4].

Actors

At DNB, a specific programme was set-up and a team hired to carry out this renovation project. This team is internally hired on a project basis. Programme Manager Corporate Real Estate already started to work on this mutation as a consultant at Arcadis. In 2019, a Stakeholder Manager was added to the team and is in frequent communication with the city of Amsterdam. The team also has a project manager responsible for the more technical aspects of the project. On top level, the Board of DNB is in contact with the Mayor of Amsterdam, and the Alderman of Economic Affairs. On the side of the city, the Bureau for Monuments & Heritage is involved, as the building is 'beschermd stadsgezicht' (protected cityscape). The board of the city district Centre is involved as well. A 'gebiedsmakelaar' and 'gebiedscoordinator' function as the spokespersons for the city district and most communication is with them, along with other staff members. Finally, communication takes place with the Committee Spatial Quality. This committee advises the 'Omgevingsdienst Noordzeekanaal' that has the authority to grant a permit. There is contact with the 'Omgevingsdienst Noordzeekanaal' as well. An overview of actors is shown above.

project[1,4].

Remarks

Remarkable about this case is the high focus on stakeholder management of the corporation. Within mapping all stakeholders, political preferences, and 'sitting periods' are included as well[4]. All this information can be used in getting the message across. The team can for example decide on how to best approach a person, where to lay the focus in the message, the channel of communication, and which team member is best to bring the message. This is reflected in the commonly used formula: "Effect = Kwaliteit * Acceptatie" *(the effect = the quality * acceptance)*[1,4]. DNB is very positive about this active stakeholder management approach and sees it as beneficial for the smoothness and efficiency of the project[1,4].

In this case, the frequency of communication varies according to the phase of the project and the level within the corporation and city[1,4]. During the permit procedure, frequency is highest and mostly on an operational level. On more strategic levels, the frequency of communication becomes less and more informal. On top-level, communication is irregular and only takes place when needed[1,4]. Also interesting is the strong connection between DNB and the city, reflected in the quote "zoals onze president zegt: DNB is Frederiksplein en Frederiksplein is DNB" (*As our president says: DNB is Frederiksplein and Frederiksplein is DNB)*[1].

Finally, in this case, DNB did not have a specific contact person from the city, but started with some contacts and expanded their network from there[1,4].

1 Programme Manager, Personal Communication, May 6, 2020

2 DNB. (2019, November 28). DNB renoveert hoofdkantoor [Press release]. Retrieved May 18, 2020 from https://www.dnb.nl/nieuws/nieuwsoverzicht-en-archief/Persberichten2019/dnb386374.jsp

3 Hemel, Z. (2019). Een nieuwe historische binnenstad. Visie op de binnenstad van Amsterdam 2040. Retrieved from https://assets.amsterdam.nl/publish/pages/909440/een_nieuwe_historische_binnenstad_1.pdf

4 Stakeholder Manager, Personal Communication, May 6, 2020

Image: De Nederlandsche Bank / Mecanoo (2020). *Het voorlopig ontwerp voor de renovatie van De Nederlandsche Bank.* Retrieved from https://architectenweb.nl/nieuws/artikel.aspx?ID=47242

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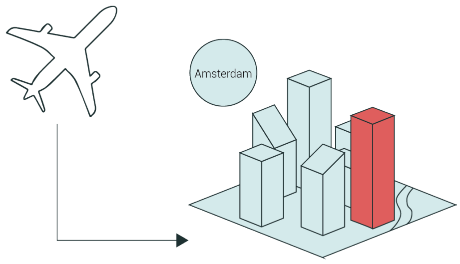


Case 8 European Medicine Agency (EMA)

In 2017, the European Medicine Agency (EMA) announced its relocation to Amsterdam. As a result of the Brexit, EMA had to relocate its headquarters within Europe. EMA itself was not involved in the location decision, which was made by the European Council. Several member states issued a bid in the form of a bid book to accommodate EMA. The new headquarters is a newly-built office at the South-Axis in Amsterdam.

Process

The process of decision-making and the communication therein are summarised in the timeline on the right. Below, an elaborated explanation of the timeline is given.

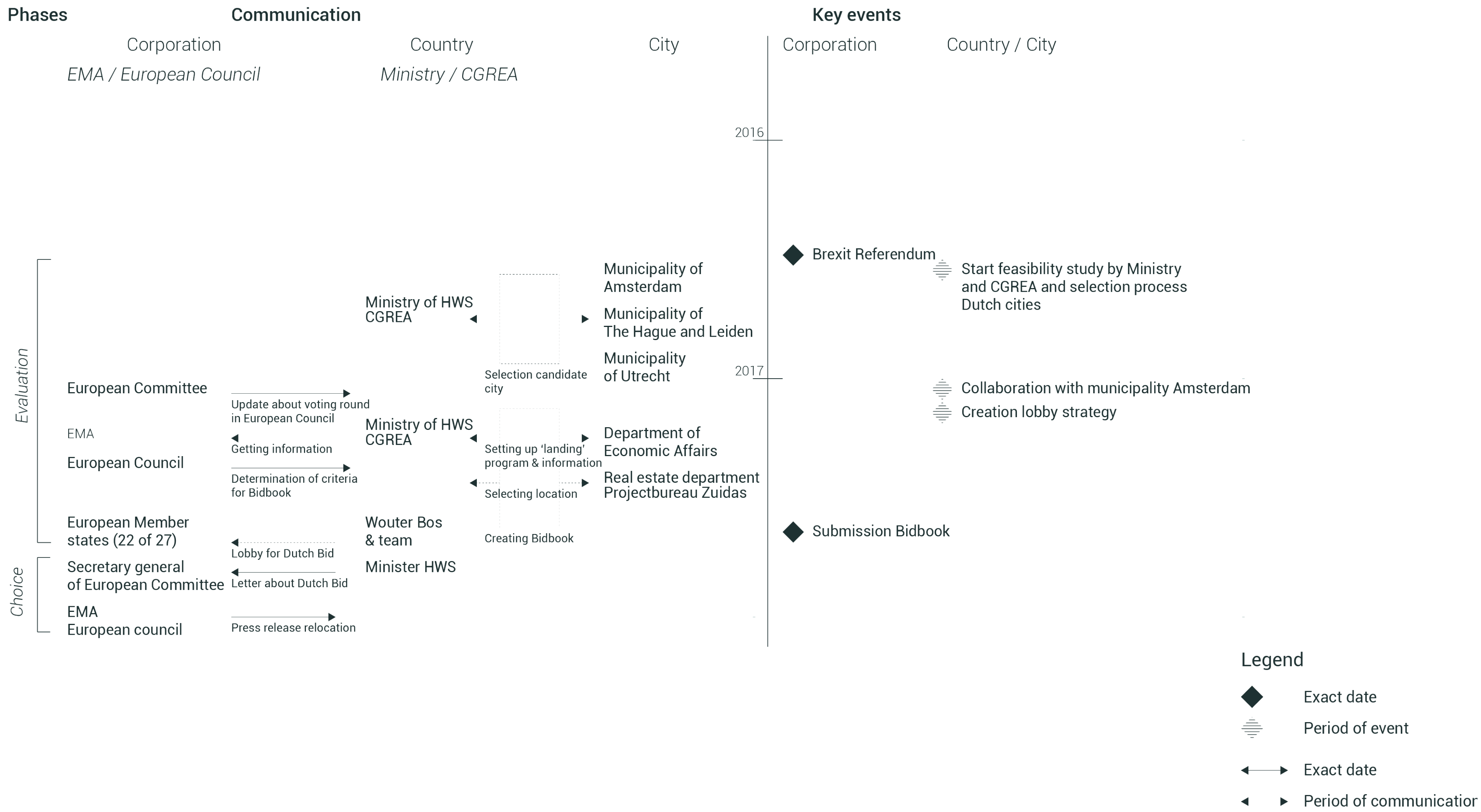
In June 2016, the Brexit Referendum resulted in Great Britain withdrawing its European membership. Therefore, EMA, which at the time was based in Canary Wharf London, had to find a new location in Europe.

Rightly after, in August 2016, the Ministry of Health, Welfare, and Sports (HWS)[1] started a feasibility study with the Central Government Real Estate Agency (CGREA)[2] on accommodating EMA[4]. Parallel to this study, a process started to select the most suitable city for the Dutch bid. HWS sat down with multiple Mayors and Aldermen and was advised by CGREA[3,4]. Whether to welcome such a large agency as a city is a political choice[3]. An agency this size brings economic advantages as well as some prestige[3]. In the meantime, HWS and CGREA flew to London a couple of times to learn more about EMA and their requirements for accommodation. For example, they learned the importance of exceptionally large meeting rooms, connectivity by plane, availability of hotels, and attractiveness of the city for employees. During this period, the criteria of the European Council changed a couple of times. At first, the national bid could include more than one city. Later this was changed to only one. Amsterdam was then chosen as the Dutch option, as it scored best on the above-mentioned criteria.

So from the beginning of 2017, the city of Amsterdam was added to the Dutch collaboration[4]. CGREA and the Real Estate department of Amsterdam started a location search[4]. The main criterium was the timely delivery, thus locations were evaluated according to the needed permit procedure. As no existing building met the space requirements, they opted for a newly-built at the Zuidas[3]. This area has its own project bureau. Although for the new location, the normal procedure had to be followed, contacts within the real estate team helped to give the EMA project a higher priority which speeded up the process[3].

In February 2017, the lobby strategy was created as well[4]. In April 2017, the European Committee announced that selection would take place in an anonymous voting

Timeline


Phases
Communication
Key events
Corporation
EMA / European Council
Country
Ministry / CGREA
City
Corporation
Country / City
2016
2017
Evaluation
Choice
European Committee
EMA
European Council
European Member states (22 of 27)
Secretary general of European Committee
EMA
European council
Update about voting round in European Council
Getting information
Determination of criteria for Bidbook
Lobby for Dutch Bid
Letter about Dutch Bid
Press release relocation
Ministry of HWS
CGREA
Ministry of HWS
CGREA
Wouter Bos & team
Minister HWS
Selection candidate city
Setting up 'landing' program & information
Selecting location
Creating Bidbook
Municipality of Amsterdam
Municipality of The Hague and Leiden
Municipality of Utrecht
Department of Economic Affairs
Real estate department Projectbureau Zuidas
Brexit Referendum
Start feasibility study by Ministry and CGREA and selection process Dutch cities
Collaboration with municipality Amsterdam
Creation lobby strategy
Submission Bidbook
Legend
Exact date
Period of event
Exact date
Period of communicatior

Actors

round in the Council of General Affairs. Six criteria were then mentioned for the selection. The Netherlands at the time already had a concept bid book. At the end of June, the final criteria were published by the European Council[4].

In July 2017, the Dutch concept bid book was presented in Brussels by the Minister of HWS Edith Schippers. Here, Wouter Bos was also presented as the head of the Dutch lobby, because of his political status as a former minister and current function as a board member of the VU Medical Centre. His involvement was deemed highly important in the campaign[4]. At the end of July, the Dutch bid book was submitted. In August, the tender procedure for the new building 'Vivaldi' already started. This building was included in the bidbook[3]. In a confidential annex, two temporary locations were proposed for EMA to accommodate while the Vivaldi would be in construction. A one-off incentive of €18 million from the Dutch government would be given, among others for compensating costs for the temporary location[6].

In the period from September 2017 to November 2017, Wouter Bos and his team visited 22 out of 27 member states[4]. At the beginning of October, a first assessment was published by the Commission of all the bids issued. In response, Minister Edith Schippers sent a letter to the Secretary-General with further clarifications on the Dutch bid[5].
On November 22th, the final decision was announced by the European Council. The high quality of the Dutch Bidbook and a successful lobby, resulted in Amsterdam coming out at a shared first place with Milano in the final voting round. In the end, it was a matter of luck which city drew pulled the last string.

"Uiteindelijk heeft vervolgens geluk een belangrijke rol gespeeld. Italië had de loting in de laatste ronde ook kunnen winnen."[4]

Actors

In the Netherlands, the Central Government Real Estate Agency (CGREA) accommodates most governmental organisations. In this case, the Ministry of Health, Welfare, and Sports (HWS) was leading in taking part in the bid for accommodating EMA. The Ministry of HWS hired CGREA and together they functioned as the project team for EMA[1].
In this case, a division could be made between communication within the different organisations in the Netherlands and the communication outside the Netherlands.

National
At the very early stage, communication took place between the Ministry, CGREA and different Mayor and Aldermen of cities in the Netherlands, to choose the best city for the Dutch bid[3]. Once the choice for Amsterdam was made, Project Manager of CGREA was in frequent communication with the city of Amsterdam[1]. This was mostly with the Real Estate department and the

Projectbureau Zuidas. The department of Economic Affairs was mostly involved in the non-real estate related part of the bid book. Also, frequent meetings took place between the ministries of General Affairs, HWS, and Foreign Affairs on accommodating EMA[4].

International
Although EMA did not take part in the decision, communication took place between HWS, CGREA, and EMA representatives. From the Central government, the Minister of HWS Edith Schippers and Minister of Foreign Affairs Bert Koenders were in communication with the European Council and the Secretary-General of the European Commission Alexander Italianer[5]. Wouter Bos, former minister and now a board member of the VU Medical Centre in Amsterdam was appointed as head of the Dutch lobby. Together with a team, he visited member states to convince the council members of the Dutch bid.

Remarks
The case is atypical in the high involvement of the central government. Its success relied on having all the right people from each organisation within the Netherlands on this project[3,7]. With all the noses pointing in the same directing, the collaboration went effectively[3,7]. This might be explained by the attention paid to the project on the highest political levels[1]. The case is also atypical in the sense that the corporation itself was not involved in the decision. However, communication with the EMA as the end-user seemed to have positively influenced the quality of the bid book. This was backed by a financial incentive.

Finally, the extensive lobby seemed to have influenced the decision of the European Council and indicates the importance of communication. The decision making within this case study showcases a combination of objective, 'hard' criteria, 'soft' criteria, and in the end luck as well.

1 In Dutch: Ministerie van Volksgezondheid, Welzijn en Sport (VWS)

2 In Dutch: Rijksvastgoedbedrijf (RVB)

3 Project Manager CGREA, Personal Communication, April 30, 2020

4 Ministerie van Buitenlandse Zaken. (2019, November 8). Analyse succesvolle EMA Campagne [Letter of government - BZDOC-2042875277-42]. Retrieved from https://www.rijksoverheid.nl/binaries/rijksoverheid/documenten/kamerstukken/2019/11/08/kamerbrief-met-analyse-van-de-campagne-ema/Kamerbrief+EMA+campagne.pdf

5 Schippers, E. and Koenders, B.. (2017, October 9). Commission Assessment EMA bid. [Letter of government - 1242110-168374-IZ]. Retrieved from https://www.rijksoverheid.nl/binaries/rijksoverheid/documenten/brieven/2017/10/09/brief-kabinet-aan-europese-commissie-over-ema/Letter+from+Dutch+authorities+to+European+Commission+about+EMA+-+9+October+2017.PDF

6 Government of the Netherlands. (n.d.) Offer for EMA - ANNEX I - NOT FOR PUBLICATION. The Dutch Bid to host the European Medicines Agency.[1184151-166458-GMT]Retrievedfromhttps://www.rijksoverheid.nl/binaries/rijksoverheid/documenten/publicaties/2018/02/16/aanbod-voor-ema---bijlage-bij-het-nederlandse-aanbod-om-het-europees-geneesmiddelen-agentschap-te-huisvesten/Aanbod+voor+EMA+-+Bijlage+bij+het+Nederlandse+aanbod+om+het+Europees+Geneesmiddelen+Agentschap+te+huisvesten.pdf

7 Senior Manager Foreign Investments UK, Personal Communication, March 5, 2020

Image: Cobouw (2018). *EMA Amsterdam*. Retrieved from https://www.cobouw.nl/utiliteitsbouw/nieuws/2018/09/hoe-dit-omstreden-80-meter-hoge-gebouw-zo-snel-de-top-bereikt-101264596

12

Overview empirical data

In this chapter, an overview of all data from cases and general interviews is given. This data is divided according to the operationalisation given in chapter 9 for the situations, motives, and communication strategies. Data from general interviews are added here as well.

12.1 Situations

The situation is the first level of analysis within the decision-making process. In this chapter, the situations of the corporation and the cities are analysed respectively among all cases. According to the operationalisation as given in chapter 9, the situation of the corporation will be analysed according to its type, scope, size, legal restrictions, and essential qualitative aspects. The situation of the city is analysed according to its political colour at the time of mutation and the existing policies. As mentioned in the operationalisation of chapter 8 the latter includes the general economic policies, acquisition policies on the attraction of corporations. In empirical observations, the plans and strategies that cities for specific areas seem to be relevant as well. Some areas might have more priority than others which could influence communication. Therefore area-based policies are considered as well.

Although each case is unique, by arranging the cases according to these criteria, groups that share similarities can be derived that can be useful in pinpointing the relation between situations and communication strategies.

Local (within the city)	ING Leiden University RHDHV DNB
National (between cities)	KPN HeinekenNL
International (to NL)	CIC EMA

Figure 12.1 Scope of cases

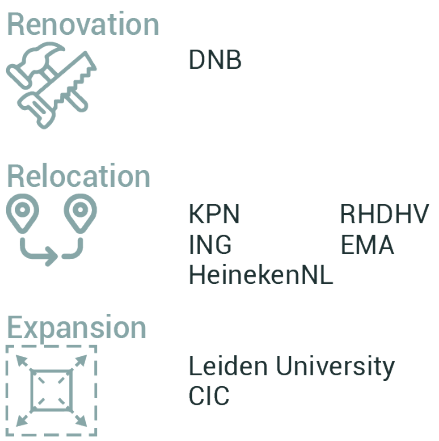


Figure 12.2 Mutation types of cases

12.1.1 Situations of corporations

Type and scope
The cases vary largely according to the type of mutation and its scope. The scope is used here as the geographical scope, varying from local (within a city), national (between cities), and international (to a Dutch city) among the cases. The scope of each case is given in figure 12.1.

Reflecting on the possible mutation defined in the literature of disposal, consolidation, maintenance, renovation, expansion, and relocation, three different groups are found in the observed cases, see figure 12.2.

Size
The cases also vary largely in size. From interviews and document analysis, an important factor for cities seemed to be employment opportunities. Thus to define the level of 'fit' between the mutation and the city's situation, the numerof employees that are affected by the mutation is analysed. This is shown in figure 12.3. Case 5, the Cambridge Innovation Centre lacks this data. They aimed to accommodate around 250 start-ups. According to the start-up monitor EU, the average number of founders is 2.7, and planned hires of 7.5 in the next year (EU Startup Monitor, 2018). Thus it seems reasonable to assume that CIC would fall in the middle of the category size, near cases 1 and 7 with around 2000 employees affected. For Leiden University, the amount of students is taken.

Legal restrictions
In general legal restrictions can range from none to a building permit to a land-use plan change. The latter

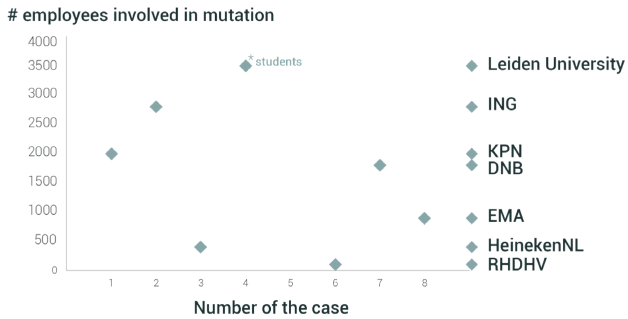


Figure 12.3 Number of employees affected by mutation

General	None	HeinekenNL CIC
	Building permit	KPN, ING, RHDHV, DNB, EMA
	Land use plan change	Leiden University
Specific	*Protected city scape*	KPN DNB
	Other	RHDHV

Figure 12.4 Legal restrictions of the mutations

is the most extensive. A building permit is in essence needed when changing the outside a building. This can also apply to things as signage, but this is neglected here. In most cases, a building permit was needed. In the case of Leiden University, for some projects, the land-use plan has to be adjusted to educational functions. In two cases, the mutation involved a building assigned as a protected cityscape. In the case of RHDHV, another specific requirement was needed, namely the agreement on combining their office with a 'Broedplaats'.

Essential qualitative aspects
Some of the mutations involve remarkable qualitative characteristics. In the ING case, for example, an innovation campus is developed, which is open for the public, and investments are made in public space. The case of the University of Leiden in particular is even more focused on qualitative ambitions of creating a knowledge economy. Finally, the new office of RHDHV is an example of an innovative process and circularity.

12.1.2 Situations of cities

For the cities of Amsterdam, The Hague, Rotterdam, and Leiden the political colour and policies are analysed. The existing policies the latter on general economic policies, specific on acquisition and area-specific. Regarding the latter, connections will be made with the locations of the mutation.

12.1.2.1 Amsterdam

Political colour
From 2014 to 2018, the coalition consisted of D66, SP & VVD. The Portfolio holder of Economic Affairs is from D66, a progressive party. The title of the coalition agreement is 'Amsterdam is voor iedereen' (Amsterdam is for everyone). The coalition focuses on innovation in the region and aims to improve contact between corporations and the city (Gemeente Amsterdam, 2014). From 2018, the coalition is merely left-winged, consisting of GroenLinks, D66, PvdA, and SP. The title of the coalition agreement is 'Een nieuwe lente en een nieuw geluid' (a new spring and a new voice) Again D66 is Portfolioholder of Economic Affairs. (Gemeente Amsterdam, 2018).

Economic policy
In the ambition of an attractive economic climate, Amsterdam has three focus points: 1) being an international top environment for businesses, and in specific headquarters; 2) being an innovation district, and 3) being a multimodal node.

Acquisition policy
Regarding the attraction of CRE users, Amsterdam focuses for many years on three pillars: employment opportunities, sustainability, and innovation (Gemeente Amsterdam, 2019). Amsterdam only does acquisition for international CRE users, as it does not want to compete with other Dutch cities. For this, they have AmsterdaminBusiness (AiB), the regional IPA. AiB is part of the Department of Economic Affairs. When a CRE user contacts them, accommodation options are searched by the city government, often by the team 'kantorenloods'. The level of effort that is put in this search depends on whether the CRE user strengthens the economic structure. This is based on the following sectors:
- International and European headquarters
- Marketing, Creative Industry, and Media
- Medical enterprises, pharmacy, Life Science & Health
- Technology and Telecom

Area-specific policies
In four cases, the mutation took place in Amsterdam. For each of the focus points in the economic policy, promising city districts for new developments or transformations are appointed. Three of the cases are located in these city districts. The central city district (location case DNB) and South-Axis (location case EMA) are appointed for the international headquarters and the Arenapoort (location case ING) for the multimodal node. The coalition agreement of 2018-2022 states to stimulate the development of knowledge parks.

In 2015, an area plan for the city district Southeast (location case ING) was made (Gemeente Amsterdam, 2015b). Among the priorities for the city districts are; the innovation region and stimulating the liveability of Amstel III / Arenapoort, the formal land-use plan area in which the new headquarters of ING is located. For this area, the priorities in the agenda for 2015-2019 are as follows:
- Create room for transformation and initiatives
- Create room for employment opportunities
- Create room for innovation, sustainability, and energy
- Mutually put efforts in branding and positioning of the area
- Create an attractive business and visitor's climate

In the agenda for the Westerpark of 2016-2019 (location case RHDHV), is mentioned to focus on creating employment opportunities within the crafts economy (Gemeente Amsterdam, 2016e).

In the office strategy of 2017 (Gemeente Amsterdam, 2017b), Amstel III (location case ING) is mentioned as an area for transformation from monofunctional to mixed environments. In the innovation and execution programme of the Circular Economy of Amsterdam in 2019, Amstel III (location case ING) is mentioned as one of the ongoing projects on circularity (Gemeente Amsterdam, 2019e).

In 2019, a vision for the central district (location case DNB) was published by the local government of Amsterdam (Hemel, 2019). In this vision, it is among others mentioned to aim to retain companies in the district. Also, the city aims to invest in creating good public spaces, with important connections between places and organisations.

12.1.2.2 Rotterdam

Political colour
From 2014-2018, the coalition of Rotterdam consisted of Leefbaar Rotterdam, D66 and CDA, a relatively right-winged coalition. The title is 'Volle kracht vooruit' (Full steam ahead) (Gemeente Rotterdam, 2014a). In the ambitions regarding the economy, the sectors of care, harbour, and technology are mentioned.

Economic policy
One of the pillars of the coalition agreement is Rotterdam as the laboratory of the Netherlands, where innovation is the standard. Sectors of high potential are Care, the Harbour, and Technology. The economic policy is in particular focused on an innovative SME (Small and Medium Enterprises) environment (Gemeente Rotterdam, 2014a). Additionally, in the vision for the city of 2030 (Gemeente Rotterdam, 2007), the boundary condition was set to use architecture as a strength, thus using the policy of 'Rotterdam as the city of architecture' as the starting point for future development projects.

Acquisition policy

In Rotterdam, RotterdamPartners does active acquisition for (inter)national companies, fulfilling the role of initiating and connecting (Gemeente Rotterdam, 2014a). The city is the formal client of RotterdamPartners (Rekenkamer Rotterdam, 2019). The coalition agreement the collaboration between the city and RotterdamPartners in the search for new incentives for attracting companies. Next to RotterdamPartners, Innovation Quarter is the regional acquisition organisation and the Port of Rotterdam attracts companies specific for Harbour activities.

Rotterdam Partners has one KPI: the growth of employment opportunities. The target is based on 400 jobs in 2015. It is Retainment of jobs does not count for this KPI. (Rekenkamer Rotterdam, 2019). The Innovation Quarter has a sector-based policy, concerning the sectors of Life Sciences & Health, Maritime, and Clean Tech. As mentioned in the report, their KPI's are respectively the number of additional realised jobs, the number of investment projects (number of established CRE users), and the investment volume in Euros. For 2018 for example, Innovation Quarters aimed at achieving 40 companies, 400 FTE, and 80 million investments (Rekenkamer Rotterdam, 2019).

Area-specific policies

Two cases took place in Rotterdam, of which both in higher-priority areas. In the area strategy of Feijenoord of 2014-2018, as well as in the city vision of 2030, the Kop van Zuid/Wilhelminapier (location case KPN) is mentioned as one of the most qualitative areas in Rotterdam (Gemeente Rotterdam, 2007; Gemeente Rotterdam, 2014b). This area is mentioned to be iconic in its architecture as well, and important for Rotterdam for its profile of the city of architecture. The area around the central station is important as well, as described in the structure vision of Rotterdam Central District of 2017. In particular, the Groot Handelsgebouw is mentioned as an iconic building.

12.1.2.3 The Hague

Political colour

The coalition of 2014-2018 consisted of the D66, PvdA, HSP, VVD and CDA and the agreement was titled 'Vertrouwen op Haagse Kracht' (Rely on the Hague strengths) (Gemeente Den Haag, 2014). The alderman of Spatial Planning is from HSP (Haagse Stadspartij), alderman of the international economy, knowledge and innovation is Ingrid van Engelshoven of the D66 and alderman of City Development of the VVD.

Economic policy

Concerning the local economy, employment in the Hague relies heavily on government services and connecting companies. These sectors are increasingly cutting jobs and thus the number of jobs has decreased (Gemeente Den Haag, 2014). Therefore the coalition wants to invest in combinations of knowledge institutes, the government, and business in clusters that fit the profile of The Hague International City of Peace and Justice. Also mentioned is the development of a programme focused on IT infrastructure and to explore the feasibility of a telecom campus. An economic fund is set up to accelerate investments that strengthen the economic structure and contribute to employment levels and sustainability.

Regarding education, the supply of international education strengthens the economic climate of The Hague. The city invests in further collaboration with the universities of Leiden, Delft, and Rotterdam. The Hague additionally aims to become a 'studentenstad' (student city), for example by providing sufficient student housing.

Acquisition policy
In the 2016 annual report of the West Foreign Investment Agency, now The Hague Partners, seven focus sectors are mentioned: 1) Peace & Justice, 2) IT, 3), Tech & Telecom, 4) Legal & Finance, 5) Energy & Renewables, 6) Business services and 7) Traditional Medicine (WFIA, 2016). The WFIA is an independent foundation, financed by the city. The mentioned goal is to retain 20% of the national average of international corporations and to attract similar corporations.

Area-specific policies
The focus areas that are mentioned in the coalition agreement are among others 'De Binckhorst' (former location of case KPN), the station areas, the coastal area, and the 'Wijnhaven- en Spuikwartier' (location case Leiden University).

12.1.2.3 Leiden

Political colour
The coalition of Leiden of 2018-2022 consists of D66, GroenLinks, and the PvdA. The alderman of GroenLinks is responsible for the portfolio of Economic Affairs and concerning the portfolio of sustainable urban development, the alderman is from D66. The title of the agreement is 'Samen maken we de stad' (Together we create the city) (Gemeente Leiden, 2018).

Economic & area policy
In the Economic Agenda 2020 for the region (Gemeente Leiden, 2013), the focus on the sector Life Sciences & Health is mentioned. For employment opportunities, Leiden focuses on sustainable development. For this, three focus areas are mentioned; The Bio Science Park, the station area, and the central city (location case Heineken). The vision for the station area is made after the mutation of Heineken, and thus this is already included in the plans (Gemeente Leiden, 2019). The development of the station area started in 2017.

Acquisition policy
The region has a common acquisition strategy. Efforts are mainly focused on knowledge-intensive corporations in the sectors of life sciences & health, care innovation, and biobased economy.

12.2 Motives

In this section, the motives of corporations and cities in all cases are analysed. According to the operationalisation as given in chapter 9. Thus for corporations, it is analysed whether the communication was legally required, and whether additional communication was sought and for which motive. The latter is further specified in this paragraph. For cities, it was analysed whether and to what extent the city´s motive was quantitative, qualitative growth. In empirical research, other motives were identified as well, which will be addressed in this paragraph.

To start, the initiating party differs per case, summarized in figure 12.5. Initiative of the city often relies on signals received about a potential mutation. These signals can come from public announcements and reorganisations[5,11], such as in the case of Heineken, annual reports stating European expansion plans[8,11], from local brokers or through other networking activities[5,9].

12.2.1 Motives of corporations

12.2.1.1 Legally required

In figure 12.4 in the previous paragraph, it was found that in most cases, some kind of permit was needed. Thus in all these cases, the corporation was legally obligated to communicate with the city. In many interviews, it was mentioned that often communication only takes place when there is such a legal requirement or depending on the size of the mutation project[1,2,3,4,5,6,18].

12.2.1.2 Additional

In the case studies, also additional communication takes place that goes beyond the legal requirement communication. Four distinguishable motives could be found within the cases:

- Obtaining information
- Obtaining a financial incentive
- Stakeholder management (in support of the mutation process)
- Partnering on shared ambitions (in which mutation process is part)

Obtaining information

The motive of obtaining information was clearly found in one case, in the case of the Cambridge Innovation Centre. Being originally from Boston, CIC was in communication with the city first to learn more about the area and its characteristics and later on also on how the Dutch system works when establishing here. Also in other interviews, it was mentioned that corporations approach the city to get information on (legal) procedures or characteristics of the area, such as liveability indices, prices, availability of schools, connectivity etc[7,8,9,10]. This information on cities (or the Netherlands) is

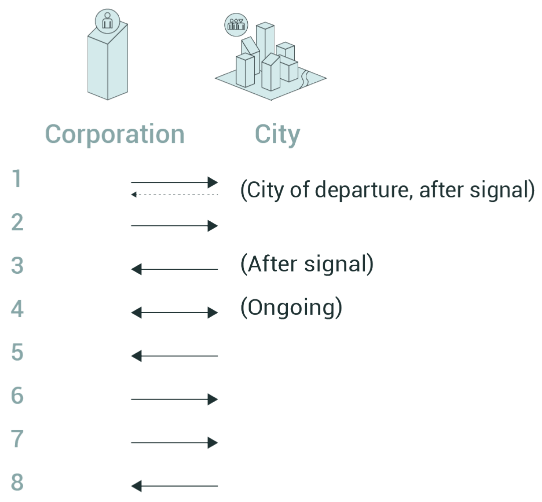


Figure 12.5 Initatior of communication

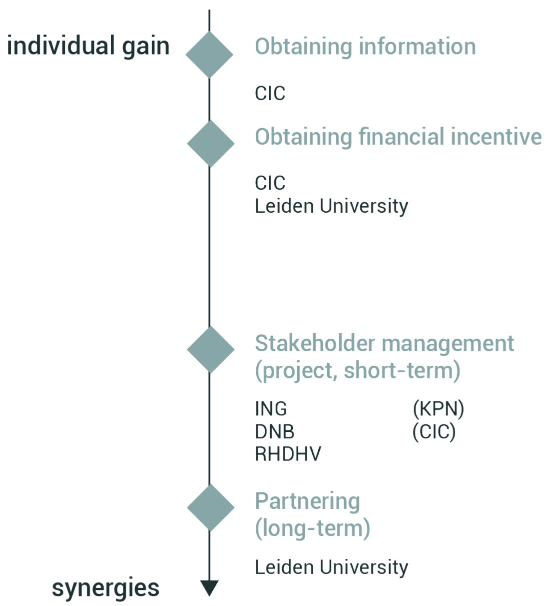


Figure 12.6 Additional motives of corporations

mentioned in the context of international acquisition.

Obtaining a financial incentive

The motive of a financial incentive was found in two cases, in that of CIC in the form of a loan facility and the case of Leiden University in the form of a subsidy. For the latter, the subsidy came from an established fund, while the loan facility was used specifically for this case. It was mentioned that years ago, it was more common for cities to give financial incentives to attract corporations[3,4]. Due to legal reforms, this instrument is less easy to use nowadays[3]. Additionally, a financial incentive may have become less important for corporations as well, who increasingly value connectivity and the availability of talent in their location decisions[4,12]. In all observed cases, the costs of accommodation, although mentioned, were never the main factor in their consideration for a mutation and often related to a decrease in square meters.

Stakeholder management in support of the project

This motive reflects the additional communication a corporation engages in, which is not purely about the mutation but is supportive in achieving the mutation, for example in getting the permit. This is a short-term motive. In some cases, this was clearly visible, such as in the case of RHDHV and ING, where they presented their plans multiple times to various city representatives and also in the case of DNB, who specifically hired someone to organise this stakeholder management. Correspondingly, multiple interviewees mentioned that 'knowing each other' smoothens the communication, which is beneficial for the process[13,14.]

Partnering on shared ambitions (in which mutation process is part)

This motive reflects long-term intentions. Finding shared ambition was profoundly noticed in the case of Leiden University, where the mutation processes of new faculties are part of the larger, shared ambition of creating a knowledge economy. In many other interviews, it is mentioned that communication is solely project-based and communication only serves the mutation. In two cases it seems that the mutation itself supports the build-up of a partnering motive with the city, reflected in the innovation campus of ING and in the case of CIC in ongoing communication about stimulating innovation in the region[6,17].

These additional motives can be plotted on a range from seeking individual gain towards aiming for synergies. These are related to each case, see figure 12.6. KPN and CIC did engage in stakeholder management, but this was initiated by their contact person. Thus it is unclear whether these corporations had these intentions themselves or that it 'turned out good'.

12.2.2 Motives of cities

12.2.2.1 Quantitative growth

Quantitative growth reflects the motive for attracting or retaining jobs. In many interviews, the size of the company and accompanying employment levels is mentioned as an important factor in acquisition activities[5,9,11].

12.2.2.2 Qualitative strengthening

In some cases, the motive of cities for qualitative growth seemed apparent. For example, in the case of ING, the positive stance of the city towards the mutation was related to ING investing in innovation. In the case of RHDHV, the circularity of the building seemed to evoke a positive attitude in the city. In the case of EMA, next to providing jobs, the arrival of the agency would also strengthen the national top sector Life Science & Health, which might explain the high engagement on the national level. Also in the case of CIC, the start-up community would add to the innovation ambitions of Rotterdam.

Next to qualitative and quantitative growth, the empirical research showed that the area of a mutation might also affect the motive of a city, thus *area-specific strengthening* can be a motive for cities as well. However, these examples were found in cases where the corporation initiates communication. Thus this motive does not imply cities to acquire specific corporations for specific locations but is rather related to the reactive evaluation on how much effort to put in.

The above motives determine the effort put by the city in a specific corporation. Efforts are reflecting the deployment of time, money, and persons. In line with this research, this may affect the used communication strategy Corporations are for example divided into 'basic', 'standard', or 'strategic' or given a 'red', 'orange', or 'green' label[8,5]. This evaluation is done both in the active and reactive acquisition.
It was mentioned that Amsterdam merely does 'passive acquisition', meaning that the corporation approaches them[7,8]. The effort put in a specific corporation is evaluated according to the weighing of a list of criteria. This evaluation is done by a 'four-eye system'[8]. These criteria are connected to the sectors mentioned in paragraph 12.1.2.1, as well as the size of the company and its growth potential[8]. The amount of jobs a certain mutation brings is always included in the criteria for prioritising corporations[5,9,11]. It seems that in particular in 'ad hoc' acquisition, when the city has to react fast to signals of mutations by the corporation, the size of the corporation enforces action[9].

Finally, also on the side of the city, a partnering motive is found in the case of Leiden University.

These motives differ in whether they are for individual gains or for creating synergies, see summarised in figure 12.7. Area-specific growth is plotted more towards synergies because it can be beneficial for a corporation to locate in an area that is prioritised by the city, leading to a better environment of the office. However, when the area is in area development, this also depends on the phase of the development. Additionally, qualitative growth strengthens economic clusters, positive for both cities and corporations.

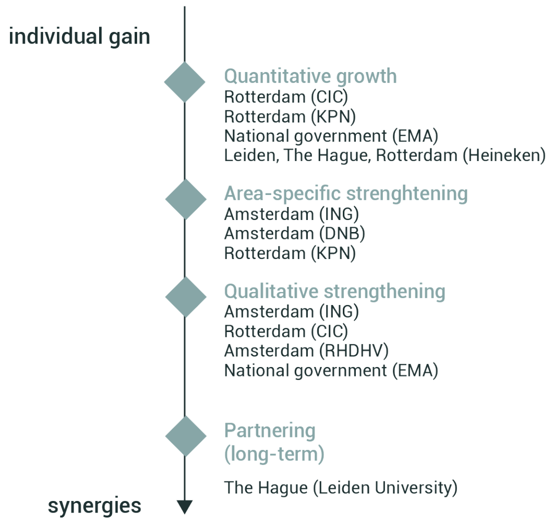


Figure 12.7 Motives of the city

12.3 Communication strategies

In this section, communication strategies are analysed according to the analytical framework given in paragraph 9.2, considering the components when, who, how, and what.

12.3.1 When

Relating the phases as defined in chapter 9 to the mutation processes of the corporations, the start of communication can be determined. This is shown for each case in figure 12.8. In line with the motives of corporations and cities, communication often takes place solely during the mutation project and ends afterwards. In figure 12.8 the phase ´choice´ starts with the final decision to execute the mutation. Communication often ends when the mutation is executed.

Within this component, the frequency of communication was additionally analysed. In all cases, this seemed to be dependent on the phase of the project, see figure 12.8. Higher frequencies occur in the evaluation phase, in which permits procedures are followed.

12.3.2 Who

In almost all cases, all three levels of management were involved in communication, on both sides, see figure 12.9. A detailed overview of all actors can be found in Appendix A. In general, at the side of the corporation, the manager of the team responsible for real estate was the first contact line with the city. Differences occurred between the cases on the appointment of contact persons to coordinate communication. Three city departments were widely mentioned by general interviewees and found In the cases, that are related to communication on accommodation mutations: Economic Affairs, Spatial

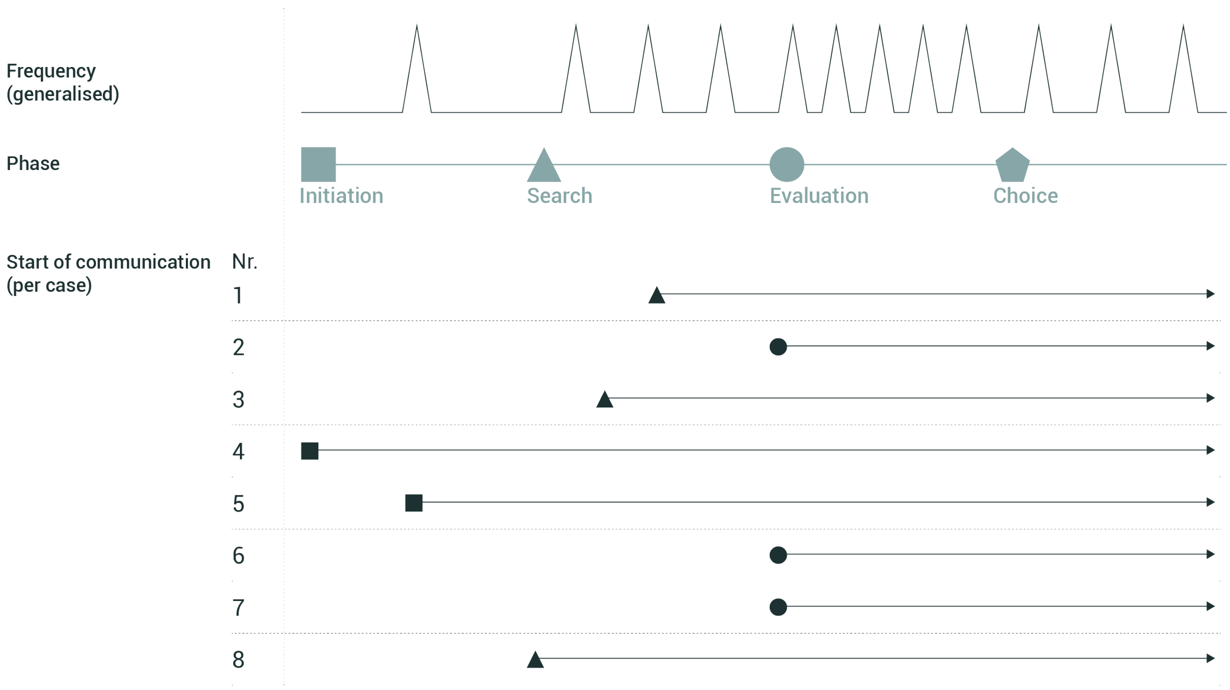


Figure 12.8 Start of communication in each case

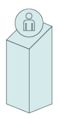
Planning / City Development, and the Land Department. A pattern that is apparent within this component is the mirroring of actors. This is very illustrative in the case of Leiden, where executive teams on both sides are in communication with each other, the rector magnificus with the CEO and the Director Real Estate with the Director City Development. This mirroring was also clearly found in the cases of KPN, ING, and DNB and confirmed by general interviewees[3,4].

The above leads to the determination of three patterns of communication, as shown in figure 12.10.

In the second pattern, the corporation uses top management level strategically for their mutation process, but communication on top-level already existed on other topics. Therefore at the side of the corporation, top-level is labelled nominated, whilst not nominated at the side of the city.

12.3.3 How

In all cases, a wide variety of channels is used, as shown in figure 12.11. Two channels in specific are noteworthy to elaborate on: The bid book and fact-finding trips. The bid book is a document used in the acquisition of corporations, often in an international context, but used in national cases as well[7,9,10,11]. In the EMA case[19], a bid book was used as standard procedure in evaluating locations, asked for by the Council, but in other cases, the city or country may take initiative to provide a bidbook[7,9,10,11]. It usually contains general information on the area, specific information for the corporation, concrete locations. Often, a foreword of a top-level politician is added as well[9]. Although it provides the corporation with a clear overview, a bid book takes time to make and it is invisible what the corporation does




Nr.	Corporation ■ top	Corporation ▲ middle	Corporation ● low	City ■ top	City ▲ middle	City ● low
1	✓	✓	✓	✓	✔	✔
2	✓	✓	✓	✓	✓	✓
3		✓	✓	✓ (alderman)	✓	✓
4	✓	✔	✔	✓	✔	✔
5	✓	✔	✓	✓	✔	✔
6		✓	✓		✓	✓
7	✓	✓	✓	✓	✓	✓
8	✓			✔	✔	✓

Legend

✓ Involved in communication, not nominated

✔ Involved in communication, nominated

Figure 12.9 Levels of management involved in communication with it and who reads it[9]. Fact-finding trips can be seen as networking abroad by top politicians and IPA executives through paying visits to corporations and attending conferences and seminars. Fact-finding trips have the motive of convincing a corporation to settle in one's city.

12.3.4 What

In figure 12.12, an overview of the content of the communication is given. The extent to which instrumental or social communication takes place differs per case. Intentions are regarded as social as they might not entail the mutation process (yet).

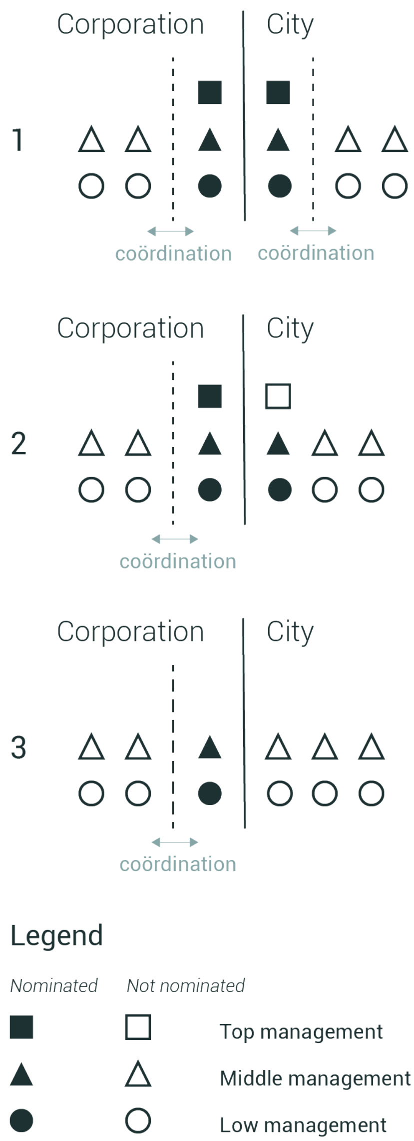


Figure 12.10 Patterns of actors in communication

	Interpersonal	Documented
1	Casual meetings (lobby circuit) One on one meetings Team meetings Telephone calls	Contracts Design details
2	Telephone calls Presentation plans One on one meetings (coffees) Team meetings	Presentation plans (slide deck)
3	Telephone calls Introduction meetings Guided tours around city Area development meetings	Press release
4	Visits Regular meetings Telephone calls	Policy documents Letter of Intent Collaboration Agreement
5	Visits (fact-finding trips) Team meetings, face-to-face Team meetings, skype Telephone calls	Letter of Intent
6	Presentation plans Meetings	Presentation plans (slide deck)
7	Telephone calls One-on-one meetings Team meetings Telephone calls	
8	Letters / emails Visits to European representatives	Bidbook

Figure 12.11 Overview of channels used

	Instrumental	Social
1	Location propositions Design / mutation plans Permit procedure Contracts	Intentions (of CRE user) Lobby
2	Design / mutation plans Permit procedure	
3	Location propositions Practical matters on development	Intentions (of CRE user) Lobby
4	Financial incentives Mutation plans	Intentions (of both) Activities
5	Financial incentives (loan facility) Feasibility plans	Lobby Intentions (of CRE user)
6	Design / mutation plans Permit procedure	
7	Design / mutation plans Permit procedure	Stakeholder management
8	Proposition	Lobby

Figure 12.12 Overview of content

13

Cross-case analysis

In this chapter, the interrelations between the different aspects of decision making will be analysed. This was done by reasoning through the case information, and finding whether values in one aspect could be explained by that in another and by finding similar relations throughout the cases or general interviews. The relations can be either inter-organisational or intra-organisational, as illustrated in figure 13.1

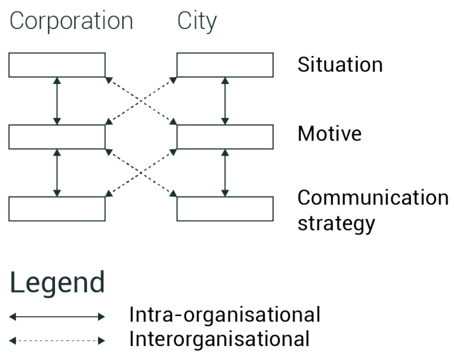


Figure 13.1 Inter- and intra-organisatonal relations

13.1 Within communication strategies

Who | When | What

The main pattern found within communication is between the actors, the timing and frequency, and the type of content of the communication. The relations are summarised in figure 13.2

Top management, when involved, is in communication at the start and the end of the project. Top management support at the start, in particular when the project needs a budget is considered important for the process of the mutation[1,4,8,9,10].

What | How

Most content is communicated through a logical channel. Social content is logically communicated interpersonally, while instrumental content uses more documented channels. One clear dissimilarity was found in the content of location proposals. Sometimes these are sent by the city through bid book, but may also be transferred by telephone calls or even app messages6,7. This difference could be the result of different working styles of the government or their size and capacity, or dependent on the individual on the job.

13.2 Between situations, motives, and communication strategies

Situation city – acquisition policies | Motive city – qualitative and qualitative growth

Although in their policies IPA's mention to increasingly focus on the sector or mission of the corporation, the size of the corporation, in particular the amount of jobs it brings, seems to remain dominant in the motive for acquisition and the efforts put in. This might be explained by the performance indicators IPA's set. Those are often quantitative in nature, stating a certain percentage of the national average, a specific number of acquired corporations, or a certain amount of investment made. Results are also mainly given in numbers, not mentioning the qualitative ambitions. The focus on specific sectors is often primarily based on the sectors the city is currently attracting most, but are not included in the concrete goals of policies. The lack of qualitative ambitions in the concrete goals might be explained by the organisational structure of IPA's. The IPA's considered are either part of the city government or financed by it. Thus they are accountable to the city. Their functioning is often determined by whether predefined performance indicators were achieved. Quantitative indicators are easier to measure and might also be the preference of politicians1. With performance indicators focused on numbers, this might induce more efforts to be put in cases with mutations of high increases in jobs in comparison to those adding to qualitative, less measurable, ambitions such as circularity and innovation.

Situation corporation – size, essential qualitative aspects, location | Motive (strength)

In line with the above, the motive of the city is strongly related to the situation of the corporation, in particular with the nr. of employees, essential qualitative aspects, and the location of the mutation. When 'scoring' high on these criteria, more time, money, and people are deployed by the city. Especially in ´ad hoc´ acquisition, when the city has to act fast after a signal, cities may be sensitive to the size and image of the corporation.

Situation – mutation type | Communication strategy – who

The type of mutation appears to be related to the department of the city most involved in communication. In relocations, Economic Affairs is mostly in the lead of communication, while in renovations or expansions City Development or Urban Planning is highly involved. The same might hold for corporations. Where the real estate department is the main communicator in transformations, redevelopments, and renovations, the 'business' becomes more involved in relocations[2].

Situation – mutation size & scope | Communication strategy – who

The size and scope seem to be related to whether top management is involved in communication, both at

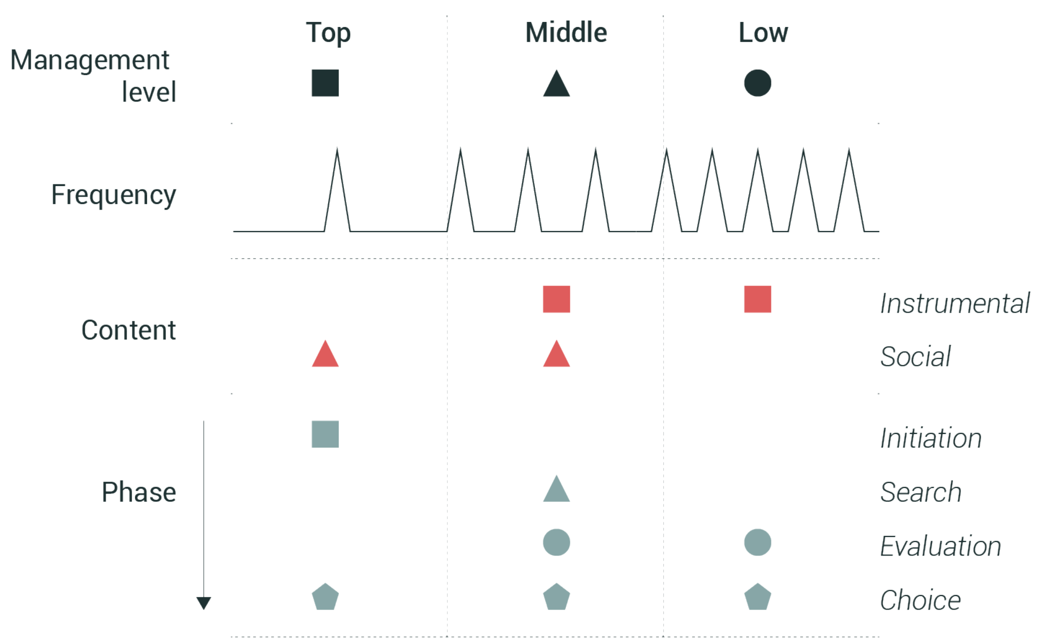


Figure 13.2 Pattern between actors, timing, the fequency and the type of content of communication

the side of the corporation as on the side of the city government.

Motive corporation – obtaining information | Communication strategy – what

An interesting discrepancy can be found concerning location proposals. As found, cities almost always propose locations to corporations, whereas few corporations seem to need information. For example in the case of KPN location propositions were given, but this was regarded as unnecessary. Also in other cases and general interviews, location propositions by cities were deemed superfluous by the corporation, as corporations and their advisors feel they have a complete overview of the market[2,3,4,5]. However, others mention that information about the (future) availability of locations is sometimes only present at the city government or even in an individual's head[6,7]. This is confirmed in the case of Heineken, where they were unaware of the possibility of the Lorentz.

Motive city | Communication strategy – how

Evaluation of efforts determines the channels used. More strategic considered projects seem to include more interpersonal communication, such as guided tours and face-to-face meetings, while in projects considered 'basic', communication occurs more mediated, through emailing and information packages. This is in line with efforts reflected in time, people, and money.

Motive – initiator | Communication strategy – when

Comparing figure 12.8 and the initiator of communication (figure 12.5), it seems that there is a relation between the initiator and the start of communication. When the corporation initiates communication, this communication starts later, often when already in the evaluation phase. The corporation thus has already decided on the type of mutation, without the involvement of the city. When the city initiates communication this takes place in earlier phases, during initiation or search. This difference can be reasoned as follows. If as stated above, corporations assume they have complete insight in all options, it seems logical to first decide on the type of mutation internally and start communication once it is clear whether a permit or other support of the city is needed. This is also in line with the motives often being project-based. In the observed 'early' start of communication when the city is initiator, it must be recognized that only successful, realised cases were considered. Together with notions of 'being too late'[7] and the high reliance on signals for initiation by the city, this could imply the success of a mutation (from the perspective of the city) being dependent on the timing of communication. The phase of the mutation process is sometimes unknown to the city, leaving them with minor knowledge on the considerations of the corporation and the certainty thereof. Therefore they lack steering possibilities.

Situation – type | Motive – initiation

The observed cases in which the city initiated communication have in common to include a change in the number of jobs in the area, in contrast with other cases. Adding to the previous paragraph, signals on these types of mutations are likely to be easier at hand as these types of mutations are more clearly mentioned in corporate strategies. Additionally, considerations of a move or expansion may be more interesting for the 'gossip circuit' than a sustainable renovation. Thus the reliance on these signals may partly explain the initiative of cities in cases with job creation, and the lack thereof in cases where the number of jobs remained the same.

Situation – size, type, location | Motive – initiation | communication strategy – who

In paragraph 12.3.2 three patterns of communication strategies of actors were given. These patterns can be plotted according to the strength of the motive of (or the priority given by corporations and cities as shown in figure 13.3. Perceived importance is viewed as the strength of the motive and is therefore for example related to the prioritisation cities give to corporations.

In essence, the higher the perceived importance (strength of motive), which in turn relates to the situation, the more likely that top management is involved at both sides. Moreover, considering the city, the higher the perceived importance (strength of motive), the more likely that a contact person is nominated to guide the corporation through the mutation process.

Additionally, as described earlier, the initiative of cities to enter into communication is more apparent in 'job creation' cases than in 'job retainment' cases. Additionally, it was analysed that cities evaluate the importance of corporations according to their size, location, and essential qualitative characteristics.

13.3 Sub-conclusion

Combining these analyses, it seems that the organisation of communication by city government varies depending on the type and size of the corporation's mutation. Herein, a tendency is found for deploying contact persons for cases with job creation and not in cases of job retainment. In the latter, the initiative lays at the corporation and the availability of nominated contact persons relies mainly on the location and its priority. This difference might be explained by the fact that cases with

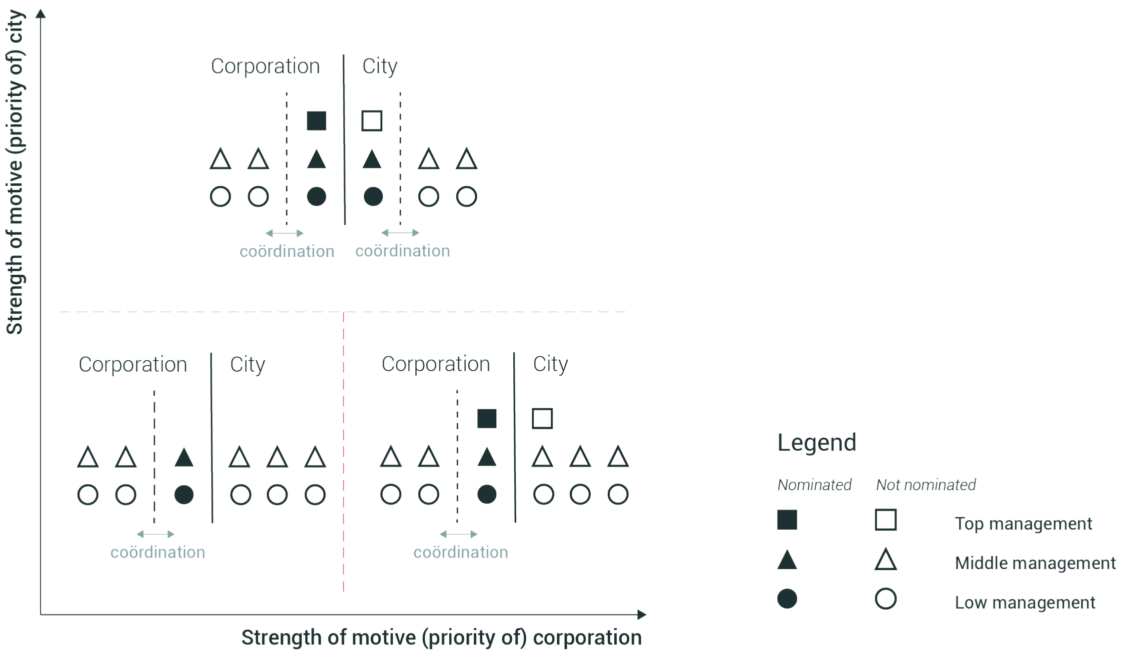


Figure 13.3 Patterns of communication strategy according to strength of motive (priority) by city and corporation

job creation fall under acquisition and for this IPA's are specifically set-up. As we have seen, IPA's often consider quantitative performance measurements, related to job creation. Other cases fall under the responsibility of account holders, who rely on signals, that are mainly related to job creation mutations as well. Apart from the networking capacities of the individual, this reliance on signals may also be related to the lack of capacity of city governments in general, which was mentioned by interviewees as a result of national cuts on government spending4,5. Due to insufficient capacity, corporations might not all have one account holder and the account holder may be unable to be continuously up-to-date on the plans of all corporations under their responsibility.

Although acknowledging that each case is unique, typical communication strategies of 'job creation' and 'job retainment' cases as found in this study are given in figures 13.4 and 13.5.

13.4 Experience & influence on decision

Regarding the experience of communication, most interviewees look back at it in a positive way. The stereotype 'clash between public & private' is, however, often mentioned. This involves corporations thinking cities are slow, bureaucratic systems with complex procedures and the city thinks corporations 'only care about money' and want everything as fast as possible.

A noteworthy aspect that is often mentioned in one's experience is the 'luck' with having specific persons on the other side of the table, having a particular political preference or personal mindset. Although a personal match between people can be indeed a matter of luck, the capabilities of a person on the team can depend on the priority given to the project as well, with the best people on the highest prioritised projects.

Negative experiences are mostly related to the lack of organisation of communication by the city. For the city of Amsterdam particularly, it seems hard for corporations to pinpoint who decides on their project and who the contact. The coherence between the different departments involved is also hard to find. In a similar matter, positive experiences related to the organisation of communication and concern having a single point of contact. Both parties mention the benefits of knowing each other to the process.

In the final decision, the balance of decision power is dependent on the situation. When no permit is needed, the decision power lays entirely at the side of the city government, whilst when a permit is needed, the city also has some decision power, see figure X. This confirms literature on resource dependency, where the actor or party with the resource has the most influence in the decision.

Thus regarding the final decision, a distinction can be made between communication having direct or indirect influence. Here, direct influence is directly related to the outcome, whilst indirect influence is related to the balance of power in the decision. Mostly implied is the indirect influence of speeding up the process. As a result of communication, the project can be given a higher priority, which accelerates the procedure. Another indirect influence is by influencing the motives of decision-makers or policymakers. Although slightly, it plays a role in the decision made.

Finally, the direct influence was found in the case of Heineken, where without communication on a location, the outcome would have been different.

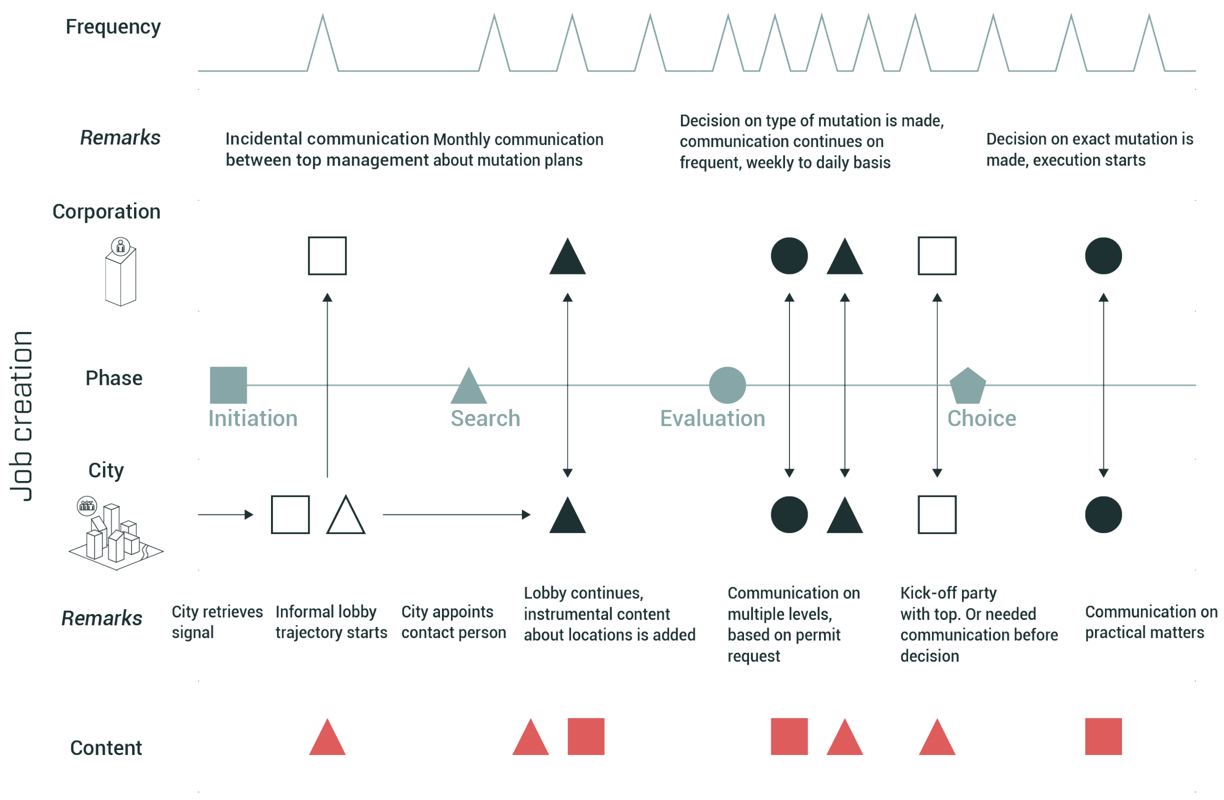


Figure 13.4 Typical 'job creation process'

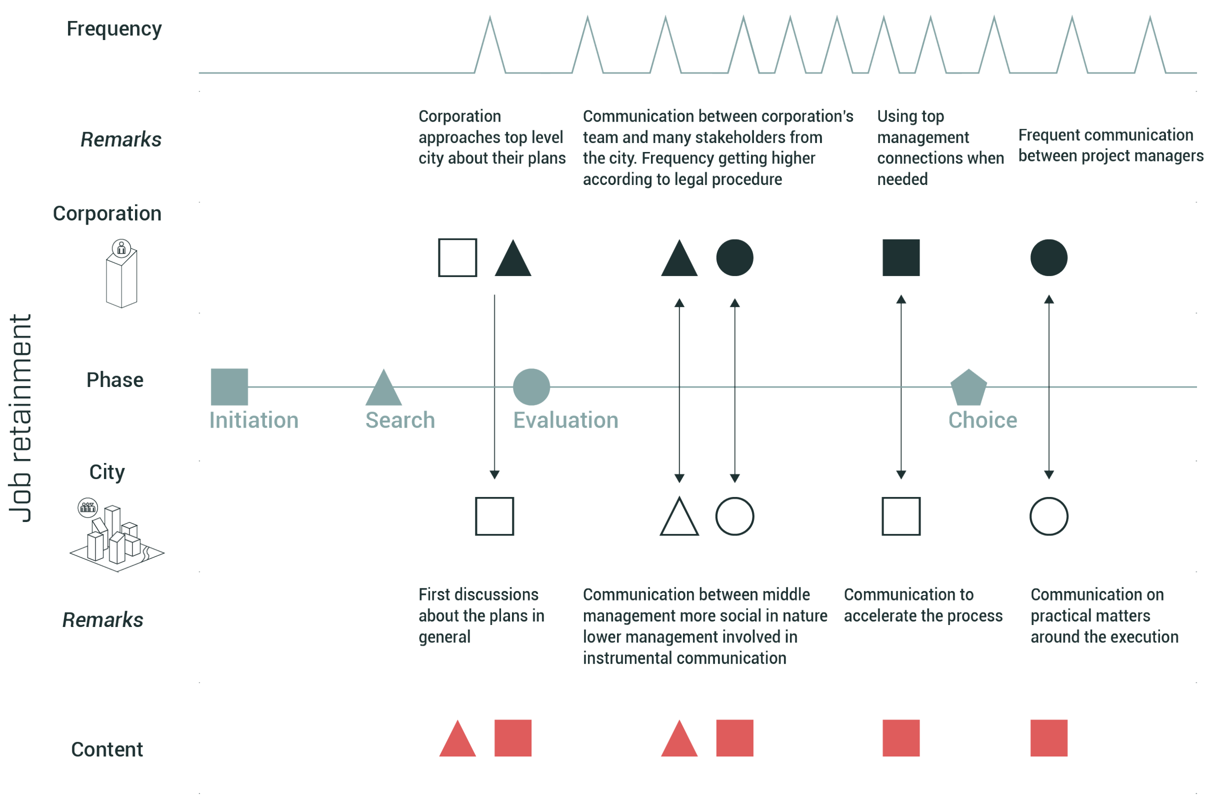


Figure 13.5 Typical 'job retainment process'

Legend

Who — Nominated / Not nominated

■ □ Top management

▲ △ Middle management

● ○ Low management

What

■ Instrumental content

▲ Social content

When

On yearly to quarterly basis

On about monthly basis

On weekly/daily basis

1 Innovation Manager City Development, Personal Communication, February 17, 2020

2 Director Services, Personal Communication, April 30, 2020

3 General Director (real estate consultancy firm), Personal Communication, February 21, 2020

4 Executive Director Occupier Services (real estate consultancy firm), March 2, 2020

5 Business Advisor ICT & UK, Personal Communication, February 6, 2020

6 Global Head of Corporate Real Estate Strategy and Portfolio Management, Personal Communication, June 18, 2020

7 Senior Manager Foreign Investments, Personal Communication, March 5, 2020

8 Senior Manager Tech, Start-Ups & USA, Personal Communication, March 12, 2020

9 Programme Manager (city government), Personal Communication, March 3, 2020

10 Strategic Advisor & Spokesperson (NFIA), Personal Communication, March 11, 2020

11 Account holder (city government), Personal Communication, October 15, 2019

12 Real Estate Manager, Personal Communication, February 19, 2020

13 Senior Manager CREM, Personal Communication, April 24, 2020

14 Project manager (city government), Personal Communication, March 31, 2020

15 Manager Legal Affairs, Personal Communication, March 30, 2020

16 Programme Manager Accommodation, Personal Communication, May 6, 2030

17 Expansion Manager, Personal Communication, April 7, 2020

18 Advisor Economic Affairs, Personal Communication, January 9, 2020

19 As an extensive example of a bid book, the EMA bid book can be found at https://archief06.archiefweb.eu/archives/archiefweb/20200418070217/https://www.relocatema.nl/binaries/ema/documenten/rapporten/2017/07/11/het-nederlandse-aanbod-voor-het-europees-geneesmiddelen-agentschap-ema/the-dutch-bid-for-the-european-medicines-agency.pdf

PART V Outcome

The concluding part of this study describes the conclusions that can be drawn, placed in a wider context. Limitations of the research and recommendations for further research are given as well.

14

Conclusions

This research aimed to gain insight into the use of communication strategies between corporations and cities in the decision on mutations in the corporation's accommodation. This aim was two-fold. First, by providing a structured overview of communication strategies in current practice, this study partly filled the gap in literature on actual interaction between actors. Second, by analysing the relation that communication strategies have with the situation, the motive, and ultimately the final decision, its use in the decision arena was defined, adding to the literature on factors of decision-making.

14.1 Summary of findings

14.1.1 Overview of communication

Current practices of communication strategies were analysed according to the components of when, who, how, and what. Within these strategies, patterns could be found. First and most logical is the mirroring of actors, with each level of management being in communication with their counterpart on the other side. Additionally, the frequency of communication largely depended on the phase of the mutation process, with higher frequencies during the evaluation phase. When top management is involved in communication this is often at the start and end of the process. Middle management is generally involved in the search and evaluation phase, and lower management in the evaluation phase and after the final decision, mostly practical matters, instrumental for the mutation to be realised. These patterns were summarised in figure 13.2.

14.1.2 Use of communication strategies

Multiple relations between the different aspects of the decision arena were found. Regarding situations and motives, cities were found to prioritise corporations according to size, type, and location. The strength of the city's motive seemed to be predominantly dependent on the quantitative aspects of the corporation's situation, such as the number of employees and the type of mutation. This results in more priority being given to mutations including job creation. As IPA's mainly use quantitative performance indicators, this might induce the motive for quantitative growth over qualitative growth. Also, cities can be sensitive to the size of a corporation, especially in the 'ad-hoc' prioritisation of projects. The strength of the motive or priority of the mutation project was in turn found to be related to the communication strategy. The stronger the motive the more likely that contact persons are appointed for communication by the city. Thus the organisation of communication is affected, as shown in figure 13.3, 13.4 and 13.5, with ´job creation´ cases being more likely to include a single contact person from the city than ´job retainment´ cases.

As ´job creation´ cases are higher prioritised, the city is here more likely to initiate communication. Moreover, for initiating communication, cities highly depend on signals, which might be more clear for ´job creation´ mutations. In the successful cases analysed, the city initiated communication during the initiation or search phase. This points to the importance of when communication starts. On the other side, corporations often initiated communication during the evaluation phase, leaving less room for cities to have power in the decision, apart from the legal requirements. Additionally, communication on accommodation mutations generally remains project-based.

An interesting mismatch is found between the motive of corporations and the content of communication by cities. While few corporations aim to obtain information on locations, cities often do want to propose future locations. Although corporations and their advisors assume complete market information, it is illustrated by the case of Heineken that this does not always apply.

Concludingly, the above shows that the existence of particular communication can play a decisive role. In most cases, however, communication strategies are used, either intentional or unintentional in support of the process. Mostly this support is about speeding up the process. Indications were observed of communication leading to slight preferences at actors.

14.2 Findings in a broader context

14.2.1 Relation with literature

The importance of location is widely mentioned in the literature on corporations and cities separately. However, this research adds to this knowledge by relating it to the communication strategy of cities. The type of decision-makers is not the same for each location. Some mutation processes are handled at the district level, some at the central city level and some are part of area development, leading to other actors involved in communication. Thus the location determines the type of actors of the city whom the corporation communicates with. The notion of accommodation decisions being ill-structured and non-routine, having a long-term perspective, and including many stakeholders is (Hu et. al, 2008) also confirmed by this research.

As signals are retrieved through a network and cities rely on signals for initiating communication, the connective capacity of an individual actor is important. Therefore this study adds to the recognition in literature of the influence of individual actors and their connective capacity (van Meerkerk & Edelenbos, 2014).

Additionally, because communication often remains project-based, relation ties are profoundly what De Bruijn and Ten Heuvelhof (2018) call functional. Nonfunctional ties on the other hand create the informal networks that are needed to break down barriers between the public and private sectors (Adams and Tiesdell, 2013). These networks seem to not sufficiently exist yet.

Adams and Tiesdell mention this creation of networks as capacity building instruments. Here, views are exchanged on how places should develop. The project-based nature of communication implies that capacity building instruments are not widely utilised yet between corporations and cities. The four types of instruments have different effects in the context of this research. Shaping instruments do not have a large effect as the decision for a mutation has internal causes. Ambitions mentioned in visions can however be used strategically to promote one's mutation. The regulatory instrument of the land-use plan seems can be counterproductive. Corporations often do not want to engage in long-procedures and thus may only make investments that need a land-use plan change when its internal priority is high. For mutations with lower priority, corporations will aim to meet the applicable land use plan, but this may obstruct certain mutations to be realised. Financial incentives, a stimulus instrument, were found to become less influential. The provision of market information, on the other hand, has the potential of steering decisions but is not always used. On the one hand, this is due to corporations assuming they do not this information from cities and thus do not ask for it when initiating. On the other hand, cities may provide this information to corporations considering a mutation, as they are unaware of these considerations.

14.2.2 Points of thought

The above is related to the allocation of people by the city. As found, single points of contact were appointed for ‘job creation’ mutations. The appointment of a contact person means a budget is made for a specific project. As a result of cuts on government spending, cities may lack people or budget, leading them to have to prioritise in the allocation of people between the ‘job creation’ cases and ‘job retainment’ cases. Then, it might be more easily justified to appoint a contact person and a budget for ‘job creation’ cases. Also, it might be a better option for cities to put time and money on mutations likely to succeed in their favour. This is more likely when communication starts early on. However, one could question whether this allocation of the city’s resources is rightly balanced. Does it fairly serve both qualitative and quantitative policy ambitions? As the allocation of resources (a budget) is often justified by meeting performance indicators, these indicators might have to reflect qualitative ambitions better. Interesting research would be to examine whether private contributions to qualitative ambitions of the city could be included in their policies and performance indicators.

Knowing the city is not always able to take initiative in communication, one could also question whether corporations should initiate communication more often and earlier on in the process. This could not only benefit the city by receiving signals earlier in time, but it could also benefit the corporation. Early communication may give them a higher priority and plans can be adjusted to policies as well. This speeds up the process and thus developments can take place quicker. A higher speed of the process might also induce corporations to make investments in their accommodation or the area around, leading to a higher quality built environment.

14.2.3 Final note

While attempts in literature and practice are made to make decision-making as objective as possible, a subjective ‘human factor’ will always be present. Even giving scores to certain criteria has a human element. It might, therefore, be ineffective for research to aim for complete objectivity, it should rather aim for transparency. While practically it might not be possible to map every communication between corporations and cities, the public recognition itself of the use of communication adds to the transparency of the decision. This research shows that communication can indeed affect decision making, ranging from slight preferences of actors to crucial information for the decision.

Concludingly, this research encourages the recognition of communication and consequences thereof as a factor in decision making.

15

Discussion

15.1 Review of findings

Choices that were made regarding the used theories, terminologies, scope of the research, and the way data was retrieved shape the outcomes. The effect these choices may have had are discussed here.

15.1.1 Theoretical background

In this research, communication strategies were defined as the composition of when, who, how, and what. It can be questioned whether the findings would be different when another division was used, but the emphasis may differ. In recent times, for example, it might be interesting to divide the channel between digital or face-to-face communication, instead of interpersonal and documented, leading to slightly different nuances in the findings.

By using the multiplicity of definitions of strategy by Mintzberg (1978), the research focused on the realised strategies. Nonetheless, it might be interesting to see whether these realised strategies, were planned, strategically used as a ploy, or have become a pattern in time. For example, the use of top management in communication may be planned, and withholding certain information can be part of a ploy. In further research, communication strategies might be analysed in more detail according to the different definitions.

When comparing the findings of the research with the perspective of the theory of plan-shaped markets, many similarities can be drawn. For instance, in this theory, markets are seen as dependent on their context and shaped by social and economic forces (Heurken, Adams & Hobma, 2015). Similarly, accommodation decisions depend on what was called here as 'the situation'. Communication herein is part of the social forces that play a role. Also, markets are regarded as social constructs (De Magalhães 2001 in Heurkens, Adams & Hobma. 2015), where relationships are dynamic. These social constructs were also found in the used communication strategies, where relations may or may not exist prior to the mutation, thereby effecting the communication strategy and the process. The findings have been compared to the theory of Adams & Tiesdell and their different types of planning instruments were observed in the cases. However, they were not specifically analysed in this research. It may be interesting to examine the role of communication comparted to steering instruments without communication on its effect.

15.1.2 Terminology

The above was also related to the definition of communication. In this research, communication was defined as the exchange of information. Thereby this research focused on the flow of communication (Shumate et. al, 2016), which is the actual communication between two or more actors present. However, other typologies of communication affinity, semantic, and representational were outside the scope. However using these typologies can give insight into how the different types of communication may influence each other, as well as the relationship between corporations and cities. For example, in the case of Leiden University, the actors often mention each other in public, a form of representational organisation. This improves the relation between the parties, that in turn can affect the flow of communication. Thus this non-flow communication can also contribute to the social networks deemed necessary for the collaboration between public and private parties.

15.1.3 Scope

This research was limited to aspects of concern in the joint decision arena of corporations and cities.

Thereby internal processes that might influence the decision were not considered. It is likely that changes internal to the corporation or city and relations between actors within each also shape the decision process. We have seen that the organisational structure differs between cities and corporations and the responsibility of communication varies depending on the mutation. It would be interesting to study how these internal connections may shape decision making and to connect it to the communication strategy used.

As the scope of the research was broad, with a wide case variation and focus on four communication components, the level of in-depth detail is lower. For example, cities and corporations have more hierarchical levels in management than were used here in the values of analysis. Broadness was however chosen over in-depth ness to be able to provide a general overview first. Follow-up studies may have a more narrow scope to gain further understanding.

With the cases being bounded by having an ongoing mutation process, the research might miss out on some information. Due to this requirement, most interviewees where the persons put on the project. Here, it was found that communication about accommodation remains project-based. However, it could be that this communication takes place somewhere else in the corporation, unknown to the interviewee that was employed for the mutation project.

The scope is limited to successful cases. This brought along a difficulty in analysis. Some findings may have led to the success of cases while others may only be present in successful cases. For example, the early start of communication when initiated by the city was found, but it is unknown whether this early initiative is also found in unsuccessful cases. Therefore the influence of early initiative and the success of a case (from the perspective of the city) is hard to grasp. Although from interviews and logical reasoning it seems to have an influence, more and a wider variety of cases has to be studied.

Case studies were mainly chosen for pragmatic reasons and nu particular variation was chosen upfront. This has led to the overrepresentation of Amsterdam, in comparison to other cities in the Randstad. During this research, it appeared that every city has its own particular approach. Also, the corporation varied largely in nature. Thus findings cannot be generalised to each case. Findings and conclusions should not be read as being a fact, but rather as a basis for discussion.

15.1.4 Data

Interviewees mostly had similar job functions. At the side of corporations, most interviewees were Real Estate Manager and on the side of the city, most interviews were held with Programme or Area Managers. Although the interviewees were mostly the ones involved themselves in the communication and thus the most knowledgeable on the process, this might have resulted in a one-sided view. Someone else in the corporation, and specifically on another level might have a different view and come up with different information. Additionally, some interviewees were arranged via others. It is likely to only recommend persons with whom one had a pleasant experience. This might contribute to only having a particular ‘type’ of interviewees, narrowing the perspective of information.

Additionally, data on the motive was often retrieved from the interviewee. However, the motive of the individual interviewee might be different from that of other actors and different from the corporation or city as a whole. This is part of the interviewee bias as described in chapter 7. This interviewee bias is also seen in the communication strategy. Where trace data was lacking, information about the communication was retrieved from the interviews. However, a difference may occur between what Shumate et. al. (2016) define as perceived flow, versus the actual flow. In this research, data from interviewees is perceived flow. Interviewees for example might have forgotten details or say something 'wrong', either intentional or unintentional. Additionally, by using second-hand sources, the correctness of data can not completely be ensured. Media reporters can change the content or the 'tone' of information and corporations and cities may also frame their information in a particular way, especially towards the media. So while it is already difficult for example to pinpoint which factors decisions are based on, this is reinforced by framing. A decision can be framed as one that was made according to objective criteria, while in reality, it was a mere emotional decision.

Due to the semi-structured approach of interviews and the lack of availability of trace data, information on the communication strategies is also in essence incomplete. This skews the findings. For example, the absence of a particular value of a communication component does not directly imply the lack thereof in the actual communication.

15.2 Relevance of the research

The timing is important in the relevance of this research. At the time of this research, many different developments, on the global and national level influenced the mutation decisions of corporations. First of all, this thesis was written during the COVID-19 crisis, in which most parts of the world were in complete or partial lockdown. For corporations, this meant that offices remained empty, as employees were obliged to work from home. During this period, corporations and cities were dependent on the use of digital communication media. Not only techniques for digital communication were accelerated, but people may also have gotten used to working from home. This has implications for the way offices are to be used after the crisis and therefore affects the needs for accommodation. A possible scenario could be that this way of working 'sticks' and corporations will further reduce their real estate footprint. Another scenario might be that after the crisis, people appreciate the office more and might use it differently. Anyhow, the turmoil of this period will cause changes in accommodation decisions, and be at the basis for mutations in the upcoming future. The crisis at the same time allows us to rethink how we should build our cities.

Timing is relevant as well when looking at the national context. In 2023, all offices in the Netherlands need to have at least energy label C. With this deadline coming closer, mutations are likely to happen more frequently in the upcoming years. To achieve this goal, many corporations either need to renovate their current building or find a new location. Some city governments would rather stimulate renovations instead of relocation, thus this is the perfect time for city governments to gauge the intentions of corporations to steer the decision of the corporation and thereby the urban environment.

Additionally, in 2021 already the ‘Nieuwe Omgevingswet’ will be instituted. This should make it easier for corporations to know whether their mutation aligns with the policies of the city. This new law is aimed at increased collaboration on large building projects. Inherently, this will mean more communication between the parties. Thus knowledge on the aspects of communication strategies is relevant. Additionally, it might be interesting to see whether communication practices change after the introduction of this new law.

15.3 Recommendations

This research does not provide generalisable results, but rather gives a general overview of current practice that can be used for further research. As research into communication on mutation processes is scarce, any additional research in this field will contribute to a better understanding of it. However, some specific directions for further research are given here.

First, this research solely considered ´best practices´. Therefore mainly the positive influence of communication was examined. It is interesting for further research to examine whether and to what extent communication could also be a ´dealbreaker´ in mutation decisions and thus ‘unsuccessful’ need to be studied.

Additionally, this research framework involved many aspects. For a more in-depth understanding, a more detailed focus is recommended for further research. For example to focus on only one communication component. Also, the cases varied largely. To make better comparisons, it is recommended to fix certain case characteristics. Comparing different mutations in one city would add to understanding the relationship between the mutation and the used communication strategy. Comparing the same type of mutations across different cities would add to understanding the different approaches of cities and the effect thereof. Finally, an in-depth study of one case, including interviews with all actors involved in the communication would add to understanding the different perspectives of the actors and how this may influence the process.

Epilogue

Researching communication made me aware that communication is essentially everywhere and it is sometimes underestimated.

As this thesis was written during the COVID-19 crisis, I am keen to see how communication evolves when people mainly work from home. I already heard initiatives of blocking ten minutes of 'social time' prior to digital meetings, in order to maintain relationships with clients. Additionally, I am very curious to see how this may affect decision-making and I hope other researchers can use this study to build upon for further knowledge on communication in the real estate practice.

Concludingly, I hope this research contributes to the recognition of the use of communication in decision making in the built environment. I thereby also hope that it helps to disprove the sometimes held view of real estate being only about business cases in Excel. After all, it is a people's business.

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APPENDICES

A

Detailed data 'who' component

Summary of actors corporation

	Top management	Middle management	Low management
1. KPN	CFO	Real Estate Manager Building Manager	
2. ING	CEO	Senior Project Manager Corporate Real Estate	
3. Heineken NL		Manager Legal Affairs	
4. Leiden University	Rector magnificus	Director Real Estate	Project managers
5. CIC	CEO	Head of New Centers General Manager	
6. Royal HaskoningDHV		Director Services, Workplace Solutions	
7. DNB	President	Programme Manager Accommodation Stakeholdermanager Programme Accommodation	Project manager
8. EMA	European Council members		

Summary of actors city

	Top management	Middle management	Low management / other
1. Rotterdam (KPN)	Mayor	Director City Development	Area programme manager
2. Amsterdam (ING)	Mayor Alderman of Spatial Planning	General Board of city district	City district Portfolio holder of Spatial Planning Area project manager
3. Amsterdam (Heineken NL)	Alderman of City development Alderman of Economic Affairs		Area project manager
4. The Hague (Leiden University)	Mayor Alderman of Educational Affairs	Programme coordinator Director City Development	Senior policy officer Educational Affairs Senior programme manager Economic Affairs
5. Rotterdam (CIC)	Mayor Alderman of Economic Affairs	Director City Development	Project team
6. Amsterdam (Royal HaskoningDHV)		Director Art & Culture	CAWA Bureau Broedplaatsen
7. Amsterdam (DNB)	Mayor Alderman of Economic Affairs	General Board of city district	Area coordinator Area broker Bureau Monuments & Heritage Committee Spatial Quality Omgevingsdienst Noordzeekanaal
8. The Netherlands (EMA)	Minister of General Affairs Minister of HWS Minister of Foreign Affairs Board member VUMC		

Summary of nominated actors city

	Top management	Middle management	Low management / other
1. Rotterdam (KPN)	Mayor	Director City Development	Area programme manager
2. Amsterdam (ING)	Mayor Alderman of Spatial Planning	General Board of city district	City district Portfolio holder of Spatial Planning Area project manager
3. Amsterdam (Heineken NL)	Alderman of City development Alderman of Economic Affairs		Area project manager
4. The Hague (Leiden University)	Mayor Alderman of Educational Affairs	Programme coordinator Director City Development	Senior policy officer Educational Affairs Senior programme manager Economic Affairs
5. Rotterdam (CIC)	Mayor Alderman of Economic Affairs	Director City Development	Project team
6. Amsterdam (Royal HaskoningDHV)		Director Art & Culture	CAWA Bureau Broedplaatsen
7. Amsterdam (DNB)	Mayor Alderman of Economic Affairs	General Board of city district	Area coordinator Area broker Bureau Monuments & Heritage Committee Spatial Quality Omgevingsdienst Noordzeekanaal
8. The Netherlands (EMA)	Minister of General Affairs Minister of HWS Minister of Foreign Affairs Board member VUMC		

MSc. Architecture & Building Sciences
Delft University of Technology

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