Corporations and Cities
Corporate accommodations of Siemens in The Hague
Research Proposal – P1 Report

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Foreword

This P2 report represents the final research proposal of the graduation thesis ‘Corporate accommodations of Siemens in The Hague’, within the graduation process of the master track of Real Estate & Housing at Delft University of Technology.
It expounds, among others, the scientific relevance and personal motivation, outlines the research design and research methods, contains the theoretical framework and the beginning of the case study, and schedules the organisation of the research.
It serves as a guideline for the further development of the graduation process.
Summary

The graduation thesis ‘Corporate Accommodations of Siemens in The Hague’ is part of the research project ‘Corporations and Cities’ that explores the relationship between corporate accommodation and urban development. Therefore, the concept of synergy and conflict between urban development of the city of The Hague and the development of corporate accommodations of the multinational corporation Siemens will be examined. Moreover, this graduation thesis will contribute to overcome the lack of knowledge of multinational corporations that established and developed in The Hague and can be assigned to the subtopic ‘Corporate accommodation in The Hague’.

The industrial revolution gave raise to the professional disciplines of corporate real estate management and urban area development. Urban planning strategies are executes by public actors and private actors execute corporate real estate strategies. However, they are closely interwoven and evolved, enhanced and changed over time. The conclusion of the problem statement is that corporations are dependent on and influenced by the city they are located in and vice versa.

The development of the German corporation Siemens in The Hague constitutes an interesting case through their long history and several changes and extensions of their corporate accommodations within the city. In 1889, Siemens established the head office in The Hague as the first branch outside of Germany. Thus, Siemens and the city of The Hague not only share a long history, they developed together from the initiation of electrical engineering to the 21st century.

For the graduation thesis ‘Corporate accommodations of Siemens in The Hague’ the following main research question will be answered:

‘How did the portfolio of the Siemens Nederland influence the urban development of The Hague and vice versa and what are the lessons learned from this interaction?’

The main research question raises several sub questions classified as generic theory sub questions and case study sub questions, which will be answered through an extensive literature study together with the examination of a single case study. Data will be gathered through literature study, archive research and expert interviews. The several sub questions are furthermore divided into four time periods that range from the establishment until today, and are examined with respect to the following three aspects; strategy, building and location.

The theoretical framework encompasses a description of the evolvement of corporate real estate strategies in the 20th century to the professional discipline of today. The emphasis of a corporate accommodation strategy is to support the overall corporate business objectives. Additionally, several categorizations of a corporation’s accommodation strategy are described that enable to
position the strategy approach in the ‘combined model for real estate strategies and competitive strategies’.

Further on, the evolvement of urban planning strategies in The Netherlands is described and elaborated in detail with the description of the history of urban development in The Hague. The Hague experienced the urban explosion in the middle of the 19th century and faced several expansion plans as, for instance, the expansions plan of H.P. Berlage from 1908-1911 or the reconstruction plan of W.M. Dudok from 1946-1949.

Part of the case study is started with the description of the development of Siemens in The Netherlands and a timeline of corporate accommodations of Siemens in The Hague. Within 125 years Siemens relocated four times within the city and extended from a small office in the centre to an operational plan in the industrial centre next to the ‘Utrechtse baan’.

Lastly, there is a provisional table of content of the final report established that shows the further development of the graduation thesis. Moreover, a schedule is outlined that plans the graduation procedure within the five phases.

Reflection

In the P1 phase, during September and October, the real estate management laboratory gave a profound initial assistance for the beginning of the graduation thesis. I learned how to conduct scientific research and establish a suitable methodology for my thesis. Through weekly meetings, presentations and feedback, the theory became clear and it was made easier to get started. From October on, the research question was determined and the P1 presentation was held at the beginning of November.

After the P1 presentation, the progress of my report slowed down due to exams and reports I needed to complete for other courses and free electives of my study.

To establish the first contact to Siemens was not successful at the beginning, but through persistence I managed to schedule the first meeting before the P2 presentation, which strengthened my confidence to finally start with the case study research.

The comparison of the theory with the findings of the case study was great, because it made clear how interwoven both actors and the disciplines of corporate real estate management and urban development are. Moreover, I am very relieved that Siemens is interested in collaboration.

I am looking forward to continue my research because I learn not only a lot about my actual research, but also about the history and development of the, for me, foreign country of The Netherlands. Moreover, I am very happy about the choice of my first and second mentor, because they are two experts of the two disciplines I am investigating about.

I am excited about the findings of my research and the collaboration with my mentors and the first meeting with Siemens.
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Chapter I

INTRODUCTION
1. Introduction

The following reflection will elucidate the scientific and societal relevance as well as the potential of utilization of the graduation thesis ‘Corporate Accommodations of Siemens in The Hague’. Furthermore, it will outline the personal interest, aim and vision of this investigation.

1.1 Scientific Relevance & Originality

This graduation thesis is part of the research project ‘Corporations and Cities’, of the department of Real Estate and Housing in collaboration with the department of Urbanism of Delft University of Technology. ‘Corporations and Cities’ explores the relationship between corporate accommodation and urban development. The mainstays of the research constitute the ‘coherence of accommodation decisions with the functioning of the corporation in general’ (Vande Putte, 2012a), as well as developed and applied public and private accommodation strategies and their consequences on the development of the corporation as well as on the urban area of the city. Therefore, multinational corporations and cities are examined to explore their interaction and the effects they had on the development of each other.

Multinational corporations such as Royal Dutch Shell, Aegon, Nationale Nederlanden, BNP Paribas and KPN are already part of this project and are examined on the basis of the following five central themes (Vande Putte, 2009):

- Corporate strategies and urban area development
- History and future
- Agglomeration strategies and location choices
- Image, branding and representation
- Management of symbiosis

This graduation thesis is investigating about corporate accommodations of the multinational corporation Siemens in the city of The Hague. Thereby, one more case is added to the research project of ‘Corporations and Cities’.

It is assigned to the fifth central theme ‘Corporate strategies and urban area development’. Especially within the city of The Hague, there is a lack of knowledge about the establishment and development of multinational corporations and the influence they had on urban planning strategies and urban area development of the city and vice versa. Hence, it can be assigned to the branch of ‘Corporate accommodation in The Hague’, to overcome the lack of knowledge about the relationship of the city and the corporations that are located there.
Working out the concept of synergy and conflict between city and corporation as well as the consequences of their corporate accommodation strategies and relate them to the consequences on urban area development of a city and the development of the corporation itself, will deepen understanding of these kind of interactions between public and private actors, on a generic basis.

1.2 Societal Relevance

“There has been a drastic transition in the profession of managing a corporations’ real estate portfolio during the 20th century” (Dewulf, 2000, p. 15).

Since multinational corporations already have a long history in establishing in the city of The Hague, their corporate accommodations strategy (CAS), as well as the CAS of the city itself in form of urban planning policies, expanded or changed from the initial establishment until today. Assuming that there is a diversity of interpretation and utilization of public and private corporate accommodation strategies, conflicts emerged over the years between the altered strategies and urban planning policies of the municipality. This can lead to various societal problems, if public objectives of the city of The Hague and the private objectives of the multinational corporation Siemens do not find a common basis. Siemens relocated within The Hague several times within the last 125 years. There are multifarious reasons, such as lack of space and expansion of the corporation, but also change of corporate accommodation strategies of Siemens or corporate accommodation strategies of the municipality of The Hague in form of urban planning policies and zoning plans.

Hence, this thesis is relevant for the corporations, which already accommodated and will accommodate in the city of The Hague and for the city itself to prevent or overcome problems that can arise during these forms interaction.

Through this approach and the comparison with other already conducted cases, patterns can be detected to align future management of public and private authorities to handle the interactions between ‘Corporations and Cities’.

1.3 Utilization Potential

Working out the concept of synergy and conflict between city and corporation as well as the consequences on their corporate accommodation strategies and relate them to the urban area development of a city and the development of the corporation itself, will deepen the understanding of these kind of public and private interactions from a scientific point of view as well as from everyday practice.
The result of this research is on one side contributing to the research project of ‘Corporations and Cities’ and will be of interest to scientists, researchers and professionals examining the research field of Corporate Real Estate Management. On the other side, general expectations and recommendations regarding the future development of Siemens in The Hague can be given to governmental as well as private executive authorities.

1.4 Personal Motivation

Personal interest

The Corporations and Cities research project falls within the field of Corporate Real Estate Management as well as Urban Area Development and therefore combines both of my personal fields of interest within the studies of the master track in Real Estate & Housing. Moreover, the merge of these two disciplines seen from the point of view of two different origins, in this case of a public and a private actor, aroused my interest. From a broad field of correlation of various motives, interests, visions and historical developments, the research field can be narrowed down right up to the building level. The essence is to be found in a range of buildings, which contribute to the corporate development and the urban development of corporation and city. Hence, this project contains both focus areas of my academic career which begun with a study in architecture and continues with the study of Real Estate & Housing.

Personal aim

My personal aim lies in understanding and relating the development of a city and a corporation to the interaction between public and private actors with different corporate accommodation strategies. By examining and comparing them to already conducted studies within the research field of Corporations and Cities, it is possible to detect patterns, to draw conclusions and to describe which lessons can be learned for future interactions between corporations and municipalities. During the graduation process I want to extend my skills in conducting scientific research and interviews in a way that my thesis is a contribution to the research project of Corporations and Cities.

The knowledge gained during my graduation process combined with a collaboration with the real estate department of a multinational corporation, should prepare me to understand the match and mismatch of various strategies and motives of different actors and can give me a first insight into the working environment within the real estate sector.
Personal vision about the research project

The challenge lies in examining the corporate accommodation strategy of a private actor and a public actor from a regional up to a national or even international level, in the time period of the last 125 years, which manifested in several buildings that contributed to the urban development of the city of The Hague.

For my investigation, I chose the city of The Hague as an optimal starting point to on the one hand overcome the lack of knowledge and to deepen the already existing knowledge and conducted scientific research. Furthermore, The Hague was the first branch abroad for the German corporation of Siemens. Siemens constitutes not only a very attractive case for the city of The Hague, because of its long history with the city, it also extends my personal literature research to a third language, my native language, German. Furthermore, this can broaden the range of contact persons during the examination of the case.

By comparing this case with already conducted cases within the research project, detecting patterns, drawing conclusions and describing which lessons can be learned is possible on a more generic level.

The following final proposal of my research serves as a guideline for my master thesis named ‘Corporate accommodations of Siemens in The Hague’.
2. PROBLEM ANALYSIS

The following analysis of the problem, leads to the main research question and raises several sub questions that will be further elaborated.

As illustrated in figure 1, this graduation thesis encompasses a research field between the poles of Urban Area Development and Corporate Real Estate Management. Both disciplines evolved in the 19th century, when the industry and the infrastructural revolution gave rise to an urban explosion. From then on, they developed into professional disciplines that are, in the case of corporate accommodation, closely interwoven.

![Figure 1 Dependency of corporations and cities](image)

Private organisations like multinational corporations need urban locations for various reasons as, for instance, distribute their products, attract employees, create or underline their corporate identity and strengthen their competitiveness. And also cities need corporations to, for example, generate jobs, assure additional income, underpin their city branding or strengthen their urban competitiveness (Vande Putte, 2010). Moreover, the planning and development of an urban area “involves a multitude of public and private activities” (Verlaat, 2011, p. 10).

Hence, Corporations are dependent on and influenced by the city they are located in and vice versa.

The city of The Hague is seat of the Dutch government and experienced this urban explosion from the middle of the 19th century, when thousand of people flocked into the western cities of The Netherlands. Hence, it also boasts a long history with multinational corporations that established there in the last century.

Siemens established its first branch abroad form Germany in The Hague in 1889, already 42 years later after its formation in Berlin. In the 125 years of corporate history of Siemens in The Hague, there have been enormous technical progresses and developments in the world of employment, urban planning and the use of corporate accommodations.

Hence, The Hague and Siemens share a long history and developed together from the initiation of electrical engineering to the 21st century.
2.1 Research Question

For the graduation thesis *Corporate Accommodations of Siemens in The Hague*, the following main research question can be derived:

‘*How did the portfolio of the Siemens Nederland influence the urban development of The Hague and vice versa and what are the lessons learned from this interaction?*’.

2.2 Sub questions

The main research question raises several sub questions, which are classified as case study sub questions and generic theory sub questions. Furthermore, the sub questions are divided into three time periods to detect cause and effects of changes in the interaction between Siemens and the city of The Hague.

Generic theory sub questions elaborate the concept of synergy and conflict by answering the following questions:

<table>
<thead>
<tr>
<th>Generic theory sub questions</th>
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<tbody>
<tr>
<td>• <em>What is a CAS? Why applying a CAS?</em></td>
</tr>
<tr>
<td>• <em>Where are differences found between public and private corporate accommodation strategies and why?</em></td>
</tr>
<tr>
<td>• <em>Which conflicts can occur? What can be consequences of these conflicts?</em></td>
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Further on, the time period of 1889 when Siemens established in The Hague is examined by raising the following sub questions:

<table>
<thead>
<tr>
<th>1889</th>
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<tbody>
<tr>
<td>Case study sub questions</td>
</tr>
<tr>
<td>• <em>Was there a general CAS of Siemens before establishing in the Netherlands in 1889?</em></td>
</tr>
<tr>
<td>• <em>What have been the reasons for Siemens to choose the Netherlands as their first branch abroad?</em></td>
</tr>
<tr>
<td>• <em>Have there been specific pre-settings from the municipality for the establishment of Siemens?</em></td>
</tr>
</tbody>
</table>
Generic theory sub questions

- Was there a general CAS of The Hague before Siemens established in the Netherlands in 1889?
- How did other multinationals establish in The Hague?

By exploring the relationship of Siemens and the city of The Hague during the time from the establishment of Siemens until today, it is possible to describe their development of interaction by raising the following questions:

1889-2013

Case study sub questions

- How did the CAS of Siemens change from 1889 until today?
- What were the main occurrences / developments that caused this changes?
- Which occurrences can be considered as milestones and which effects did they have for the development of Siemens in The Hague?
- Which conflicts did occur in the interaction between Siemens and the municipality of The Hague? What caused these conflicts? What were the consequences of these conflicts?
- Which measures have been/can be taken to solve these conflicts?

Generic theory sub questions

- How did the CAS of The Hague change from 1889 until today?
- What were the main occurrences / developments that caused this changes?
- Which differences can be found in the interaction between the The Hague and other multinational corporations? How are these differences explainable?

Answering these sub questions enables to detect patterns, describe the lessons learned and to give general recommendations for future establishments of multinationals in the city of The Hague and specific suggestions and predictions of the further development of Siemens in The Hague.

2014

Conclusion and Recommendations

- What are the lessons learned for future, new establishments of multinationals and which recommendations can be given for the further interaction of Siemens in The Hague?
3. THE OBJECTIVE AND INTENDED END PRODUCT

The objective of this graduation thesis is to examine and picture the development of Siemens in The Hague and the urban development of the city from 1889 until today. The main emphasis is to describe the synergy and conflicts that emerged during this development and the effects/consequences they had on both actors.

By answering the several research questions, the respective accommodation strategies of both actors will be explored over the last 125 years. Examining the emerging consensuses and nonconformities enables to derive the lessons learned from this specific interaction. This contributes to overcome the lack of knowledge of ‘Corporate accommodation in The Hague’. Hence, it enables to give general recommendations for future establishments of multinationals in the city and specific recommendations and predictions of the further development of Siemens in The Hague.

The graduation thesis will be of interest from a scientific point of view, as well as from the perspective of executive authorities of municipalities and corporations.

4. RESEARCH DESIGN

The first step of conducting this research is taken in the research proposal by elaborating the problem statement (‘What do I want to know?’), the research question (‘Why do I want to know this?’), the research objectives (‘What do I want to attain?’) and the target groups (‘Who can use the research findings?’), (Kumar, 2011).

The following elaboration of the research design and the research method are giving answer to the question of ‘How do I get the knowledge and when to plan each and every step to attain getting the required knowledge?’.

The main research question will be answered through an extensive literature study together with the examination of a single case study. The case constitutes the development of the corporation Siemens in the city of The Hague.

The graduation thesis is an exploratory research that is characterized by inductive reasoning where theory is generated out of research either to “acquire the totality of the phenomenon or to select certain aspects for greater in-depth-study” (Kumar, 2011, p. 57).

The historical character and the inductive approach of this research, enables to detect patterns that emerge from the collected and processed data.

As illustrated in table 1, the sub questions are classified as generic theory sub questions and case study sub questions.

Sub questions classified as generic theory sub questions will be answered through an extensive literature study that encompasses scientific literature about Corporate Real Estate Management.
and Urban Planning, master theses of the research project of ‘Corporations and Cities’, articles in Real Estate magazines as well as journal articles of Corporate Real Estate. Sub questions classified as case study sub questions will be answered through empirical research that will be conducted through interviews with experts from Siemens and the municipality of The Hague, archive research of both actors, document analyses and literature review. Furthermore, a Wikipedia website will be established to approach possible contemporary witnesses that were connected to Siemens during the last decades and experienced its development in The Hague.
Table 1 Division of Sub-questions

**Case Study Sub-questions**

- Was there a general CAS of Siemens before establishing in the Netherlands in 1889?
- What have been the reasons for Siemens to choose the Netherlands as their first branch abroad?
- Have there been specific presettings from the municipality for the establishment of Siemens?

**Generic Theory Sub-questions**

- What is a CAS? Why applying a CAS?
- Where are differences found between public and private corporate accommodation strategies and why?
- Which conflicts can occur? What can be consequences of these conflicts?
- Elaboration of the concept of synergy and conflict

**1889**

- How did the CAS of Siemens change from 1870 until today?
- What were the main occurrences / developments that caused this change?
- Which occurrences can be considered as milestones and which effects did they have for the development of Siemens in The Hague?

**1889-2013**

- Which conflicts did occur in the interaction between Siemens and the municipality of The Hague?
- What caused these conflicts?
- What were the effects of these conflicts?
- Which measures can be taken to solve these conflicts?

**2014**

- What are the lessons learned from the various cases for future, new establishments of multinationals and which recommendations can be given for the further interaction with multinational corporations in The Hague?

- How did the CAS of The Hague change from 1889 until today?
- What were the main occurrences / developments that caused this change?
- Which differences can be found in the interaction between the The Hague and other multinational corporations?
- How are these differences explainable?
The thesis is of product orientated nature, and encompasses a single-case study that “becomes the basis of a thorough, holistic and in-depth exploration” (Kumar, 2011, p. 126) focused on the development of corporate accommodations of Siemens in the city of The Hague. Related to the definition of a case study by John Gerring, this case constitutes an intensive study of corporate accommodations of Siemens in The Hague for the purpose of a generic understanding of ‘Corporate accommodations in The Hague’, wherein Siemens and the city of The Hague connote a spatially bounded phenomenon observed from the establishment of the corporation in 1889 until today (Gerring, 2004).

The choice to conduct a single-case study is based on the reason that this graduation thesis “sought to investigate [...] phenomena involving multiple and highly complex factors”, (Groat, 2013, p. 356)

Furthermore, this study deals with issues from a very broad scale that is narrowed down to the unique relationship and interaction of a single corporation within a specific city, here Siemens in The Hague. Therefore, from a theoretical point of view it makes “more sense [...] to uncover the very complex dynamics of one setting of interest than to look less deeply at more settings. And from a practical point of view, the level of complexity involved also suggest[s] the virtue of a single case design” (Groat, 2013, p. 356).

Hence, the choice of a single-case study approach enables a to examine the “phenomenon in depth to provide rich description and understanding” (Walsham, 1995), in a predefined and limited time-frame this thesis needs to be conducted in. Yin (Yin, 2009), is defining five rationales for single-case designs. This graduation thesis can be assigned to the rational of longitudinal cases, where a case is studied at multiple points in time. Hence, this approach enables to examine “how certain conditions change over time” (Yin, 2009, p. 49).

4.1 Research Methods

This graduation thesis is an exploratory research that explores the development of accommodations of Siemens together with the urban development of the city of The Hague. The collection of data will be conducted through an extensive literature and empirical research as described in the research design. This enables to establish a profound theoretical framework that is already geared to the case of The Hague.

The first contact to Siemens Nederland is established already and the first interview will be conducted with Louis Bekker, the City Account Manager at Siemens Nederland NV. before the P2 presentation.

After the P2 presentation, more semi-structured interviews with experts of the municipality and from Siemens will be conducted. The in-depth interviews constitute an open-ended and iterative
process between data collection, data reduction, data display, and conclusions drawing/verifying (Groat, 2013, p. 174).

Inspired by the research design of Remøy (Remøy, 2010), figure 2 illustrates the division of the theoretical and empirical part and the three mainstays every time period is examined under the aspects of strategy, building and location. Moreover, it shows the division of theoretical and empirical research and the applied research methods that are subdivided into four different time periods. Through this examination approach of the research questions, the empirical and theoretical output enables to describe lesson learned, draw conclusions and give recommendations.

Corporate accommodation strategies of public and private actors will be examined from various angles by describing their evolvement, answering the question of the utilization and working out differences of public and private actors applying corporate accommodation strategies. On a generic level, the relationship of synergy and conflict between municipality and corporation will be elaborated.
The starting point of the investigation concerning the case study constitutes the examination of conditions under which the establishment of Siemens in The Hague was launched. From here the three main aspects of strategy, building and location are examined. This always needs to be seen out of the perspective of both actors. Questions regarding the existence of an initial CAS of Siemens and the municipality in 1889 and why The Hague was chosen as the first branch of Siemens, will be answered. By comparing with already conducted cases, distinctions and similarities to other corporate accommodations in The Hague can be detected.

After the examination of the time period of the initial establishment, the time period between 1889 until today needs to be reviewed. Thereby, the development of both corporate accommodation strategies in respect of occurrences within the corporation, the city and the time period, will be examined. As a result, possible domino effects will be made discoverable.

Again, this will be compared to already conducted cases within the research project of ‘Corporate accommodation in The Hague’.

By answering the sub questions with regard to the three different time periods on three emphases, conclusions can be drawn that explain the actual state of affairs: the current relationship of Siemens and the city of The Hague.

Hence, a cause and effect timeline can be established, which enables to detect patterns of the accommodating process of Siemens in The Hague. The last step is taken by reviewing the conclusions and describing which lessons can be learned for the future to give recommendations.

Figure 3 visualizes the different actors on various levels. The green lines represent the public party from a national up to the municipal level. The blue lines represent the private multinational corporation of Siemens.

On the one hand, Siemens represents a corporation operating in various international establishments with general motives and visions, on the other hand the Siemens Nederland is a local operating branch, which has to adapt to its individual environment.
These timelines do not only run parallel to each other: they are both dependent on historical events as well as on individual occurrences within the corporation/the government. These occurrences need to be connected to each other. Hence, general conclusions regarding relationship and dependency on each other can be derived.

### 4.2 Management at different levels

“‘Gebiedsontwikkeling’, [Dutch for: Area Development], is part of a broad range of activities involving government intervention at various levels, from local (municipal), regional or provincial to national or even international level, and in interaction with the activities of private organisations” (Verlaat, 2011, p. 9).

Not only public actors have a hierarchical structure that determines their decisions from multiple levels, the same is true for corporations. The phenomenon called ‘nesting’ (Vande Putte, 2012b), is describing the various levels of an organisation and how a strategy is developed in response to the context.

In this case an internal or external real estate branch of a multinational corporation nowadays determines a general corporate accommodation strategy. The Siemens Real Estate department is located in the Siemens headquarter in Munich, Germany. From there, all real estate decisions are guided. The real estate department predetermines how the accommodation strategy needs to be implemented in a certain way within the branches.

Due to the long history of multinational corporations that established in the city of The Hague as, for instance, Royal Dutch Shell, Koninklijke KNP, Aegon and Nationale Nederlanden, the utilization of their individual accommodation strategy enhanced through changing external and internal conditions over the centuries. Moreover, each of these corporations has a different history and relationship to the city while establishing and developing.

This leads to the scientific problem, here the lack of understanding of the varying relationships between city and multinational corporations located in The Hague on a generic level.

Figure 4 not only shows the positioning of this research within the project of ‘Corporations and Cities’. It illustrates that the corporate accommodation strategy of the city of The Hague is controlled by the national government as well as the corporate accommodation strategy of the corporations itself is determined by their (international operating) parent company. The examination of the case of Siemens in The Hague adds another case study to the research project of ‘Corporations and Cities’. Moreover, this can enable to deduce a totality of the phenomenon, a description of the interaction of the city of The Hague with multinational corporations and vice versa.
4.3 The relationship of synergy and conflict

Since multinational corporations already have a long history in establishing in the city of The Hague, their corporate accommodation strategy developed, expanded and changed from the initial establishment until today.

During the development of Siemens in The Hague for the last 125 years, not only the corporation but also the city’s corporate accommodation strategy evolved, enhanced and changed in form of new policies, zoning- or city expansion plans which could have lead to mismatches between public and private objectives.

Due to the dependency of city and corporation and their changing strategies, tensions can arise and lead to detriments for both parties. This can cause various societal problems, if the public objectives of the city and the private objectives of the multinational corporation do not find a common basis. Possible consequences of conflicts can be, among others, a loss of image due to unfavourable publicity, the loss of fiscal revenues or competitive advantage for city and/or corporation.

“The ’balance sheet of corporate real estate and community interests’ has been subjected to many forms of both rational and irrational analysis’” (Musil, 2011, p. 184).

The relationship between corporations and municipalities is most of the times not clearly to describe, but the effects are noticeable on many levels. According to Musil, the collaboration with public stakeholders and local units of government is perhaps one of the most challenging areas of corporate real estate practice. If a corporate real estate manager does not base his
decisions on rational analyses, “future problems will likely surface, generating additional costs, delays, and community relations setbacks” (Musil, 2011, p. 182).

In order to develop a flourishing public-corporate relationship, numerous aspects need to be elaborated from both sides. When corporations and cities are negotiating over corporate accommodations, commitments and incentives in order to be willing to collaborate come into play. For example, economical and environmental impacts, such as fiscal revenues and employment benefits, can create multiplier effects that are desirable for both actors.

As further explained in the conceptual model, corporate accommodations are created out of synergy between both actors. If the corporate accommodation strategy of one or both actors changes due to a change of motives, visions or objectives, mismatches will occur that can lead to conflicts.

Figure 5 Synergy and antagonism of interaction between corporations and cities

Figure 5 illustrates the concept of synergy and conflict. The common objective is seen as the golden threat where corporation and city interact with each other in a beneficial way for both actors. Thus, when public objective and private objective converge to a common objective, synergy is created. Whereas when both objectives drift apart from each other it causes antagonism, which can give rise to various societal problems.

This leads to the following hypothesis that there was a match between the objectives of the city of The Hague and those of Siemens, when Siemens’ establishment took place 1889.

On the other hand, Siemens relocated its accommodations within the city for several times. This could have happened because of simple reasons, like the lack of space, but also because of the mismatch of objectives, like a changing corporate accommodation strategy of one or both actors.
4.4 Conceptual Model

The conceptual model exemplifies the cyclical process of existing corporate accommodations and future corporate accommodations.

In the first instance, the historical background sets the conditions under which a corporate accommodation strategy is established. These conditions are in this case preliminary factors as, for instance, technological, economical, demographical, environmental and organisational developments, which all have a strong impact on real estate (Dewulf, 2000).

A corporate accommodation strategy is controlled by a hierarchical structure, which will be further explained in chapter II of this report.

In case public and private actors share the same objectives, synergy is created which can lead to the establishment of a corporate accommodation.

Through the further development of this interaction, motives, visions and requirements can change in form of a new corporate accommodation strategy/ a new policy. This can cause societal problems and conflicts.

However, these conflicts can also create a new policy that is implemented in the adapted corporate accommodation strategy of the actors. Due to the fact that Siemens is still located in The Hague, this can lead to the assumption that the consequences of these conflicts where solved and created new synergy in form of an expansion or/ and new corporate accommodation.

Figure 6 Conceptual Model
5. A reader’s guide

Chapter one outlines the framework how this research will be executed through the description of research design and research methods and the explanation of the conceptual model. Moreover, it addresses the main research question and the multiple sub questions, gives insight to the positioning and emphasis of this research within the project of ‘Corporations and Cities’, addresses its scientific and societal relevance and elucidates the intended end product and personal aims and visions.

Chapter two will begin with the literature study of corporate accommodation strategies of public and private actors. Furthermore, it screens the urban planning history and development of Siemens and The Hague within the time period of 1889 until today.

Lastly, there is a provisional table of content of the final report established that shows the further development of the graduation thesis. Moreover, a schedule is outlined that plans the graduation procedure within the five phases.
Chapter II
THEORY
6. THEORETICAL FRAMEWORK

6.1 Introduction

Chapter two expounds the theoretical framework and a beginning of the single case study of this graduation thesis. It describes the evolvement and utilization of real estate strategies and urban planning strategies. Furthermore, it gives an overview of the history of urban development in The Hague. The literature study of this research is of exploratory nature and therefore sets the theoretical framework of the research. The second part of chapter two constitutes a beginning of the case study by establishing a timeline of the real estate Siemens developed in the city of The Hague from 1889 until today.

6.2 Evolvement of Real Estate Strategies

It is in the nature of buildings that they deteriorate and need to be exchanged or adapted to the need of the user over the course of time (Vande Putte, 2012b). The real estate market is rather static in terms of long development periods, long building life spans and slow reduction of stock, as well as limited production capacity and governmental regulation. Nevertheless, since the industrialization until today, globalization, technological process, economic cycles and innovations in workplace design challenges corporations to include their property in the overall business strategy (Lindholm, 2006).

Hence, there is a dynamic demand of real estate, in particular for corporate real estate, because of property cycles or waves that reflect varying market conditions, “where the economic activity moves from boom phase to bust and back to boom repeatedly” (Grover, 2013, p. 503). The rather slow adjustment mechanisms of the property market lead to the need of a proactive and long-term management of a corporations’ real estate portfolio to avoid hog cycle effects, that constitute an unproductive phase shift between demand and supply (Vande Putte, 2012b).

Hence, the management of corporate real estate (CRE) gained more and more attention during the 20th century and evolved into a professional discipline (Dewulf, 2000). Pioneers as, for instance, Zweckhauser and Silverman (1993), Veale (1989) and Nourse (1990), started to explore the research field of CREM only 30 years ago. “Since then, there have been many studies which documented corporate real estate practices in different countries, for example, Ernst and Young LLP (2002) for Europe” (Too, 2010, p. 238).
6.3 Utilization of private corporate accommodation strategies

Twenty years ago, Nourse and Roulac (Nourse, 1993), criticized the lack of interest of corporate managers to connect their overall business objectives to their property. Moreover, they are arguing that a big amount of a corporation’s assets are found in real property and maintenance costs.

Corporate real estate management represents not only the, often costly, need for a corporation to literally have a roof over the head. It is a “value adding opportunity” (Lindholm, 2006, p. 38), which can contribute to the overall performance of a corporations’ business (Dewulf, 2000). Therefore, a corporation’s decision on its real estate must be in line with the general accommodation strategy, which is supporting the overall corporate business objectives (Nourse, 1993). Examples for added value of real estate can be elements as increasing productivity, cost reduction, risk control, increase of value, increase of flexibility, changing the culture or PR and marketing (de Jonge, 1996).

According to Porter (Porter, 2004), the main objective of a corporation is to reach sustainable competitive advantage, to “have capabilities and competences that enable them to produce services and products the market is willing to buy” (Singer, 2007, p. 28). Porter defines the expression of ‘competitive strategy’ with the term ‘sustainable competitive advantage’ that is divided into lowest costs, differentiation and focus.

The lowest costs strategy as well as the differentiation strategy serves a broad market, whereas the differentiation strategy endeavours to a unique positioning within either the high-price or low-price range. While the focus strategy specializes on a smaller market range, it can also be divided into lowest cost focus and differentiation focus.

In order to reach this goal, real estate is to be seen as a capital asset that needs to be in line with the objectives of the individual corporations business (Appel-Meulenbroek, 2007).

Due to the fact that almost every corporation has its unique business and individual overall objectives, there are a number of individually modified real estate strategies (Lindholm, 2006). Hence, every organisation is using a specific real estate strategy that is adjusted to their needs. Nevertheless there are various categorizations of real estate strategies.

Roulac (Roulac, 2001), categorizes them into the following strategies:

- Occupancy cost minimization
- Increase flexibility
- Promote human resources objectives
- Promote marketing message
- Promote sales and selling process
- Facilitate production, operations services and delivery
- Facilitate managerial process
- Capture the real estate value creation of business
Whereas Roulac refers to eight strategies, O’Mara (O’Mara, 1999) differentiates between the following three core strategies:

- **The Incremental Strategy,**
  which is adjusting to an uncertain future and builds upon itself one after another. The end result is often a portfolio of “a random collection of various buildings, which most of the times does not deliberately contribute to the expression of an organisation’s competitive strategy” (Singer, 2007, p. 26). Moreover, this strategy is often unsuitable for the static nature of the real estate market and does not result in optimal financial investments.

- **The Value-Based Strategy,**
  which often results not only in a portfolio of functional buildings, but also embodies the corporate identity in form of a visual statement. This can contribute to a desired image that additionally “uses design to shape behaviour” (Singer, 2007, p. 28). A possible disadvantage of the application of a value based strategy can eventuate in a portfolio of a costly, time-consuming and malfunctioning buildings.

- **The Standardisation Strategy,**
  is resulting in a portfolio of iterative, similar buildings with a “predictable use of assets” (Singer, 2007, p. 27). This strategy has a rational emphasis on business effectiveness, costs and employees behaviour.

Singer et al. established the ‘Combined model for real estate strategies and competitive strategies’, which encompasses the three real estate strategies of O’Mara with the three types of competitive strategies of Porter. Hence, the combined model for real estate strategies and competitive strategies contains both categorizations, the one of Porter on one axis and the one of O’Mara on the other axis, and enables the visualization of the positioning of a corporation. This approach allows to categorize various approaches of a corporation’s combination of a real estate and competitive strategy (Singer, 2007).

### 6.4 Evolvement of urban planning strategies in The Netherlands

In the nineteenth century, the industry and the infrastructural revolution gave rise to an urban explosion. Industry and transit trade let the way to the future, caused a growing population, generated jobs and raised the wealth of the population (Wagenaar, 2011). Hence, more and more corporations emerged and settled down in cities and developed them into “real engines of the new economy”, (Wagenaar, 2011, p. 158).
The first urban planning theories came from Germany and already addressed economical issues. The pioneer of Urbanism is called R. Baumeister and wrote the treatise on urban expansion in 1876, named ‘Urban expansion from the point of view of technology, policing and economy’, where he argued that the only acceptable basis for a city is a sound, industrial economy (Wagenaar, 2011, p. 179). Baumeister argued in his book that it is the municipality’s task to produce a general plan that directs the future growth of a city and not to leave urban growth up to the market. “Even if the state was not expected to run the economy, it had at least proven its ability to create the conditions under which private enterprises could flourish” (Wagenaar, 2011, p. 157).

These town planning principles from Germany, England and the United States were “imported and adapted to the Dutch situation” (Wagenaar, 2011, p. 176). However, the City of The Hague played a role in urban planning history, by participating in the first urban planning exhibition in 1903 in Dresden, Germany.

Already twenty years before this exhibition, The Netherland experienced a shift from agricultural-based regions to a concentration of industrial regions in the western provinces, the Randstad area.

Urban city planning was needed not only to shelter all the immigrants that flocked into the urban areas, it was necessary to combat the ‘dramatically unhealthy conditions in the cities’ (Wagenaar, 2011, p. 204). The new residents were poor and suffered from bad living conditions. Hence, the initial tasks of urban planning were to provide canalization, water supply systems, garbage disposals and to establish an infrastructure. This was all made possible through the pioneering ‘Wooningwet’ [Dutch for : Public Housing Law] and the ‘Gezondheidswet’ [Dutch for: Public Health Law] that came into force in 1901. The enormous flood of people entering the urban areas lead to the first applications of zoning, which were applied in Amsterdam where housing was transformed into offices.

According to Wagenaar, urban planning strategies in the Netherlands were based on the three following approaches; the city as a work of engineering, a work of art, or a relict of the past that needed to be replaced by garden cities. Whereas in the 19th century the first expansion plans were drawn up by civil and military engineers, the beginning of the 20th century engendered the pioneers of Dutch architects and urban planners as, for instance, K.P.C. de Bazel, H.P. Berlage, W. Dudok, J.H.E. Rückert and A.W. Weissmann.
6.5. History of Urban Development in The Hague

The Hague experienced a growth from the middle of the 19th century thanks to its emerging industry (Stokvis, 1987). Back then, The Hague was still located only within its central canal system, the ‘Singelgrachten’. A first urban expansion took place in 1890 and the first governmental urban planning department, the ‘Dienst Gemeentewerken’ was established and bought up and incorporated areas around the core centre for future developments (Schuddebeurs, 2013).

In 1880 the Dutch agriculture got driven out of the market by cheaper competitors form overseas, which resulted in the so-called ‘Boerengolf’ [Dutch for ‘farmers wave’], that made plenty of people loose their employment (Wagenaar, 2011). As a result of the agricultural crisis, more than 4000 people moved from the countryside to the urban area of The Hague. From 1900 until 1930, the number of inhabitants more than doubled to 400,000 people (Schuddebeurs, 2013).

The Hague is the seat of the Dutch government that already back then constituted an important employer and client and therefore attracted plenty of employees and industries especially in the service sector.

Through the first expansion plan the municipality wanted The Hague to stay an attractive residence for wealthy people, to built parks and squares, create visual axes and establish main routes from south to north and west to east and to built new residential areas. Therefore, the first city expansion plan of the architect H.P. Berlage was established. Most noticeable on the Berlage plan is however the “subdivision of the city into numerous smaller units, often with partly
symmetrical street patterns centred around a square” (Wagenaar, 2011, p. 225). Many residential areas where erected as, for example, the Zeeheldenkwartier, the Schilderswijk and the Transvaalwijk (see Figure 7).

However, the Berlage Plan was designed for the wider area of The Hague, but only partially executed. This can be traced back to various reasons such as the outbreak of the first World War, a weakened economy and the incorporation of Loosduinen (Schuddebeurs, 2013).

The growth lasted until the Second World War that destroyed many new developments and left the city in a bad condition. 130,000 people needed to move from in the districts next to the coast, because their houses got demolished by the Nazi-regime and replaced by a line of bunkers, also known as the Atlantic Wall (Wagenaar, 2011).

In 1949, the reconstruction plan of the architect W.M. Dudok was based on the development of a new government centre, a central railroad station and a cultural centre that are all spread over the city. A whole new railway infrastructure was planned as well as an inner and an outer ring road. His plans to only reconstruct the destroyed areas attracted criticism and was answered by the ‘Plan 2000’ that intended to demolish most of the historic core and renew the entire city. The intention of a total redevelopment of the city stroke a chord with the war torn-country of The Netherlands to start a recommencement and leave behind the memories of the war periods.
In 1951 an alternative to Dudoks’s plan was established through the department of reconstruction of the city of The Hague. The key elements of the plans were shaping the city into a metropolis, building the ring motorway, redeveloping and establishing new zoning plans to relocate residential areas to the suburbs (Schuddebeurs, 2013).

From the end of the world war, the number of inhabitants virtually exploded and reached in 1960 until 1970 around 600,000 people. This can be traced back to the immigration of people from the Dutch East Indies (Schuddebeurs, 2013). After a decline of inhabitants after the peak in the 60’s the number of The Hague is steadily growing. The zoning plan of 1957 got never totally accomplished.
7. CASE STUDY

7.1 Introduction

The case of Siemens is chosen because The Hague was its first branch abroad in 1889, 42 years after its formation in Berlin, Germany. In the following part constitutes a beginning of the empirical research by elucidating the urban development of The Hague and the establishment and expansion of the corporation Siemens in the city.

Siemens can truly be called a pioneer in electrical engineering and its development of its accommodations reflects corporate history with regard to historical developments, technical progress and drastic changes in the world of employment from the industrial revolution until today.
Since its foundation in 1847, the company’s steady growth rested primarily on scientific discoveries and their utilization in innovative products marketed by Werner von Siemens and Johann Georg Halske (Schäche, 1997). In 166 years of corporate history, their buildings evolved from mere waterproof shells into a conspicuous emblem of identity (Schäche, 1997).
Today, Siemens is a multinational corporation with over 400,000 employees and 2,500 locations worldwide operating in Europe, America, Asia, Australia, Africa and the Middle East (Siemens, 2013a). Siemens Real Estate was officially founded in 1994 in Munich and is directing offices, manufacturing and warehouses of around 4.2 billion Euros and 15.8 million square meters rentable space (Siemens, 2013d).

7.3 Siemens in The Netherlands

The history of Siemens in The Netherlands can be traced back to the year 1852, already five years after Siemens was founded in Berlin, Germany. Back then, Siemens was delivering telegraphs to the Dutch telegraph office to establish the first connection from Rotterdam to Belgium (Siemens, 2013b).
In 1889 Siemens founded its first branch abroad from Germany in the city of The Hague. The reason for choosing The Hague could be based on the fact that the main costumer of Siemens was the Dutch government. Back then the city was already the seat of the government of the republic and constituted the most important client for Siemens.
During the beginning in the Netherlands it was still named after its founders Siemens & Halske.
In 1932, the corporation was renamed, from Siemens & Halske to Nederlandse Siemens Maatschappij N.V. and eventually in 1970 in Siemens Nederland N.V. (Siemens, 2013c). Four times Siemens relocated within the City of The Hague and extended from a small office building in the city centre to an operational plant in the industrial centre of The Hague, the
Beatrixpark. There, the last extension took part in 1993 when Siemens developed three additional buildings with a total floor space of 46,000 m². Today Siemens Nederland N.V. is employing over 2,990 people and has an annual turnover of 1,3 billion Euros (Siemens, 2012). Also in the Netherlands, Siemens is divided into the following four branches: Energy, Healthcare, Industry and Infrastructure & Cities. Among other locations in Hengelo, Zoetermeer, Burum and Cuijk, Siemens still has its head office located in The Hague.

- **1889 -1906, Hofsingel**

Eleven years after the establishment in The Netherlands, Siemens & Halske built the first electric power plant of The Hague at the Hofsingel in 1889 (Siemens, 2013c). During that time, The Hague only covered the central canal system, the Singelgrachten. The The Hofsingel nowadays is located in the centre of The Hague, between the Museum ‘Mauritshuis’ and the famous tower of the prime minister of The Netherlands. After the municipality decided to build an own electric power plant, the small factory could not compete anymore with the more efficient, large scale power plant of the municipality and had to close its doors in 1906 (Van den Noort, 1993).

- **1921 -1959, Huijgenspark 38- 39**

Built in 1921-22 by Siemens & Halske, ‘het Siemenshuis’ [Dutch for: The Siemens House] was the prestige head office building in The Netherlands. It was located in the in the Huijgenspark, named after the then director of Siemens Willem Huijgens. The park is clearly visible in the Berlage expansion plan of The Hague from 1907-1911.
The Huijgenspark was back then one of the few developed areas outside the central canal system of The Hague. According to Herman van Bergijk, a professor of history of architecture and urban planning at Delft University of Technology, it is noticeable that the building is not located towards Wassenaar, where normally big corporations established in this time. This might be because Siemens core business was focused on its main costumer: the government of The Netherlands that is located in the city centre.

The locations was well connected to a recently built tramway and formed the entrance to The Hague for those who came from the direction of Rotterdam and Delft ("Geschiedenis v. Den Haag ", 2013).

The German architect Hans Hertlein, who was, together with Karl Janisch, responsible for all Siemens buildings in that time, first built the German version of the ‘Siemenshaus’ and also the famous complex ‘Siemensstadt’ in Berlin and seven years later the Siemenshuis in The Hague. This accommodation was built on an existing building, which got transformed into the Siemens office. The four storeys high building still exists until today and features a strong architectural influence from the North of Germany, like for example the well-known Chile-House that was built in the same year in Hamburg. With the Siemenshuis, Hertlein stayed true to his principles of sobriety, functionality and monumentality and adapted them to Dutch traditional brick-style architecture (Hertlein, 1929).

Furthermore, it is designed to impress, in keeping with its prestige function as the company’s first headquarter in a foreign city, while maintaining a well-mannered restraint (Schäche, 1997).

On this example you can clearly see the process of ‘city formation’, where residential units are replaced by industry. “The term ‘city’ thus designated Figure 11 1922 Huijgenspark Office of Siemens (source: http://haagsebeeldbank.nl/afbeelding/30f073d1-f651-49d6-b2b5-bd73c3ee163f)

Figure 12 Stationsweg and Huijgenspark with tram (source: http://anemaa.home.xs4all.nl/ges/straten/huijgenspark.htm

“The term ‘city’ thus designated
the central area, where housing gave way to business seeking to benefit from the easy accessibility only the centres of cities could provide at that period”, (Wagenaar, 2011, p. 179)

In 1932 Siemens & Halske was renamed Nederlandse Siemens Maatschappij N.V. (NSM). The NSM erected five years later, in 1938, a factory in The Hague to produce communication engineering equipment (Siemens, 2013c).

• 1959 – 1992, Zonweg 63

In 1957-59, the Siemens complex ‘Binckhorst’ was opened at the crossing Zonweg/ Regulusweg and Saturnstraat in a mixed industrial and residential area of The Hague (Schäche, 1997).

The area of Binkhorst developed differently than it had been initially planned in the zoning plan of Berlage; According to this plan a goods station should have been developed (Kanneworff, 2011). However, it emerged in the 1950 to an important industrial site where plenty of employees worked not only at Siemens but also at a gas factory nearby. The low-voltage plant of Siemens was an additional building to the ‘Siemenshuis’ and later on to the newly built office in the Beatrixpark. It was designed in the tradition of Dutch Modernism by the architects Bellaard and Schutte and encompassed a warehouse, a factory and an office. After the Second World War the Siemenshuis was bought back in 1955 and the plant Binckhorst was the first new Siemens plant to be set up in an European country outside Germany after WW2.

Figure 13, Factory Binckhorst 1959, complex of Siemens at the Zonweg/Regulusweg/Saturnstraat
(source: http://haagsebeeldbank.nl/afbeelding/a7b6277f-9816-455c-abbd-30c22dccb530)

Figure 14, Factory Binckhorst 1960, from the Regulusweg
(source: http://haagsebeeldbank.nl/afbeelding/6ce268e1-ecad-4698-90ae-a28cbdf18676)
In 1970 NSM was renamed for the last time in Siemens Nederland N.V. (Siemens, 2013c). The complex got demolished in 1992, after Siemens located its factory in Zoetermeer (Groot, 2013).

- **1972, Wilhelmina van Pruisenweg**

Approximately two kilometres away from the Binckhorst complex, Siemens built a new complex already in the late 1960’s at the Wilhelmina van Pruisenweg at one of The Hague’s most frequented access roads, the ‘Utrechse baan’. The construction of this road is referable to the zoning plan of 1957. There it is located between the nowadays well-known ‘Poortgebouw’ of the corporation Nationale Nederlanden and the ministry of social affairs. In 1972, it was opened by Prince Bernhardt and the then director of Siemens B. Henny.

![Figure 15, Siemens Headquarter 1972, Wilhelmina van Pruisenweg 4](source: http://haagsebeeldbank.nl/beeldbank/indeling/detail/form/advanced/start/13?q_searchfield=siemens)

![Figure 16, Opening by Prince Bernhardt](source: http://haagsebeeldbank.nl/beeldbank/indeling/detail/form/advanced/start/84?q_searchfield=siemens)

In the late 1980’s Siemens already had a department that directed the real estate decisions of the corporation worldwide: the ‘Zentralabteilung für Bauten und Anlagen’ [German for: department of buildings and facilities'] located in the head office in Munich, Germany. This department comprised several sub-departments responsible for real estate strategies, architecture, technique and project planning. The official Siemens Real Estate department was founded in 1994, nevertheless there was already a corporate accommodation strategy that needed to be implemented in the corporation’s accommodation decision. The corporate accommodation strategy endeavoured a strong corporate identity and aspired to concentrate all company elements in one location (Duinen, 1993). The former director of the department, Peter Niehaus, explained at a conference the corporate identity od Siemens accommodations.
as follows: “The recognition value of Siemens buildings is not based on the routinely repetition of patented solutions, but on the recognition of specific design decisions approach and the constant application of specific architectural solutions as, for example, location, lighting and stairs” (Zwinkels, 1991). Siemens Nederland has been growing rapidly and has been through enormous organisational structure changes. This resulted in a need for a bigger complex that interlocks all company elements. The complex in Zoetermeer was built in 1991 and embodies several features of the application of this real estate strategy: the design is made in the head office in Germany, by the architect Gunther Standke, it is located on a highly frequented access road and built on a totally undeveloped parcel in an industrial area. Moreover, it is divided into several office buildings and manufacturing halls that can be extended additional attached developments. The corporate identity is, according to Niehaus, is implemented through clarity, transparency, lightness and lucidity to underline the image of the willingness to communicate. According to the architect, typical characteristics of the Dutch landscape and Urbanism have been implemented in the design through horizontal lines, sober silhouettes and water in between the buildings with little bridges and a lot of green.

- From 1992, development of the Beatrixpark 800

On the same location where the building form 1972 is located, Siemens extended its Dutch headquarter with a whole new complex. The main focus of the development was based on flexibility. Roland Dieterle, the project architect of Gunther Standke, explained that 80% of the annual turnover of Siemens is made by products that did not exist five years before. Product processes are constantly in change (Zwinkels, 1991, p. 97). Hence, flexibility was the key concept in the corporate accommodation strategy: the complex was built and rented out to third parties in several phases and therefore allowed Siemens to take its buildings into operation one after another.

In order to enable better communication, more streamlined internal and external services and higher sufficiency rates, Siemens expanded in the Beatrixpark of The Hague. At this prominent site, the already existing Siemens headquarter got transformed and extended and there was a whole new complex built in three phases with a total costs of 80 million Gulden (Standke, 1995).

The German architect Gunter Standke already worked in a collaboration to design the city hall of The Hague and built this complex together with the Dutch architectural office de Jong Hoogveld de Kat from 1992-99 (Vermeulen, 1998). They also built together the complex in Zoetermeer three years before. The According to Hoogveld the style of architecture is modern, timeless and does not make use of too many different materials which embodies the image of Siemens (Vermeulen, 1998, p. 91).
As illustrated in figure ??, the first extension of the existing headquarter was built in 1992 with a total of 15,000 m2 extra floor space (see building II). After that extension Siemens bought the terrain next to it, which was formally owned by the fire department and developed on this terrain three resembling buildings. These buildings where developed one after another and can be seen as the annual rings of a tree.

![Figure 17 Expansion at the Beatrixpark](image)

The building that is facing the street (building III.) and the building behind it (building IV) was rented to the corporation KPN and other small companies. Building V served as the other ones as well as a corporate real estate investment and was built at last after 1998 (Vermeulen, 1998).

After the completing building III, Siemens saw a change in the market demand of office space and implemented a more flexible floor plan and sustainable energy usage. Whereas building III was drawing its energy from district heating and cooling machines, the building IV was based on a more sustainable approach by for example using permanent underground energy storage techniques. This enabled was not only better for the environment but also resulted in lower maintenance costs.

In total they new built complex provide a floor space of 61,000 m2. Every building has nine storeys and a view on the railways that are running next to it. By connecting the wings to each other, the renters have the capability of occupying more and more space.
The phasing was used to enable the corporation to eventually grow in the new development. Already before they started building every building was totally rented out with short-term lease contracts (Duinen, 1993) that they can extend when they grow.

Through the analysis of historical development of Siemens accommodations in The Hague, the following timeline can be derived:
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   1.2 Societal Relevance
   1.3 Utilization Potential
   1.4 Personal Motivation

2. Problem Analysis
   2.1 Research Question
   2.2 Sub questions

3. The Objective and Intended end product

4. Research Design
   4.1 Research Methods
   4.2 Management at different levels
   4.3 The relationship of synergy and conflict
   4.4 Conceptual Model

5. A reader’s guide

Chapter II
THEORY

6. Theoretical framework
   6.1 Introduction
   6.2 Evolvement of real estate strategies and development until today
   6.3 Utilization of private corporate accommodation strategies
   6.4 Evolvement of urban planning strategies and development until today
   6.5 History of Urban Development in The Hague until today
   6.6 Corporate Accommodation of the Municipality of The Hague
   6.7 Steering means of corporations and cities
   6.8 Steering means of Siemens and The Hague
Chapter III
SYNTHESIS AND CONCLUSION

8. Synthesis
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8.2 The Hague

9. Siemens & The Hague
9.1 Strategy
9.2 Building
9.3 Location

10. Conclusion
10.1 Theoretical framework conclusion
10.2 Case Study conclusion
10.1 Reflection
10.1 Recommendations

References
9. SCHEDULING

The project of Corporations and Cities allows a flying start by moving quickly to the essence of the problem. As illustrated in Figure 7, within the phase of P1 the problem statement as well as the research question is set.

Within the phase of P2 and P3 the literature research sets the base for the theoretical framework that will be aligned with the findings of the case study. These two steps are interacting with each other.

The findings can lead in the phase of P4 to either an in-depth study of the case, depending on the willingness of Siemens to cooperate or, depending on the comparability of the already conducted cases, a comparison with other cases together with expert group interviews, which can explore the totality of the phenomenon.

Subsequently, the preceding literature research will be reflected and compared with the outcome of the in depth study/ totality of the phenomenon. In this way a conclusion can be drawn and lessons to be learned can be described.

Figure 7 outlines the graduation procedure from the phase of P1 started in September until the phase of P4 ending in June with the final P5 presentation.
References


Figure 1-6 & 17 (own)
Table 1 (own)