WHAT IS THE VALUE OF HIGH-
QUALITY SHOWROOMS FOR GERMAN
CAR MANUFACTURERS?

A STUDY OF CAR COMPANIES AND THEIR REAL ESTATE

P2 research proposal
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**Preface**

This report presents my research proposal regarding the graduation thesis of the master’s education of Real Estate & Housing at the faculty of architecture at the Technical University Delft.

It shows the layout of the research and all of its elements. It will go into depth of the problem statement, research questions and structure of the thesis. These parts combined will form the starting point from which the graduation project will be carried out.

This report has been created under the supervision of Dr. Ir. D.J.M. van der Voordt during the weekly meetings of the Corporate Real Estate Management (CREM) lab and Dr. Ir Dion Kooijman from the retail and leisure lab within the department of CREM.

Delft, 19th of June 2013
**ABSTRACT**

Experiences and emotions are becoming more important in the postmodern society. As Pine and Gilmore wrote in their book about the experience economy saying an ever evolving perception of consumers is that they want to be more individualistic and feel special. Car manufacturers in Germany have been offering car pick-up at their factories for decades, but the last two decades they have been focusing more and more on offering these wishes for experiences to customers. This thesis research discusses the flagships, or better: high quality showrooms, of German car manufacturers and investigates the value these buildings have for them. Do these immensely expensive buildings deliver what their owners intended them for? Will they for instance attract more visitors to their centre, and will this inflict more car sales? Will their brand image be improved or worsened by a statement made with a building? To answer these questions interviews with German company officials and the involved architects, Günther Henn – Munich, will be held. Also visits to these showrooms in Germany and in the Netherlands will be carried out to do a thorough study that can be linked to theoretical research to come with useful conclusions and recommendations.
SUMMARY

There are several changes that have been occurring in the consumer society and especially focusing on the automotive industry. The last decade the financial crisis struck worldwide which resulted in businesses seeing their profits fall, bursting real estate bubbles, and large scale bankruptcies. German car makers have been generally very capable of retaining good sales figures throughout these years by model diversification and expanding their market shares in China, being a steady growth market regarding car sales the last years (Bryant, 2013). However as of last year sales are also declining in the European market and economic growth in China is becoming more steady meaning that the sales are not growing as explosive as before any more (2013).

Another phenomenon that has been gaining more interest the last decades has to do with consumer behaviour and experiences; the so called experience economy. For customers the experiences and emotions are becoming more and more important and they want to feel special and individualistic.

In Germany customer car pick-up at the factory has been a common use since the late 50s when American soldiers were stationed there. However, the last two decades German car manufacturers have been acting towards the trend of the experience economy and built large buildings next to their headquarters or main factories. These flagships house a customer car pick-up centre next to a range of other facilities that have exciting things to offer to their customers. They are usually very costly buildings with futuristic designs where no expense has been spared.

Many questions arise when looking at these buildings bearing in mind the possible several uses they have to their respective owners. One of the leading one is what their strategic value is to the companies that built them. How do car manufacturers perceive the value of these buildings within an evolving society based more on experience than the previously common accepted consumerism based on just buying goods or receiving services?

In order to captivate visitors that come to experience centres it is necessary to do so by using spectacular buildings which accentuate what they want the visitor to see, and how they want them to see it. The building’s architecture is therefore of great importance. Next to this it can be expected that the architecture of the experience centres bears a resemblance or is in some ways linked to the design strategy used for the cars’ designs.

The buildings used by the companies have a specific location all close to the headquarters and/or factory and the architecture of them has a substantial influence on the design of the cars but also the views people have on the car design in relation to the building’s architecture. In other words; the building is an extension of the brand. For example BMW Welt in Munich has become one of the biggest touristic attractions in the city, and has much further reaching effects than would be expected at first glance. This kind of brand marketing is also an

Main research question:
What is the value of high-quality showrooms for German car manufacturers?

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aspect that will be investigated, and if the value that is added with this marketing can be related to the Real Estate itself.

The research will be based around 6 case studies of Germany’s largest car brands and buildings: Mercedes-Benz, Volkswagen Autostadt, Gläserne Manufaktur, BMW Welt, AUDI Forum, and Porsche. These brands and locations all have a specific way of creating an experience for its visitors, but with different ways on how to give this experience to their visitors. This ranges from museums showing the brand’s history to scenic landscapes with individual pavilions showcasing several brands.

Additionally a comparison with affiliated dealerships in the Netherlands can be made to see whether or not the design views and marketing strategies have its effect on these building's architecture and experience too.

An important part of mapping the processes, ideas, and views behind the development and realisation of these structures will be supported by interviews with the manufacturers themselves, professionals in the field of planning and architecture, dealerships, and clients. These are all relevant to the research, and it will be interesting to see what differences and similarities they have in their views on strategic value, experiences created by the buildings, the buildings themselves, and the relation between the three.

The result of this research will therefore be of an explorative nature trying to pinpoint the strategic value of experience centres for car manufacturers in Germany, capture the reasoning and thoughts behind the marketing and business strategies of these companies, and how they cope with a changing kind of consumer.
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CHAPTER 1 | INTRODUCTION

1.1 Cause

There are several changes that have been occurring in the consumer society and especially focusing on the automotive industry. The last decade the financial crisis struck worldwide which resulted in businesses seeing their profits fall, bursting real estate bubbles, and large scale bankruptcies. German car makers have been generally very capable of retaining good sales figures throughout these years by model diversification and expanding their market shares in China, being a steady growth market regarding car sales the last years (Bryant, 2013).

Recent news published in annual reports confirms, according to Bryant, that even the good times have come to an end for German carmakers. Sales are declining in the European market and economic growth in China is becoming more steady meaning that the sales are not growing as explosive as before any more (2013).

Figure 1 shows the contrast in sales between two of the biggest car manufacturers in the world during a time span of 6 years. What can be seen is the strong decline in share prices for both companies since 2007 until the end of 2008. After that both seemed to be making progress but eventually BMW managed to take big lead.

Based on this figure and linking this to the opening of BMW’s new experience centre next to the headquarters in Munich in 2008, this could very well be one of the reasons for the stronger growth of BMW than Mercedes-Benz has seen since then. There is however no scientific proof this has been an instigator for this growth. The experience centre BMW Welt accredits for a large flow of visitors as published by the BMW group, when in 2011 their centre and museum attracted a record total of 2.4 million visitors making it the most visited touristic attraction in Bayern Germany (2012). Next to these visitors also a mere 18.000 people opted for the service of picking up of their new car here.

Changes in consumer behaviour have been going on rapidly during the last decades which is, as Pine and Gilmore describe it, caused by evolving perception.
of consumers that they want to be more individualistic and feel special. The focus has changed from mere services and goods towards experiences and commodities. This relates to drinking just a cup of coffee at a cafe to going to Starbucks and ordering fancy coffee, the experience of seeing the barista prepare and serve the coffee, and drinking it in a designed environment.

In the current context of mass consumption and consumers relying more on experience than on the goods and services itself, the automotive manufacturers go along with this trend more than ever before. The last two decades the most prominent German brands have been constructing new buildings to accommodate the experiences consumers wish to receive. These buildings offer visitors an exciting visit within interesting architecture that showcases the brand and its products at its best. Their architecture being related with their brand and its car design views; an ever evolving relation that dates back to the start of Fordism when they introduced the model T with the automated assembly line in 1907 (Gartman, 2009).

### 1.2 Motivation and Vision

#### Motivation

The drive for choosing a subject related to the automotive industry comes from a lifelong interest in anything related to the cars, the actual car manufacturing processes and the way large manufacturers present themselves to their (potential) customers.

The ongoing financial crisis has an impact on any kind of business no matter the scale of their activities. Keeping this in mind the impact on the automotive industry is also apparent which shows when reading newspaper articles reporting on closing of factories, declining sales figures, and improving the efficiency of manufacturing processes.

The way manufacturers these days promote their business and anticipate on attracting new customers to buy their product has a great interest to me personally and is, combined with, the fact certain brands still invest large amounts of money in real estate the main aspect for choosing this subject.

Connecting this interest to existing research on the theme of value adding by real estate there are clear links which can be discovered and unravelled to gain understanding of the choices made by manufacturers and consequently map the processes and decisions behind them.

#### Vision

The subject relates to understanding of corporate real estate management and adaption of the real estate portfolios of large companies in order to add value to companies.

The theme of added value by real estate will be explained in a paragraph of this chapter to be clear about what definitions are used throughout this thesis. Adding value by real estate is a theme that is researched by key figures in this field of real estate such as Jensen (2010; 2012c), Lindholm et al. (2006; 2006; 2006), de Vries et al. (2008), and de Jonge (1996). The research however should broaden the research carried out so far and possibly add to the existing frameworks that focus on key performance drivers of real estate by identifying what the drivers are behind this specific kind of automotive business. The automotive industry is a
multi-billion dollar sector of the retail industry so relevance of investigation and carrying out research is evident.

The frameworks created by these researchers focus on several aspects of adding value by real estate, which range from image to innovation and user satisfaction. Linking these so called key performance indicators to the specific type of building created by car manufacturers will be one of the main aspects to determine the value they have for their owners.

Linking the values of experience centres to changes in consumer behaviour found in literature will prove vital as this relates to the sociological aspect these centres have on customers (Pine & Gilmore, 2011).

1.3 Study targets and goal

The goal is to graduate during the winter of 2013 after an interesting but intense career as a student in Delft. Graduation will be done at the department of Real Estate and Housing at the faculty of architecture in Delft. In this final year of studying, the thesis will give many possibilities to expand knowledge and think of a subject that is a current topic within the real estate industry. Since the thesis will comprise of a semester of preparations and writing a research proposal, and another semester of carrying out the research, choosing a subject that interests you and drives you is therefore the most important aspect.

The targets to be met regarding this research project in general are to give answers to questions raised regarding the topic of added value of real estate within the automotive sector. This to understand why companies take decisions and how these decisions can be related to the company’s business strategy and overall success (or failure). The understanding of decision making processes on real estate within large companies such as car manufacturers will prove for a later career in consulting. The aim is to master one specific theme which is in line with the title to be received after graduating.

Relevance of the research

When carrying out a research project, like writing a thesis, it is important to determine what the relevance of the research is on a societal and/or scientific level. The relevance of this particular thesis will revolve around both societal and scientific levels.

The societal relevance relates to the idea that the consumer society has been changing and is still moving towards an economy based on experiences rather than just mere goods and services. This sociological change has many implications for not only the consumers but also companies who have to deal with these changes.

The scientific relevance relates to the understanding of the existing frameworks made by researchers in the past regarding the theme of adding value by real estate. The research will use these frameworks as a base point from where this model can be extended and supplemented with data and findings from case study research. These findings will make it possible to add to the existing material and contribute to the scientific development of the theory of adding value by real estate.
GOAL
The goal of this research is to find out what the development of a high quality showroom implies for a company before and after the construction has been carried out. Special attention will also be paid to the strategic value of this real estate and what this means for an automotive company and its overall strategy. This to gain an understanding of the choices leaders in the field take to expand their businesses and how they justify these choices towards their shareholders and the expected financial outcomes that are related to those choices.

1.4 Definitions
This paragraph will describe commonly used definitions in this thesis to make clear what is being meant when there is referred to any of the definitions in the text and to eliminate any confusion. The definitions have been found in dictionaries or papers written by professionals in the field.

The two most important definitions are added value and high quality showroom. Therefore these two will be identified clearly to make sure no ambiguity will occur in the rest of the report.

Added value = the trade-off between costs and benefits (see also chapter 2.3 for further explanation).

High quality showroom = flagship stores built by car manufacturers that house several functions apart from customer car pick-up.

The definitions listed below were taken from two dictionaries being the Van Dale (www.vandale.nl) and Oxford dictionaries (www.oxforddictionaries.com) and are the way they should be interpreted for when used in this thesis.

Corporate real estate = property held for supporting a business and supporting its processes.

Corporate real estate management = the strategic management of the property used by businesses to operate their processes from.

Experience = an event or occurrence which leaves an impression on someone.

Experience economy = an economy in which many goods or services are sold by emphasizing the effect they can have on people’s lives.

High-quality = the quality of being superior.

Intangible asset = those objects that don’t have any physical substance, such as knowledge, copyrights, trademarks, and patents. They are usually hard to measure.

Key performance driver (KPI) = something that has a big impact on the performance of a specific business.

Showroom = A room used for displaying a company's products. Most commonly, a showroom refers to the area where an automobile manufacturer displays its various models of cars.

Strategic value = the degree to which a particular action or planned action is important or useful in relation to something that it wants to achieve.
Main research question: What is the value of high-quality showrooms for German car manufacturers?

To answer the main research question it is necessary to gain certain knowledge. This will be generated by answering the following sub questions.

Value
Related to what strategic value of high quality showrooms will mean for car manufacturers, a link has to be made to literature that describes changing consumer behaviour with regards to the experience society as described by Pine and Gilmore (2011). Therefore an important question to answer is:

In what way has consumer society changed in the last decades?

Understanding how a specific type of building can contribute to a movement in consumer behaviour is important to understand these social changes.

How do high quality showrooms relate to the experience society?

According to the frameworks of value adding by real estate, the aspects to focus on in order to add value by real estate are also related to the image of the company. A link should be made between the buildings built by car manufacturers and how this influences the image of the company:

How does the experience centre influence the image of the company?
As the buildings have been designed in a certain architectural style this implicitly relates to the design of the car; people will relate the building (and its design) to the brand and the cars that it produces.

Can car design be linked to building design?

Automotive (retail) sector

The second part will consist of researching the automotive industry and how things are organized in relation to real estate. To get a better idea of how the industry works an investigation about what the current trends are within the automotive sector should be carried out, answering to the following sub-question:

What are current trends in commerce of automotive companies?

Next to this there is literature written about the evolution of the automotive industry (Gartman, 2009) that will give an image of how the industry has changed since the introduction of the first mass produced cars by Henry Ford. This will show the progress and changes within the sector due to progress

What is the historical background of the automotive industry? How did it evolve over time?

After gaining knowledge about the current trends in the automotive industry there should be a focus on the kind of real estate that should accommodate the way of how manufacturers want to promote and/or sell their products.

Which kinds of real estate are needed for the promotion and/or selling of their products?

During the research there will also be a couple of case studies and interviews that will be carried out to investigate some of the more recent large scale projects. Since there are thousands of people involved in these projects it is interesting to gain understanding of the overall processes.

Who takes the decisions for the real estate project?

Why do only companies in Germany get involved in the new trends regarding building high-quality showrooms in reply to changed customer experiences?

Causal effects between strategic (added) value and automotive real estate

This final part will focus on the relations that can be made between the definition of strategic value, the frameworks to measure it and how this can be put into practice within the automotive industry.

The existing frameworks that have been created by Jensen (2010), De Vries (2008), Lindholm et al. (2006) and de Jonge (1996) focus on the elements or drivers behind adding value within real estate. The aspect which should be focused on if these frameworks can be used as to pinpoint how the specific real estate of the automotive industry adds value to their corporate strategy? This leads to the following question:

Can the values of experience centers be normalized for car manufacturers?

And can this information be normalized, to use for other manufacturers?
1.7 Research design

Type of research
According to Kumar (2011, pp. 4-15) there are a number of ways to carry out research and how the research is qualified. The research in this case will comprise of an extensive literature study and research in the form of a case study research focusing on project specific characteristics which will use a combination of existing frameworks (Lindholm & Gibler, 2006; de Vries, et al., 2008) for measuring aspects of added value within a company. Next to this a number of the case studies will be visited, analyzed in-depth and focus on those companies who have engaged in constructing a high tech and high-quality showroom focusing on a new customer experience within the automotive sector. After carrying out both researches correlation can be determined between high-quality showrooms and the strategic value of this real estate. This will be done by doing a cross case analysis and reflecting on theory continuously throughout the process.

Outline of the research process
Figure 2 shows the basic outline of the research process visualised by going through the four steps in the research layout, the so called research design.

The P1 will focus on writing a research proposal, followed by an extensive literature study during the P1 and P2. During the P2 and P3 the case studies in will be conducted. Case studies consist of fieldwork, interviews and literature study on these cases. The interviews are focusing on the decision making process behind the large project and to see whether they lived up to the expectations and goals set before starting the project. Also aiming to quantify what value means to the manufacturers and if these value have been positive or negative. During the P4 period conclusions and recommendations will be written with regards to the comparison made between literature and practice.

Literature study
An important part of the research will consist of literature study. This study will be conducted on three areas that are related in this research and focuses on the experience economy, value adding by real estate, and automotive history and architecture. These three cores will form the theoretical background and can be linked to each other. In chapter 2 the findings from literature will be presented and show
Case studies
The case study research method is going to be applied to investigate different cases which relate to the automotive industry and compare them on certain predetermined aspects. This way of investigating will be used to gain knowledge about the cases and put theory about added value and the experience economy into practice. In the end it will be possible to evaluate the theories and cases, and their relationships. This circular movement is depicted in the figure below. Case study research will consist of using interviews with the companies involved, architects and consultants, document analyses (for instance annual reports), and field work.

The cases have been chosen for several reasons that make them interesting and useful as a study for this research. They have been chosen for their function, being flagships usually next to the headquarters of the brands and having more than one use (i.e. museum, car pick up, restaurants, park etc.).

As an introduction to these cases a small overview in the form of a table will be given with the main characteristics of each of the six cases as can be seen in table 1.
For a research time consideration is always an issue since there is a limited amount of time available to carry out the research. To safeguard this time a choice has been made to carry out a number of the cases in-depth (not all) and be able to compare them all on a more general level. The in-depth cases will comprise of field work, interviews and literature study as described in the research design. The cases will be discussed more thoroughly in chapter 3 and show the first results found.

Outcome of the research
An important part of mapping the processes, ideas, and views behind the development and realisation of these structures will be supported by interviews with the manufacturers themselves, professionals in the field of planning and architecture, dealerships, and clients. These are all relevant to the research, and it will be interesting to see what differences and similarities they have in their views on strategic value, experiences created by the buildings, the buildings themselves, and the relation between the three.

The result of this research will therefore be of an explorative nature trying to pinpoint the strategic value of experience centres for car manufacturers in Germany, capture the reasoning and thoughts behind the marketing and business strategies of these companies, and how they cope with a changing kind of consumer.
CHAPTER 2 | THEORETICAL EXPLORATION

This chapter will describe findings from literature on the topics of the experience economy, value adding by real estate, and automotive history in relation to building architecture. This knowledge will be used as background for further research into the value of the high quality showrooms for German car manufacturers. They also create the theoretical framework for the mapping of these values in a later stage.

2.1 THE EXPERIENCE ECONOMY

This paragraph will go into the depths of the experience economy and explain what it is, when it began and how it has evolved since then. It will discuss the effects this has had on customers and also manufacturers who want to offer these experiences to their customers and have had to change their business vision and strategy.

Pine and Gilmore start their book on the experience economy saying: goods and services are no longer enough. They stress the fact that in order to foster economic growth, create new jobs, and maintain economic prosperity it is necessary to come up with new opportunities and differentiated goods and services by creating experiences (Pine & Gilmore, 2011, p. IX). In their first release of the book in 1999 they already stressed the importance for executives to shift their focus on experience rather than solely services and goods in order to reach the previously mentioned goals. But since then not many have actually taken action.

In the current context of mass consumption and consumers relying more on experience than on the goods and services itself, the automotive manufacturers go along with this trend more than ever before. The last two decades the most prominent German brands have been constructing new buildings to accommodate the experiences consumers wish to receive. These buildings offer visitors an exciting visit within interesting architecture that showcases the brand and its products at its best. Their architecture being related with their brand and its car design views; an ever evolving relation that dates back to the start of Fordism when they introduced the model T with the automated assembly line in 1907 (Gartman, 2009).

As illustrated with the following figure taken from Pine and Gilmore, the staging of experiences is part of a customization which starts at extracting commodities to make goods. This is then followed by delivering services and can become staged experiences through customization. This process relates to a more differentiated competitive position regarding competitors and is relevant to the needs of customers.
Offering staged experiences to customers relate to giving a customer a service or good that is packed in an experience making it customized and therefore lets the customer feel special and unique. In every steps of figure 1 there is customization involved but in current times the last step of staging experiences is like a last resort for brands.

The best way to explain how the differences in figure 1 relate to each other is by using a clear example of the writer themselves about the changes and differences within the coffee industry. In the early days people would just buy the raw product, i.e. the beans, to make their own coffee at home – Commodities. Then the economy changed and evolved into people wanting more ease by buying grounded coffee – Make goods. When people don't feel like making a cup themselves they preferred cafeterias and restaurants making the coffee for them when they want to - Deliver services. Nowadays people go to Starbucks where the whole process from raw beans turns into a cup of coffee with additions of various ingredients, right in front of you and turn it into an experience for each customer.

The relation with the automotive industry in Germany dates back to the 50s of the last century, when American soldiers based in the country bought their German cars and requested to pick them up at the factory. This idea eventually took off and became a commodity in the German car industry. The car makers have been improving this idea of car pickup by customers through the decades and turned it into complete customer experience. In this way they relate to the book of Pine and Gilmore and their explanation on the experience economy; turning goods and services into experiences through customization.

Companies such as BMW and Volkswagen have created large structures throughout the last decade that house several functions. In the case of BMW this started out as small a museum in 1972 next to the distinctive headquarters of the four cylindrical towers that were designed by Karl Schwanzer in 1968 and turned into the biggest touristic of the whole of Bayern in Germany with 2.4 million visitors in 2011 alone (BMW Group, 2012).
2.2 Value of Real Estate

This paragraph will start by explaining the idea behind value and the use of the theories. To gain understanding of the concept of value of real estate the following chapter will introduce the theory that has been researched by key researchers in the field of real estate management. This will be done to clarify and point out which theoretical framework will be used in the course of this thesis and how it can contribute to the research. Next to this a definition of the most important terminology like added value will be given to avoid misunderstandings.

The theories on added value relate to strategies that can be implemented by companies to add value by real estate to the overall business. This means that by implementing them the aim is to add value, the overall misconception I believe is that this is a strategy, so it’s not granted they will add value to the overall business. This is a goal with an outcome that can be either negative or positive. The focus of the theory on adding value by real estate however is on strategies which always aim for a positive result. To use these strategies as variables for a study on the value the real estate has for German carmakers will then imply a bias towards the positive results. This can also influence interviewees during the interviews with questions related to value of the high quality showrooms. For this reason it’s better to use value (something that can be either positive or negative) in the rest of this research. The outcome of what this value is will be elaborated on in the conclusions section of this thesis.

Corporate Real Estate Management

The idea of corporate real estate management is that it is the management of the real estate portfolio of a company in such a way that it aims to maximize the value for the company and to the overall performance of the company (Dewulf, Krumm, & De Jonge, 2000). In this sense it can be said that real estate has a value. For strategy makers the choice of definitions has always been on added value; adding value by real estate to contribute to a firm. The theory about added value has always been a widely researched topic in the field of real estate. Facility management, strategic management, portfolio management are just a number of the facets that relate to added value. Nourse and Roulac wrote a paper about the strategic driving forces, or interventions, that can add to the corporate business strategy and processes and alternative real estate strategies that can be pursued in order to do so (1993).

Since then a lot has been written about the ways in which real estate can add value and contribute to the overall strategy of a business. A fraction of the authors who write on the subject of value adding complement this by making a framework with key performance indicators that visualize the different stages in adding value. A recent publication by Jensen, van der Voordt and Coenen on the added value of facility management consists of a critical review on all literature that has been published related to the topic, to make an inventory of said literature, and to assess what could be done for further research (2012a; Jensen, et al., 2012c). In the conclusions of these pieces the authors publish a list of 9 findings that give understanding on the added value of facility management.
strategy on a conceptual level and from an instrumental point-of-view (Jensen, et al., 2012c, pp. 210-212).

Main contributors to research on added value have been Lindholm et al. (2006), de Vries et al. (2008), Den Heijer (2011) and Jensen (Jensen, 2010) whose research will be further elaborated in the following paragraphs.

The first model that will be looked into is the one of Lindholm et al. She regards corporate real estate management as a part of the firm’s strategic network which has value adding attributes being the operating decisions that follow from the real estate strategy that is being pursued. These decisions can lead to added value for a firm and subsequently maximize the wealth of shareholders as can be seen in figure 4.

These real estate strategies directly relate to the business strategy and other functional strategies of the company, which follow from the company’s vision and mission.

**Figure 4 - CREM as part of a firm’s strategic framework (Lindholm, Gibler, & Levainen, 2006, p. 453)**
The model of Lindholm et al. has a strong focus on shareholder value as the outcome of adding value; maximizing the wealth of the owners through revenue and productivity growth. There are however some distinctions which for instance can be seen in the facility management value map by Jensen which takes into account several stakeholders. Not solely focusing on the owners, Jensen also focuses on the staff (employees), customers and society.

The model by Jackie de Vries et al. depicts the contribution of real estate interventions on the outcomes of productivity, profitability and competitive advantage as can be seen in figure 5. The added value is being measured with the use of performance indicators. When compared to the model of Alexandra den Heijer this differs wrote a thesis on the subject of value adding and focused on the university campus.

Jensen’s value map is an example of an extensive model that takes into account the different ways in which facility management can create value for core businesses and stakeholders such as owners, staff, customers, and society.

In additional research carried out by van der Zwart he investigates the decision making and real estate added value in hospital infrastructure (2011). He has compiled an overview of the interventions on how real estate could be linked to the corporate business processes. He maps the different types of added value of

Figure 5 - Four frameworks for real estate strategies. Starting clockwise in the top left corner: Lindholm, De Vries, Den Heijer, Jensen (2012, pp. 189, 200, 206, 207)
real estate and points out the overlap within these researches. To do so he has used the theories of Lindholm, de Vries, den Heijer and Jensen. Since these are the exact same theories as the ones used for this comparison, the findings from his research will be used for reflection.

Most of the authors have mentioned 9 types of added value. They are: (1) reducing costs; (2) improving productivity; (3) increasing user satisfaction; (4) improving culture; (5) increasing innovation; (6) supporting image; (7) improving flexibility; (8) improving the financial position and (9) controlling risks.

The table shows the 9 types of real estate strategies to reach added value and how the research of the four authors relates to these strategies. How they relate to each of these strategies has been answered according to the individual framework of each author.

a. Lindholm: profitability or revenue growth;
b. De Vries: profitability, productivity and competitive advantage;
c. Jensen: economy, process and people
d. Den Heijer: controllers, users, policy makers and technical managers.

<table>
<thead>
<tr>
<th></th>
<th>Lindholm</th>
<th>De Vries</th>
<th>Jensen</th>
<th>Den Heijer</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>2006</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Maximize shareholders wealth</td>
<td>profitability growth</td>
<td>profitability</td>
<td>economy</td>
<td>controller</td>
</tr>
<tr>
<td>Performance for Stakeholders</td>
<td>profitability growth</td>
<td>competitive advantage</td>
<td>process</td>
<td>user</td>
</tr>
<tr>
<td><strong>2010</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Impact on core business</td>
<td>revenue growth</td>
<td>productivity</td>
<td>people</td>
<td>user</td>
</tr>
<tr>
<td><strong>2011</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>CREM stakeholder model</td>
<td>profitability growth</td>
<td>competitive advantage</td>
<td>people</td>
<td>policy maker</td>
</tr>
</tbody>
</table>

**Table 2 - Nine types of added value of real estate defined from CREM literature (van der Zwart, 2011, p. 54)**
2.3 Definition of added value

From the previously discussed research it becomes clear that there is a lot of overlap between the different findings and definitions being used. As described in chapter 17 of the book on the added value of facility management, many different definitions of added value exist (Jensen, van der Voordt, Coenen, & sarasaja, 2012b). This ambiguity can cause confusion while writing about the topic and using the term added value further along in this thesis. Therefore choosing the definitions that suit the research best can take away this possible confusion and lead to a more coherent story.

A clear definition of added value has been given by Jensen et al. in their book about the added value of facility management, where they describe it as the trade-off between the benefits and the costs and risks connected with achieving these benefits (2012a).

In order to carry out a theoretically sound research it is not possible to use just one framework to pinpoint the added value of high quality showrooms for German car manufacturers. This is because a large part of the research focuses on the experience economy and customer behaviour. The models by Lindholm et al. and de Vries et al. focus solely on added value for the owners of the company. Simply swapping the owners for customers would lead to odd outcomes. The two main drivers being productivity and revenue growth don’t have any relation with customers.

However, the use of parts of these models can prove interesting as they focus on a greater overall idea of competitive advantage for the company over competitors. Adding to the company’s revenue growth has to do with attracting more customers, which can visit the building and/or buy a product, and creating competitive advantage using KPI’s such as supporting the image of the firm.

2.4 Final framework used for this research

As a result of the previously discussed topics on the frameworks of added value by real estate it is possible to choose a number of parts from the frameworks that will be usable for this research, and all in all contribute to the theoretical foundation to reflect upon after doing case studies.

These indicators for added value have been changed into indicators for value without the added part as it is important to remain unbiased throughout the research. This value can be either positive or negative.

The focus in the rest of this research will be on:

(1) User satisfaction
(2) Culture
(3) Image

These three values will be the basis for the conceptual model and serve as the pillars on which the buildings and their owners’ strategies will be investigated.

The three values focus for the most part on competitive advantage and users/people as a basis for relating to while investigating. I.e. the value of image and user satisfaction is related to the people who use the real estate, being
customers and employees. This is directly related to experience economy theory discussed in paragraph 2.1.

2.5 Conceptual model

For further study a diagram has been set up as can be seen in figure 6, which shows the assumed cause and effect relations that are apparent in the case of an high quality showroom and the creation of value with the real estate for the manufacturers. The high quality showroom is in this case the cause for the assumed effect; the creation of value. Intervening variables, the variables that have an effect on the relationship between the cause and effect, are the three variables that have been determined in the previous paragraph. These are culture, user satisfaction and image. A number of other variables being location, visitor numbers, sales numbers, building costs, architecture, and car design, are the variables that are directly or indirectly related to the variables.

To further identify how these sub variables have an effect on the variables, which in their turn have an effect on the assumed effect, table 3 has been created. This table specifies scores that belong to each of the sub variables and shows how they will be investigated. Based on this table a conceptual model (figure 6) has also been created to clarify the relationships that the variable have with each other, be it directly or indirectly.

<table>
<thead>
<tr>
<th>Variables</th>
<th>Sub variables</th>
<th>Scores</th>
<th>Research unit</th>
</tr>
</thead>
<tbody>
<tr>
<td>High quality</td>
<td>Location</td>
<td>A-location</td>
<td>Documents and fieldwork</td>
</tr>
<tr>
<td></td>
<td></td>
<td>B-location</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>C-location</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Functions</td>
<td>Number and description</td>
<td>Documents and fieldwork</td>
</tr>
<tr>
<td></td>
<td></td>
<td>of functions</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Architecture</td>
<td></td>
<td>Interviews with Henn architects and BMW/VW</td>
</tr>
<tr>
<td></td>
<td>Car design</td>
<td></td>
<td>Interviews with Henn architects and BMW/VW</td>
</tr>
<tr>
<td></td>
<td>Building costs</td>
<td># in Euros</td>
<td>Documents/Data analysis (building information)</td>
</tr>
<tr>
<td>User satisfaction</td>
<td>Sales numbers</td>
<td># in Euros</td>
<td>Documents/Data analysis (annual reports)</td>
</tr>
<tr>
<td></td>
<td>Visitor numbers</td>
<td># in people</td>
<td>Documents/Data analysis (annual reports)</td>
</tr>
<tr>
<td>Culture</td>
<td>Marketing</td>
<td># in Euros</td>
<td>Documents/Data analysis (annual reports)</td>
</tr>
<tr>
<td>Image</td>
<td>Sales numbers</td>
<td># in Euros</td>
<td>Documents/Data analysis (annual reports)</td>
</tr>
<tr>
<td></td>
<td>Visitor numbers</td>
<td># in people</td>
<td>Documents/Data analysis (annual reports)</td>
</tr>
</tbody>
</table>

**TABLE 3 - VARIABLES AND SCORES**

Sub variables such as architecture and car design have been left empty in their scores as the outcomes of this will be a subjective result that will follow after interviews with involved parties such as BMW and Volkswagen, or the project architect Henn architects from Munich.
The conceptual framework is a schematic model that has been created to show the main things to be studied and the assumed relationships between them (Miles & Huberman, 1994). In the following figure the variables discussed in table 3 have been set out and linked to each other with assumed relationships and the effect they have on the other.

The most important variables are the green coloured bubbles. They influence each other and provide tension but cohesion amongst each other. The model shows that location, functions, architecture and car design have an influence on the high quality showroom but assumed only in a way of what the high quality showroom will look like. The high quality showroom however has an effect on the culture of the company (the communication by real estate – table 2, the user satisfaction and the perceived image of the company. These have an effect on measurable numbers such as car sales (also merchandise and other goods) and visitor numbers. These combined will increase the value of the real estate of the car manufacturers.
CHAPTER 3 | CASE STUDIES

3.1 INTRODUCTION

As part of the qualitative research that will be carried out during this thesis, this chapter will elaborate on the use of case studies for further investigation of key performance drivers for automotive real estate.

The strengths of a case study research as pointed out by the Colorado State university (Becker, Dawson, Devine, Hannum, Hill, Leydens, Matuskevich, Traver, & Palmquist, 1994-2012, p. 11) are the flexibility because of their emphasis on exploration rather than being of a prescriptive or predictive nature. This gives researchers the possibility to begin their research with a broad set of questions, and narrow down the focus as the research progresses. The supposed weakness of being subjective and only generalizable to a specific context can be refuted by the fact that these case studies are focusing on a specific context being the retail market.

As Leentje Volker and Tim Rose discover in their research on incentive mechanisms in infrastructure projects, it is a good possibility to do a cross-case comparison of case studies even when at first sight they appear to be very different in characteristics (Volker & Rose, 2012). However, to make the comparisons between the cases reliable it is important to determine what should be the basis on which they do share similarities (Volker & Rose, 2012, p. 6). In this case it was the fact that all four cases shared the same incentive based system.

3.2 OBJECTIVES AND METHODOLOGY

The following figure shows the basic layout of how the case study research will be carried out. There are a number of cases that will be investigated, and only two or three that will be carried out in-depth in order to safeguard the time constraints and quality. During all of these cases the focus will be on data collection, analysis and comparison. The in-depth cases will go further in the sense that they will be visited for fieldwork and conducting interviews with involved architects and company officials. Data that will be gathered is related to the variables and scores table in chapter 2.5. Questions that should be answered are: how do the companies view their customers and visitors? What are their views on offering experiences? In the conclusions section of this chapter a comparison between all the cases will be made regarding the aspects pointed out in table 3.

FIGURE 7 - LAYOUT OF CASE STUDY RESEARCH (OWN ILLUSTRATION)
3.3 Case selection
The cases have been selected based upon personal experiences and visits to the sites in Germany and reading about them in literature and architecture magazines. In order to make a concise and coherent bundle of cases all the sites in Germany of car manufacturers that have a building or area that houses facilities that can give an experience to customers have been picked out.

<table>
<thead>
<tr>
<th>Location</th>
<th>Autostadt VW</th>
<th>Gläserne Manufaktur</th>
<th>BMW Welt</th>
<th>Mercedes-Benz museum</th>
<th>Audi Forum</th>
<th>Porsche Museum</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Wolfsburg, Germany</td>
<td>Dresden, Germany</td>
<td>München, Germany</td>
<td>Stuttgart, Germany</td>
<td>Ingolstadt, Germany</td>
<td>Zuffenhausen, Germany</td>
</tr>
<tr>
<td>Function</td>
<td>Pick-up, exhibition, cafes, auditorium</td>
<td>Pick-up of three premium type VW’s</td>
<td>Pick-up, exhibition, shops, cafe, museum, auditorium</td>
<td>Museum, car sales, shop, restaurant,</td>
<td>Pick-up, museum, exhibition, cafes, auditorium</td>
<td>Museum, shop, restaurant,</td>
</tr>
<tr>
<td>Single/multiple brands</td>
<td>Multiple</td>
<td>Single</td>
<td>Multiple</td>
<td>Single</td>
<td>Single</td>
<td>Single</td>
</tr>
<tr>
<td>Locational context</td>
<td>Next to factory</td>
<td>Main road and green area</td>
<td>Next to factory/HQ and highway</td>
<td>Next to factory/HQ and highway</td>
<td>Next to factory and residences</td>
<td>Next to factory/HQ</td>
</tr>
</tbody>
</table>

3.4 Cases

3.4.1 BMW Welt
The third case study is BMW Welt. This building, located in Munich Germany, is mainly focused on customer pickup of new cars. It also houses a number of shops, a restaurant and café, an exhibition of the company’s latest products and technology, and an auditorium for presentation purposes. This modernist structure has been designed by Coop Himmelbau and was opened in 2008. In 2012 an extension of the existing building has been realised to house and exhibit the sub brands also owned by the BMW group.

The museum that is situated next to the BMW Welt building has been opened in 1972 right before the Olympic summer games. This museum houses a large collection of classic automobiles and motorcycles from their first models until now. According to a press release from BMW in January of 2012 the museum alone attracted a total of 480.000 visitors during 2011. BMW Welt on its own attracted a total of 2.3 million visitors, which was 25 percent more than the previous year. This makes it the most visited touristic attraction in the whole of Bayern (BMW Group, 2012). Next to this there were a total of 100.000 people who opted for a guided tour through the BMW Welt, museum and factory. The
other main use for the building is customers picking up their new cars. They can pay a surcharge when ordering the vehicle at any dealership and come to Munich when the car is ready for delivery. This appears to be a popular option as according to BMW on the busiest days up to 180 cars will be picked up at BMW Welt. This means a total of around 65000 cars annually (BMW Group unternehmenskommunikation, 2012).

3.4.2 VOLKSWAGEN AUTOSTADT
The first case study is Autostadt Volkswagen located in Wolfsburg Germany. The park created next to the headquarters of the Volkswagen car company and VAG group houses a museum, a total of seven pavilions, a customer centre focused on car pick up, a cinema, and an outdoor all-terrain track. As Volkswagen describes, Autostadt invites visitors for a journey into the world of mobility (2012).
3.4.3 Gläserne Manufaktur, Dresden

As Volkswagen wanted to compete with luxury models produced by Mercedes-Benz and BMW they designed the Phaeton and introduced the model during the Geneva motor show in 2002. It was during this time that the Gläserne manufaktur was opened. A high-tech production facility for the brand’s top of the line model. Consisting of mostly glass in the facade and all of the floors covered in Canadian maple, give the building a homely feel. The architecture bears a large resemblance to that of the glass tower at Autostadt, which is no coincidence since the design has been made by the same architectural firm of Henn architects.

3.4.4 Mercedes-Benz Museum

The fourth case study is the Mercedes-Benz museum in Stuttgart Germany. Being located next to the headquarters of the manufacturer, this building designed by Ben van Berkel’s UN studio embodies all that the brand stands for. It can be described as a modern, sleek and sophisticated building.
### 3.4.5 Porsche Museum
The Porsche museum in Zuffenhausen, a suburb of Stuttgart Germany, is surrounded by Porsche related real estate. Across the street is the Porsche dealership, and in the nearby surroundings you will find the several production facilities and headquarters. The museum which is designed by Austrian architecture firm Delugan Meissl opened its doors to the public in January 2009. The museum shows the firms automotive history from the earliest works in 195 until their latest creations for the road and successful racing cars.

![Porsche Museum](image)

### 3.4.6 Audi Forum
The Audi forum in Ingolstadt can be seen as one of the first customer experience centres in the automotive industry as it opened its doors in December 2000. Next to a customer car pickup centre it also houses a plaza with a restaurant and cafe, event space, a park, and finally a museum which shows the history of Audi and its sub-brands such as Auto Union and NSU. In 2008 it was re-opened after a complete renovation and extension.

![Audi Forum](image)
REFERENCE LIST


APPENDICES

APPENDIX A - RESEARCH ORGANISATION

Mentors
First mentor: D.J.M. van der Voordt
Second mentor: D. Kooijman

Scheduling
For the coming period a schedule has been made with the most important dates and planning of work activities throughout the months in order to finalize the project on time.

<table>
<thead>
<tr>
<th>Week</th>
<th>Dates</th>
<th>Deadlines</th>
<th>Literature Research</th>
<th>Fieldwork</th>
<th>Conclusions</th>
<th>Recommendations</th>
<th>Finishing</th>
</tr>
</thead>
<tbody>
<tr>
<td>17</td>
<td>4.1</td>
<td>22/4 - 26/4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>18</td>
<td>4.2</td>
<td>29/4 - 3/5</td>
<td>3/5 meeting Theo</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>19</td>
<td>4.3</td>
<td>6/5 - 10/5</td>
<td>Contact companies</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20</td>
<td>4.4</td>
<td>13/5 - 17/5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21</td>
<td>4.5</td>
<td>20/5 - 24/5</td>
<td>24/5 Interview finished</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>22</td>
<td>4.6</td>
<td>27/5 - 31/5</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>23</td>
<td>4.7</td>
<td>3/6 - 7/6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>24</td>
<td>4.8</td>
<td>10/6 - 14/6</td>
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<tr>
<td>25</td>
<td>4.9</td>
<td>17/6 - 21/6</td>
<td>19-06 P2 presentation</td>
<td>Interviews NLD</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<td>4.10</td>
<td>24/6 - 28/6</td>
<td>Interviews NLD</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>27</td>
<td>4.11</td>
<td>1/7 - 5/7</td>
<td>Interviews DE?</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
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<td>2/9 - 6/9</td>
<td>Apply for P4</td>
<td>Interviews DE</td>
<td>Practice</td>
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</tr>
<tr>
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<td>1.2</td>
<td>9/9 - 13/9</td>
<td>P4 presentations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>38</td>
<td>1.3</td>
<td>16/9 - 20/9</td>
<td>Literature</td>
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<td></td>
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<td></td>
</tr>
<tr>
<td>39</td>
<td>1.4</td>
<td>23/9 - 27/9</td>
<td>P4 presentations</td>
<td></td>
<td></td>
<td>Verwerken</td>
<td></td>
</tr>
<tr>
<td>40</td>
<td>1.5</td>
<td>30/9 - 4/10</td>
<td>P4 presentations</td>
<td></td>
<td></td>
<td>Verwerken</td>
<td></td>
</tr>
<tr>
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<td>1.6</td>
<td>7/10 - 11/10</td>
<td></td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>42</td>
<td>1.7</td>
<td>14/10 - 18/10</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>43</td>
<td>1.8</td>
<td>21/10 - 25/10</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>44</td>
<td>1.9</td>
<td>28/10 - 1/11</td>
<td>P5 presentations</td>
<td></td>
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</tr>
<tr>
<td>45</td>
<td>1.10</td>
<td>4/11 - 8/11</td>
<td>P5 presentations</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Graduation Company
For the execution of the field work and gathering data during the period after the P2 it can be very useful to cooperate with a graduation company to make use of their knowledge and expertise in the field the research is being carried out in.

To find a suitable company some research has been done to look into companies to cooperate with who specialize in consulting clients within the automotive industry. So far it has been possible to allocate a couple of national and internationally operating companies within this specific field of consulting. In the following paragraphs a couple of possible graduation companies will be discussed to show their suitability.

G.M. Plijnaar
The first company is the headquarters of CBRE located in London, United Kingdom. This specialised unit focuses on the petroleum and automotive industry and offers a range of services to cater the needs of automotive companies.

CBRE UK – Petroleum and automotive headquarters 
http://www.cbre.co.uk/uk_en/services/global_corporate_services/petroleum

For the research that I’m carrying out it seems more viable, when looking at the focus of the possible cases, to aim for a local player in the field. In this case this would be the German branch of the CBRE petroleum and automotive department which is located in Frankfurt. As found on their website one of the main objectives for customers is “to partner you in the development and implementation of a strategy for your existing stock of real estate, which is not only consistent with your individual corporate strategy, but also optimizes the property used by you and, at the same time, identifies ways of reducing costs” (CBRE, 2012).

CBRE Germany - Petroleum and automotive  
http://www.cbre.de/de_en/services/automotive_petroleum

CBRE Netherlands – Global Corporate services
The Dutch division of the section of Global Corporate services focuses on delivering services to multinational and international corporations within the commercial real estate sector. This division has subdivisions that focus corporate strategies, transaction management/tenant advisory services, portfolio management, petroleum & automotive, project management, and facility management.

Currently awaiting appointment on the 20th of June for an internship to carry out next to the graduation research, starting in September and ending in February 2014.

Henn Architekten – Munich
http://www.henn.com/

Henn Architekten is a large architectural firm with headquarters in Munich and three other locations around the world. They focus on projects that range from utilitarian buildings till urban designing. For this research they are an interesting partner for they work together with some of the largest German car manufacturers. They have for instance designed Volkswagen’s Autostadt and Gläserne Manufaktur as well as a number of buildings for BMW throughout the years. Their project knowledge but also extensive knowledge of the companies and their visions can be of great use for gaining more insight in these processes.
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  Conclusions
  Recommendations

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