Graduation Plan
**Graduation Plan: All tracks**
The graduation plan consists of at least the following data/segments:

<table>
<thead>
<tr>
<th><strong>Personal information</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name</strong></td>
</tr>
<tr>
<td><strong>Student number</strong></td>
</tr>
<tr>
<td><strong>Telephone number</strong></td>
</tr>
<tr>
<td><strong>Private e-mail address</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Studio</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Name / Theme</strong></td>
</tr>
<tr>
<td><strong>Teachers / tutors</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>Argumentation of choice of the studio</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Graduation project</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Title of the graduation project</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th><strong>Goal</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Location:</strong></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td></td>
</tr>
<tr>
<td><strong>The posed problem,</strong></td>
</tr>
</tbody>
</table>
attractive places.

Due to the lack of knowledge about particular users and their preferences, many UIDs turn out to have difficulties in attracting and retaining people. Not being able to attract and retain people will result in less new products and ideas, a skill shortage, a less liveable area, and less scope for high quality amenities. Eventually, this will obstruct innovation, growth and further development of the area, and hence impede economic growth.

**Research questions and design assignment in which these result.**

What are the critical factors to successfully attract and retain people in urban innovation districts in the Netherlands, and how can policy makers/urban planners steer on the attraction and retention of these people?

The deliverables of the research will be an overview of factors of attraction and retention per sub-group of users. Based on this overview, an advice about how to better steer on the attraction and retention of particular users in UIDs can be written for urban planners and policy makers.

**Process**

**Method description**

*Research goals*

To be able to advice urban planners and policy makers about the improvement of the attraction and retention of users to UIDs, first insight needs to be gained in UID users in general. The research objectives that are connected with this aim are (1) to gain insight in the different types of users of UIDs and (2) to gain insight in the preferences of the different types of users. To determine user preferences for specific types of UIDs, some more objectives are to (3) define types of users typical for the types of UIDs, (4) define factors of attraction and retention per type of user and (5) describe the innovation ecosystem of the three types of UID models. Besides, there are some objectives that aim at gaining insight in the planners side of UIDs, these contain (6) gain insight in the strategies used by urban planners and policy makers to attract and retain users and (7) define possible improvements. In figure 5 and 6, the objectives are translated into conceptual models, which present the structure of the research as well.
Sub-questions
The research question will be answered step-by-step by answering the sub-questions that were defined in line with the research goals. The sub-questions are:

1. Who are the people meant to use UIDs?
2. Who are the people using UIDs?
3. What are the physical, economical and networking factors that users of UIDs take into account when choosing a location to settle?
4. What are the physical, economical and networking factors that that make users of UIDs stay in the area?
5. How do urban planners steer on the attraction of people to UIDs?
6. How do urban planners steer on the retention of people in UIDs?
7. How can urban planners better steer on attracting and retaining people in UIDs?

Research strategy & design
Since this research is mainly focussed on the preferences, behaviour and perception of users, this research is a qualitative research. This is in line with the gap in literature as discussed before, since by carrying out case studies theories can be added to the existing literature.

Two cases will be compared in this research, using a comparative research design. The cases are studied and compared in order to define the groups of users that are present in these specific areas, their factors of attraction and retention, and the strategies used by policy makers and urban planners involved in the development of the areas, in order to attract users.

Research methods
The techniques used in the research are a literature review, surveys, semi-structured interviews and focus groups.

Literature review is (and will further be) conducted to gain information about important subjects, such as developments in UIDs, types of users and types of UIDs, to form a basis of knowledge about these subjects. Reviewing literature helps to identify what is already known about subjects, what concepts and theories have been applied to the subjects, what research methods have been applied to the subjects, what controversies about the subjects and how they are studied exists, what clashes of evidence exist, and who the key contributors to research on the subjects are (Bryman, 2012, p.8). After the conduction of empirical research, results are compared with literature and new theory will be added in order to partially fill the gap in literature.

Surveys will be used to gain insight in the preferences, needs and wishes of workers, residents and visitors of UIDs. The surveys will be conducted as self-completion questionnaires amongst as much users as possible of the selected cases. The questions within the surveys will be about users’ motives to visit or settle in a particular area, their satisfaction with the place and possible points of improvement.

Semi-structured interviews with urban planners and policy makers of selected cases will be conducted in order to gain insight in their vision on the attraction and retention of particular users and the strategies and instruments used to attract and retain them. Among other things, questions about their vision on the target groups for specific UIDs, factors of
attraction and retention for particular user groups and effective instruments and strategies to attract and retain these user groups will be asked. Interviews instead of surveys will be conducted, as it may be valuable to get extensive explanation about the reason for the use of certain strategies by urban planners and policy makers. Besides, it might be valuable to interview some users as well to obtain more extensive explanation about personal experiences and motivation to choose for a particular area.

During focus groups, significant differences and similarities in opinions of users involved in the same districts can be determined. They will be held with people that have the same role in an UID, but belong to a different subgroup (e.g. people that all work in a particular UID, but of which few work at a start-up, few work at a small company and few work at a large company). Hence, their motivations to settle in a particular UID can be distinguished and it can be discussed how people see each other’s role in the area.

Figure 1 summarizes the research approach that will be used.

![Figure 1. Research approach (own illustration).](image)

Figure 1. Research approach (own illustration).
Literature and general practical preference

UID models
Katz and Wagner (2014) distinguish three UID models, based on location, characteristics and the represented industries: the ‘anchor plus model’, the ‘re-imagined urban area model’ and the ‘urbanized science park’. Table 1 gives an overview of these models and their characteristics. Based on the definition of these models, ‘Re-imagines urban areas’ have been selected for the focus of the case studies.

<table>
<thead>
<tr>
<th>UID Model</th>
<th>Anchor plus model</th>
<th>Re-imagined urban areas model</th>
<th>Urbanized Science Park</th>
</tr>
</thead>
<tbody>
<tr>
<td>Situation</td>
<td>Downtowns/midtowns of central cities</td>
<td>Near/along historic waterfronts</td>
<td>Suburban/exurban areas</td>
</tr>
</tbody>
</table>
| Characteristics            | Mixed-use development centred around anchor institutes and a rich base of related firms, entrepreneurs and spin-off companies involved in commercialization of innovation | - Industrial/warehouse districts undergoing physical and economic transformation to chart a new path of innovative growth  
                          - Change powered by:  
                          - Transit access  
                          - Historic building stock  
                          - Proximity to downtowns of high rent cities  
                          - Supplemented with research institutes/anchors | Traditionally isolated sprawling areas of innovation are urbanizing through increased density and infusion of new activities that are mixed |

Example
Kendall Square, Cambridge  
22@Barcelona  
University research parks

Table 1. Models of UIDs, based on (Katz and Wagner, 2014, p.2+3).

Types of assets
The three types of assets as defined by Katz and Wagner (2014, p.10) will be used to distinguish different types of variables, and later factors of attraction and retention. Figure 2, 3, and 4 summarize the role of physical, economic and social assets in urban innovation districts.
User analysis
In the user analysis, several subgroups of workers, residents and visitors have been distinguished based on several references. The subgroups of workers have been differentiated based on types of companies and company sizes. The types of companies are based on the three models of knowledge creation.
described by Van Winden & Carvalho (2016, p.58), to which 2 types have been added. The company sizes are based on The European Commission (2009, p.3).

The sub-groups of residents have been differentiated based on life stages and income. The life stages are based on Hill’s (1986, p.21) eight stages of family development. The income groups are based on the 5 income groups in the Netherlands, as defined by CBS (2016, p.24).

The sub-groups of visitors have been differentiated based on purpose of visit and age. The purposes of visit are based on the six categories of leisure activities defined by Lloyd & Auld (2002, p.52) The age groups are based on the life stages that were used in the differentiation of sub-groups of residents.

**Reflection**

**Relevance**

Researching the people side of UIDs will result in district better fitting the needs of their users. Both urban planners and users will take advantage of this. Urban planners will be able to better respond to the needs and wishes of target groups, resulting in the attraction and retention of more and particular users. Hence, the optimal mix of users in UIDs could be achieved, facilitating a well functioning innovation ecosystem and in turn the ultimate level of innovation and growth. As a result, the competitiveness of the city can improve. The process is interplay between users and policy makers and both will take advantage of further research and better alignment.

So, on a social level the research is relevant because it might contribute to the optimization of the balance between particular people in UIDs, which results in user satisfaction and an optimal environment for innovation. This environment will facilitate innovation and growth and hence will improve the competitiveness of the city. Therefore, the research is relevant on an economic level as well. On scientific level, the research will contribute to the knowledge about users of Dutch UIDs in general and the understanding of the causes and mechanisms behind the successes of UIDs. Hence, it might partially fill the gap in literature.

**Time planning**

In the phase between P1-P2, a stakeholder analysis was be made based on literature, and cases were selected. During the phase between P2 and P4, the overview of factors of attraction and retention per type of users will be made, by means of conducting surveys and organising focus groups. The overview of strategies and tools used to steer on the attraction and retention of users will be made in this period as well, by interviewing planners and policy makers. During the last phase (P3-P5), the results from the previous phases will be analysed and compared to literature, and accordingly an advice to urban planners and policy makers will be written. Figure 2 gives an overview of the planning of the research process.
Figure 2. Research planning (own illustration)