Marketing plan written on behalf of «Zuidas Amsterdam »

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Zuidas Amsterdam
World Trade Center

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Preface

Cultural differences and working together where great challenge for us, the students, in the last couple of months. Students of Amsterdam and Barcelona have been working together on different cases. Our team has chosen for the Zuidas case. On behalf of the Amsterdam Zuidas consultant Mr. B. Boeker we worked together on a marketing plan. The main problem that needed to be solved was the ‘negative’ public image. Zuidas is mainly recognized as a “business and grey” zone, and one of the primary aims of the project is to give this zone a more urban, friendly, and attractive touch. As a team, we also wanted to create more liveliness.

In this marketing plan we have set up two scenarios in order to make Zuidas more vibrant. Firstly this plan addresses our research. Secondly the results of our desk-research and the following marketing plan. Furthermore, the implementation of the marketing plan is described in order to make the plan concrete and directly applicable. Lastly, the last chapter summarizes our findings, plans and final advice.

Some of our ideas were inspired by 22@. This is a similar project set up in Barcelona, which therefore will act as a blueprint to establish our project plan in Zuidas. Based on the project in 22@, we have selected the features that could be successful when applied to Amsterdam. Once analyzed and studied the possible features for Zuidas we have chosen the possibilities, which could provide a better adaption and functionality for the zone.

We believe our ideas are inspirational and this plan convinces Amsterdam Zuidas to implement ‘bicing’ and ‘art squares’ in Zuidas.
Problem definition

This chapter contains the problem definition. Here will be explained what the current problems in Zuidas are. Zuidas is commonly known in the Netherlands as a business area, but does not have the image of a vibrant living environment. In order to make the Zuidas a balanced area, a more balanced image needs to be created.

Zuidas is not known as a friendly, lively area. It is missing a human touch. When people are asked what they think about Zuidas, the answer is that Zuidas a business area with large, grey buildings. When searching for “Zuidas” in Google, only pictures of the business park come up. Even when visiting the website of the residents platform only a picture of grey buildings is portrayed.

The missing liveliness in the Zuidas area is a problem because it is meant to be and build as a mixed area for living, business and recreation. Zuidas already is a well-developed business area. Only the living and recreation are unknown to the larger public.

Even though the Zuidas has many different qualities; it is close to oud zuid and the city centre by subway, has a large diversity in residents (a mix of Asians, Jews, students, families and elderly), a good infrastructure, a university, a hospital, a large business area, two parks and a forest nearby. Those factors have to be combined in one clear image using a tailor-made marketing strategy.
Research Questions

In the following chapter the research questions will be stated. Research questions are an important basis of our analysis. In this marketing plan and especially in the conclusion the questions will be answered.

How to make potential inhabitants consider living outside of the city center?
How to let Zuidas create an image for itself of being a lively environment?
How to give Zuidas a friendlier image?
How can the Zuidas campaign reach its targeted audience?
Which other main reasons are there to move to the Zuidas?
How is the Zuidas experienced by current inhabitants?
In which way can the use of social media contribute to the image of Zuidas?

The questions are devised for a framework of our marketing plan. The framework is useful for efficacious research. In order to offer a solution for the problem mentioned in the problem definition in the chapter before, a main research question is defined.

“ How can Zuidas position and portray itself as a lively neighborhood to live amongst possible inhabitants? ”

In the following chapters the questions will be answered extensively and finally summarized in our conclusion.
SWOT analysis

This chapter contains the SWOT-analysis of the Zuidas. It describes the strengths, the weaknesses, the opportunities and the threats of the area. At first, an overview of the four components is showed below. Secondly, the explanation of the findings of Zuidas is given.

The outcomes of our desk-research formed the basis of the SWOT-analysis. With the analysis the right information was on-hand to make decisions.

Table 1.1 Overview SWOT

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<th>Internal analysis</th>
<th>Weaknesses</th>
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<td><strong>Strengths</strong></td>
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<td>1. Mobility and connectivity</td>
<td>1. Schiphol Airport: Height limit</td>
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<td>2. Space</td>
<td>2. Noise</td>
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<td>3. The Knowledge Quarter</td>
<td>3. Safety</td>
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<th>External analysis</th>
<th>Threats</th>
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<td><strong>Opportunities</strong></td>
<td><strong>Threats</strong></td>
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<td>1. Further internationalization</td>
<td>1. Permanent negative image</td>
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<td>2. Link to housing facilities in the surrounding of the Zuidas</td>
<td>2. Savings due to the financial crisis</td>
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<td>3. Dokmodel</td>
<td>3. Losing connection with the uniqueness of the centre of Amsterdam</td>
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<td>4. Building primary schools in the Zuidas</td>
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**Strengths**

1. The accessibility of the Zuidas is great. Railway station Zuid is already well served by mainline trains, the metro light railway, trams and buses. Before long it will also be part of the European High-Speed Link rail system and a stop on the Noord/Zuid metro line. The A10 motorway is close at hand. Schiphol Airport is just six minutes by train from Station Zuid and there are no fewer than ten trains every hour. And (by Amsterdam standards) there is ample parking space, with 7 places per 1,000 m². All this mobility also creates a great connectivity in the Zuidas. For example, the airport is only six minutes away by train. This connects the Zuidas to the entire world! It’s also easy to bike around the city of Amsterdam. The metro, trams and busses also connect you with the other parts of Amsterdam and the railway and highway connects the Zuidas with the rest of the country.1

2. There is a lot of space in the Zuidas area. The area is bigger as most people think it is. Zuidas covers an area of approximately 270 hectares. This means, there is lot of space to create a huge commercial district as well as a residential district. Eventually, development of up to 4.2-million m2 (gross) floor space is possible, of which 38% offices, 29% residential units and 33% services and amenities.

3. The Knowledge Quarter is an area in the Zuidas, which is dominated by two leading institutes in the field of education, research and healthcare: VU University Amsterdam and the VU Medical Center (VUmc). The University of Amsterdam will soon also be represented as a partner in the new Faculty of Dental Medicine. This zone is also notable for its many sporting facilities.

4. The Zuidas area gives lots of attention to become a “green and blue” area. This means that there must be green of trees and grass and blue of water in the area. Canals, trees, parks, gardens, lakes and ponds can make even a densely built area like Zuidas extremely attractive. This makes Zuidas a top location for international commerce and a high-quality residential environment.

Weaknesses

1. Schiphol Airport is also a weakness to the Zuidas area. Because of Schiphol, there is a limit to the heights of the buildings in the Zuidas area. So the Zuidas can’t create an impressive skyline. They have to think of another way to become an impressive area.

2. Because of the presence of a highway, a train station, a metro station and a nearby airport, there is a lot of noise pollution in the Zuidas area. This might create a difficult working and living climate. Zuidas is already working on a solution for this problem, which is called the “Dokmodel”. This is the plan to put all the traffic underground.

3. The presence of all the traffic, which is told in W2, also creates a dangerous image, mostly for families with small children. They like to play in the neighborhood and because of all of the traffic, it’s not quite safe for young children.

4. In the Zuidas, there are also lots of constructions going on. There are constructions for new buildings and for better connections in the Zuidas. But those constructions aren’t temporary in small term. If Zuidas will continue growing, the constructions will stay for a long time. Of course this is necessary for building the Zuidas, but all the constructions can create a negative image to the Zuidas.

Opportunities

1. Already 70% of the companies in the Zuidas are international orientated. With the advent of more major headquarters, the internationalization will carry on. This is good for the

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5. [http://napnieuws.nl/2009/02/20/het-glazen-plafond-van-de-zuidas/](http://napnieuws.nl/2009/02/20/het-glazen-plafond-van-de-zuidas/)
employment and for the Zuidas as a centre of international business traffic.6

2. Link to
- Shopping areas
  Shopping mall, Groot Gelderlandplein and shops in the Beethovenstraat.
- Recreation
  Beatrixpark, Amstelpark, Amsterdamse Bos and the water of De Nieuwe Meer.
- Travel facilities
  Airport Schiphol, railway station Amsterdam Zuid, highway A10 and subway-, tram-
  and bus connections.7

3. The “Dokmodel” is a model based on moving the highway A10 and railway station
Amsterdam Zuid to underground. This is good for the liveliness in the area, there will be less
noise of the highway and the train for example.8

4. By building primary schools in the Zuidas, the area will be more attractive to families with
children.

Threats

1. The negative image is based on the “grey atmosphere”, “not attractive to live” and “only
interesting for business people”.9

2. The government, investors and banks could make the decision to save money in the
investment of the Zuidas. The financial crisis has already caused a delay in the realization of
the Dokmodel, due to the saving of money from the banks, which would invest in the
Dokmodel.10 Also the offices crisis is a threat for the Zuidas.11

3. The Zuidas needs to be unique to compete with other international business centers. It has
to keep the connection with the centre of Amsterdam, the unique selling points of the city, like
the canals, old historical buildings and architecture and the residents of the centre of the city
itself. A threat is to lose this connection, then the Zuidas will be not connected to the city of
Amsterdam self.

kritek-op-de-Zuidas-is-volken-onterecht.dhtml

http://www.zuidas.nl/thema/wonen

http://www.zuidas.nl/project/dokzone

http://napnieuws.nl/2011/09/16/zuidas-zoekt-naar-levendigheid/

http://www.parool.nl/parool/nl/4/AMSTERDAM/article/detail/224042/2009/03/20/Zuidas-
einde-verhaal.dhtml

Confrontation matrix

The confrontation matrix shows the comparison between the four elements of the SWOT analysis. After the comparison, the outcome will be a couple of strategic options. These strategic options will show how the Zuidas could improve.

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<td>W4</td>
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Strategic options

1. Connect a strength with an opportunity and threat

Connect the strength green and blue with the opportunity link to housing facilities and the connect green and blue with the threat of a permanent negative image. With the green and blue areas in the Zuidas, the area will be more attractive to families. The Zuidas will become a more liveliness place with the connection to these green and blue areas. And if the green and blue areas are well known by the people, the Zuidas will get rid of the permanent negative image as a “grey area”.

2. Connect an opportunity with weaknesses

Connect the opportunity of the Dokmodel with the weaknesses of noise and safety. With the realization of the Dokmodel, the noise of the highway and railway will decrease. Besides that, with the highway underground, the Zuidas will be much more safer. This is good for the liveliness in the Zuidas, so attractive to families with children.
Marketing plan

The marketing plan contains two different ‘actions’. The actions in the marketing plan are based on specific aspects of the Zuidas. These are the aspects connectivity and street art. The local government of the Zuidas will be addressed and involved with this plan. They are needed in order to launch this program. A department will be created, which is responsible for executing the marketing plan for the local government.

Firstly the objective of this marketing plan is to create more liveliness in the Zuidas. This marketing plan is targeting young professionals and empty nesters. An important indirect effect of creating more liveliness is attracting residents to Zuidas. Concluding, the long-term effects of the marketing plan will solve the ‘problems’ of Zuidas. The young professionals and empty nesters will rent or buy living spaces in the Zuidas area because of the created more liveliness.

Secondly, by attracting people and creating lively spaces in the Zuidas there will raise more facilities in the area. Those facilities are needed to attract the residents Zuidas wants to settle. At the moment there only are a lot of large office buildings and a public transport station in the Zuidas. The existing facilities are very business orientated, which gets the Zuidas associated with a grey business area like image. Streets in the Zuidas need to be alive, and many facilities need to be founded. Moreover, this second objective exists to support the first objective.

The secondary objectives are related to the main objective. Those objectives are all parts of the main objective. If the Zuidas can accomplish all or most of these objectives, the main objective will be easier to accomplish. The rest of the secondary objectives are described and summed up below.

- Get rid of the “grey” and “only business” image of the Zuidas after completing the “15 by 15” project.

The Zuidas has the ambition to finish the “15 by 15” project before 2015 and their vision is to be the most ambitious and internationally oriented district in Amsterdam by 2030. To accomplish this mission, the Zuidas has to attract more residents and become a more lively area. We think, it’s possible to accomplish this together with finishing the “15 by 15” project.

- Make the Zuidas attractive to families with children, empty nesters and young professionals.
- Start with building the “Dokmodel” before 2015.
- Realize more “green and blue” inside the Zuidas.
- Build primary schools in the housing areas.
- Connect the housing areas to surrounding shopping centers.
- Create the feeling with the residents that the Zuidas is the most beautiful suburb of Amsterdam.

- Create more attention for art and culture in the Zuidas.
- Invite or create an event to the Zuidas in the year 2014 or 2015.

**Target groups**

Segmentation is very important for the marketing. It cuts the market in different groups with different wants and needs. Those want and needs have different ways of approach. Our marketing plan is based on three different segments of people. In this chapter we will describe each segment of our target group.

Firstly we want our Zuidas marketing plan to be successful for empty nesters. Empty-nest are mostly couples, older singles (divorced/widowed). The average household size is two persons. Many empty nesters do have kids (families), whom are living with their own families. The predominant age range of the empty nesters is from 45 to 65.

In a good segmentation it is very important to have a very wide description of the different segments. That is main reason why we set up some characteristics for the empty nest target group. The adults in this target group are affluent, educated and sophisticated. They have their success achieved through intelligence, connections and contacts. American research\(^{13}\) has shown that over two-third of the empty nesters attended or graduated from college or have advanced degrees. Because this target group is well educated they are wealthy. Examples of professions these people do ore have done are medicine, law, business and finance. Another reason they are willing to pay more for good comfort housing for their ‘good old days’.

The housing preferences this target group has are for example big importance of the neighborhood. They like exclusive urban neighborhoods. Elegant mansions, high-rise apartment, luxurious and comfort are keywords for their housing.

The next target group is young couples. We call them younger urban professionals. This target group is just a few years out of college and working for themselves or bosses now. They earn enough money to life a little luxurious. The average household size is 1 or 2, but we picture them also with young children. This target group includes high living and high-energy city dwellers. Some other characteristics are for example the upper-middle income scale. Many of the younger couples and singles are in the creative class economy, the same group as the social and political ‘avant-garde’. Those people could be actors, artists, writers, shop owners et cetera. This target group is also known for their early adopting of trends. This is a very important characteristic for the Zuidas. The housing preferences of this group are upscale urban neighborhoods, often near universities. Most people (about 60%) will rent a house or apartment and about 40% will are buyers.

**Art squares**

In the Zuidas art squares will be built. In this plan the assumption is made that four squares will be created.

Image four round concrete squares, with opportunity to sit and relax. Every seat has a view on the art square itself. If people only could admire the art while standing, they would spend less time at these art squares. This would make the art squares less lively. Creating one large

bench around the squares is a good creative option. Every art square could have its own customized bench, in this way every art square will be a different and new experience. The bench at Park Guell in Barcelona is a good example.

These art squares are built to expose art and make the Zuidas a lively city district. This means here needs to be determined on what art form and which artists will be exposed on these art squares. Important is that expenses on exposing this art will be of a low standard, otherwise this concept gets expensive, which decreases the feasibility of the concept.

The expositions on those art squares will always last for a period of six months. After these six months have expired, a new exposition gets a chance on each of these art squares. This will ensure the experience is refreshing and the art squares do not get boring. This should keep attention on the art squares high throughout time. If an exposition is such a success, the decision can be made to extend the period of time for an exhibition.

These squares cause an important indirect effect, earlier mentioned. This effect is the raise of attractive facilities for residents and visitors. The tangible art that will be exhibited at squares at Zuidas supports the liveliness that is experienced when walking around. It attracts tourists, current and possible residents of Amsterdam. Also the people that are working at the Zuidas will be more involved with the neighborhood.

The art will be colorful or have organic forms. This will soften the hard and straight lined streets and buildings. Because more people are in the streets and the art breaks the hard and business squared image of Zuidas, it will become more lively and attractive new residents. The people visiting Zuidas will make use of the facilities. This makes it attractive for facilities like bars, restaurants, galleries and shops to start up and become a successful business in Zuidas.

All together this concept should make the art squares a lively place which will enrich the Zuidas as a whole. Below are concrete examples of the squares in Zuidas.

“Kenniskwartier” (Knowledge quarter)
This is the area with the university of Amsterdam, VU Amsterdam. A square in this area should be made just for students. So it is important that there are places at this square where students can relax. Setting up concepts such as a pub for students, a (cultural)restaurant like ‘Canvas’ (Wibautstraat), a coffee corner and a sandwich store. Next to those stores, there could be place to sit down and relax. In this way, it creates some kind of a bond between students and the Zuidas. And there is also the opportunity for Zuidas to become more attractive to future students.

Gershwin, Mahler, Beethoven, Ravel, Vivaldi
The squares should also be placed in living areas. The squares should have a function for the kind of people who live in the certain area. There can be stores, supermarkets, restaurants, pubs et cetera. These squares must be medium sized, because there must be enough room for facilities but it should not feel massive. Our art and culture plan will be implemented at those squares.

Parks
The squares are also located near parks. Parks where people are enjoying their spare time, walking the dog or just to relax. The park square is another opportunity for art exhibition. Nature and art work very well together. This square could be filled with galleries, restaurants
and bio-shops, for example.

Business district
It would be good to create a square in the middle of the business district. This square can be turned into a nice terrace that belongs to a certain restaurant, for example Amsterdam Bright City. This can be good for a quick lunch or an opportunity to get out of the business ambiance for a meeting, Friday afternoon drinks et cetera.

Possible sponsors
In order to implement those squares it is necessary to attract sponsors. With the idea of art on the squares in the Zuidas, the area will be much more livelier. And with the surrounding facilities like bars, restaurants and other meeting points, there are more points where the people can meet each other. In this way will the Zuidas become much more livelier and attractive to new possible residents.

Because the art is most likely expensive, the surrounding facilities and artists have to come up with a deal. The surrounding bars, restaurants and other meeting points will benefit from the people who came to the squares with arts. So the deal has to be, to let the different meeting points in the surrounding of the squares, sponsor the artists who expose their art. In the appendix 1, the different possibilities for sponsorships are displayed. (Appendix 1).

Bycig system
The idea is creating a cycling system within the Zuidas, like the cycling systems that are in Barcelona and Paris. This cycling system is only for the residents of the city. Implement this system to the Zuidas will improve the area.

The purpose of this cycling system is to make a connection between different ‘central’ spots in the Zuidas. These spots could be “brain ports”, restaurants, business centre, squares, bars et cetera. In the area of all these spots, there will be bicycle sheds, so the residents can park their bicycles everywhere. With this connection there will be more connectivity within the Zuidas and also liveliness will improve. The cycling system is an idea of improving the accessibility in the Zuidas area.

For specific audience, we need bikes that offer the following characteristics

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<td>Simple</td>
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<td>Multi-functional</td>
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13
The “Bicing” Project needs an inversion of City Council to have this kind of public transport in Zuidas that will complement the existing in the area. By studying and analyzing the strategic points that will be installed “Bicing”, so that the City Council will transfer part of public space (street) to install the "bicing-stops."

Expectation of the target group starts to use “Bicing” in substitution of his/her own bike, for the convenience that give you parking on street without thinking a place to keep it or if someone stole it.

The target that we are addressing is characterized by the habitual use of the bicycle. Usually they have problems of parking or safety issues. The “Bicing” system gives them comfort and safety in the Zuidas and environment. The target groups do not run the risk of losing their own bike. Which is a big problem in the city of Amsterdam.

Possible competitors of this system is het public railway NS. The service they offer to travelers by train is a bike for low rent on each station. The target groups are different, and the bicing system is an alternative for transportation of residents of the Zuidas and not for travelers, which the NS target.

In addition to an effective and efficient network of cycle routes, there must be adequate facilities for storing and parking bicycles. This will enhance accessibility, local quality and air quality. It will reduce the risk of theft, and will promote cycle use and that of the public space.

The “Bicing” needs strategic geographical situation around Zuidas district. Placing advertising on the system could finance the parking stations of bicing. This indicative is working in London, Barclays Cycle Hire.

Lastly, the management and maintenance of the entire service will be transferred to an outside enterprise. It will allow the installation of advertising (the image itself or from a sponsor company) in exchange for a negotiation of prices and costs. Advertising can be installed on:
- Cards
- Bicycle Fenders
- “Bicing-stop”

**Marketing channels**

The marketing channels that will be used are social media. Zuidas already has a lot of very strong marketing material. However good this material is, it is very hard to find on the internet, and surely not as beneficial as it could be. The investment has been done already, and with the right marketing approach, benefits will be significant. Otherwise it is a lost investment. Social media is a low cost tool to reach a lot of people with very little effort.

The use of social media will support the projects goals and objectives. Zuidas will gain extra attention because more people will see and hear about the events that Zuidas organizes and supports. The message that is spread can influence the image of Zuidas, and bend the current image of Zuidas as a pure business district, to the image of a district where professionals can learn, work and live. This image change will attract more people to live at Zuidas.
The social media that will be used are Twitter and Facebook. Both social media platforms are free to use and are extensively used by the target groups of this project. Both platforms are used for private and business use.

**Twitter**

Twitter is a free social media, on which it is possible to post short messages. Also called microblog service. A Twitter profile consists of only one picture and a short description of the user. The length of the messages is maximum 140 characters.

Twitter has a different character than the other social media. Other social media work by creating a profile that can be viewed by other users. The idea of twitter is that messages are sent to “followers”. People will not visit your profile, but can “follow” you. Once someone follows you, he or she receives your messages. Other users can repeat (retweet) your messages when they think that their network will find them interesting.

When a tweet is retweeted, the one retweeting spreads your message through his or her whole network, and this whole network can see that you originally wrote it. This way your posts can travel very fast and very far. If you post a vacancy, other users can retweet or recommend this message to others.

Furthermore, it is possible to create a community. This can only be accessed by the people the owner gives permission. By doing so, it is possible to make a page for a subject or a group of people. For Zuidas this could be done for residents, to create an official community.

Because messages are limited to only 140 characters, links can be shortened. For Zuidas this is important, because it enables you to post a short description and link to the website or an article in one tweet.

**Facebook**

The main purpose of Facebook is to create a profile that can be viewed by others. On this profile you can post messages, pictures and links. Other users can respond to those posts or press on the “like” button. Pressing this button shows their interest or affiliation and is seen by every one of their Facebook friends. For Zuidas this can be interesting because content can be only made visible for people that first clicked the “like button”. When doing so for certain elements, the account of Zuidas is made more visible and the network will grow faster.

**Who uses Twitter and Facebook?**

In the Netherlands, Twitter is used by 2.4 million people in the Netherlands. Facebook has over 5 million users in the Netherlands. Twitter and Facebook are used most by people in the age of 45 till 54. This age segment matches the target group of empty nesters. The next most represented age category is the one from 25 till 34. This is exactly the age segment of young professionals. The average twitter user is 39 years old.
By far the most Twitter and Facebook users in the US have the education level “some college”. This can be compared to the Dutch HBO. The second most represented group on twitter is the group with a bachelor degree. In the Netherlands this is a university bachelor degree. These statistics support the use of social media in reaching empty nesters and young professionals. (Figure: appendix 2).
Implementation

The implementation consist two different plans. Firstly, this chapter describes the implementation of general social media, bicing system and art squares.

General social media implementation

Twitter and Facebook can very well be used for branding. For example posting a short message about an event that is organized at Zuidas or a link to a picture of an event or special building, such as Zuidas has on its website in large numbers.

The content should be inspiring, interesting and motivating. People who read it need to almost feel how it was to be there.

A good example is:
“The opening of the Zuidas exhibition today was very crowded and the atmosphere was unique, an enormous success!”

A bad example is:
“We opened the exhibition today”.

To keep people interested, it is advised to post at least one message a day. More than one message per day is not advised on Facebook, since people will get annoyed by getting too much messages. On twitter one to three messages a day is usual.

The Accounts
When creating the accounts, it is important to make an adequate description of the account in the header, so everyone who visits the account knows exactly what it is for, and what it is not meant for. A clear description can be for example:
“This is the official Zuidas event page. We will keep you posted on all events and developments at Zuidas”

It is also important to put the Zuidas general website, and the website of the Zuidas residents community in the description. This way people instantly know where to go for additional information and are invited to view see who are living there already.

Creating a network
It is important to create a network from the start, because otherwise nobody reads what you post. The best and fastest way for Zuidas to create a network is by asking residents, people that work at Zuidas, professional contacts, and investors etc to follow the Zuidas

Combining networks
Tweetdeck is software that combines and creates an overview of the different social networks. It makes is possible to post a message or picture on multiple social media at once and to maintain all your social media in one place. Using Tweetdeck saves a lot of time, which saves money.
Pitfalls
Contradicting a positive image. It is important that tweets and information that is posted do not contradict the image Zuidas needs to have for businesses and investors.

Responses
You can respond to positive tweets and comments in a positive way, by thanking or commenting. Negative tweets need a proper reaction. They have already been sent around and seen by many people. The best way to handle those negative responses is to explain or counter the stated argument. Or in the case that the negative tweet is true, to apologize. Rude tweets can be ignored. They are not taken serious by other users and therefore not worth the effort. It is important to respond within a short amount of time (one day), because responses can be seen by everyone.

Bicing Zuidas
To create awareness it is necessary to implement a media campaign with the message of the convenience of the area. Awareness for people from Amsterdam could be created by a poster in the public transport and on the street. Also a social media campaign and advertising by videos online is an important marketing channel for the new bicing system of Zuidas. (Appendix 3).

In order to launch the bicing system successfully, there is set up an action-schedule. The schedule consists three different action points/tasks, which are described below.

<table>
<thead>
<tr>
<th>Task 1:</th>
<th>From whom?</th>
<th>Young professionals</th>
</tr>
</thead>
<tbody>
<tr>
<td>What?</td>
<td>Set in motion the project bicing in Social Media announcing the launch of an event. The event will contain information about the service and will announce the day when “Bicing” start to work.</td>
<td></td>
</tr>
<tr>
<td>How?</td>
<td>With a Social Media campaign</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task 2:</th>
<th>From whom?</th>
<th>Empty nesters &amp; Young professionals (specifically: not-users)</th>
</tr>
</thead>
<tbody>
<tr>
<td>What?</td>
<td>We launch the event. With the support of the event, we encourage people to participate, the idea is to leave the bikes and record a fun video where you see people using the service. Then we will publicize the video online. In addition we will create a website.</td>
<td></td>
</tr>
<tr>
<td>How?</td>
<td>Interactive media. Viral Marketing</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Task 3:</th>
<th>From whom?</th>
<th>Empty nesters &amp; Young professionals (who use bicycle)</th>
</tr>
</thead>
<tbody>
<tr>
<td>What?</td>
<td>Make the project “Bicing” public on the street at the same time we launch the project.</td>
<td></td>
</tr>
<tr>
<td>How?</td>
<td>Posters on the street and in public transports. Also consider a quarilla-marketing with bikes and the printed bikes on the biking-paths.</td>
<td></td>
</tr>
</tbody>
</table>

In addition to an effective and efficient network of cycle routes, there must be adequate facilities for storing and parking bicycles. This will enhance accessibility, local quality and air quality. It will reduce the risk of theft, and will promote cycle use and that of the public space.
Place “Bycing Stop”

Zuidas has great accessibility on public transport, highway and international transportation. (40% of public transport, cycling 30% and 30% of cars.) If the current strategy is carried out without changes, the proportion of public transport use expected to increase by 10% to 50% of all transports. Because of this, our strategy will be strategically placed at points of access to public transport and other attractions.

We will place “Bycing Stop” in:

• Access to Line 5, as its existing route connects most parts of the city. (Appendix 4).
• Access to Metro 51
• Future Noord-Zuid line
• Zuid Station, as it is the centerpiece of all public transport services.
• Leisure areas
• Residential areas
• University VU
• Courts

Despite the easy accessibility of the area, internal transport services are below average, particularly those running east to west. To combat this lack will put a "Bycing Stop" at each point. (Appendixes 5 and 6).

Art squares

The concept of art squares in the Zuidas is well described throughout this project. Still steps need to be determined on how the implementation process of this art is managed.

Step 1: **Deciding on where to place the art squares**
The art squares in the Zuidas will never be successful if they are not constructed at the right spot. The art squares need to be divided equally through a carefully selected district, will the art squares be located equally spread all over the Zuidas? Or will there be a main area of focus? Questions like these need to be examined accurately in order to make this concept a success. The concept will never work out if the basis already has been giving the project a wrong start. For the Zuidas probably art squares in close proximity to the train station would be a good choice. This makes the art squares easy accessible. Also when this area in the Zuidas has a focus on art and recreation, people will more easily have a look at all the art squares, since all of them are just a stroll away from each other.

Step 2: **Design of art squares and surroundings**
First of all the squares need to be looking attractive in order to attract an audience to the exposed art. Also there need to be possibilities to sit down and relax, but also to enjoy the art
found on the squares. Moreover the surroundings of the squares also need to be thought of, otherwise the art squares will never really be ‘alive’. If there is ‘only art’ found at these squares, visitors will never keep on hanging around these art squares. This is why the art squares only will be a success if there are bars, pubs, restaurants and lunchrooms located around the squares. Also supermarkets and coffee companies will be a good choice.

Step 3: Finding art institutions which could be elaborated with for exposing art on the art squares

This is one of the most important steps, since this step determined on what art through which channels will be exposed. The most feasible option is to start an elaboration with art institutions like the Gerrit Rietveld Academie. These are talent students without the ability to expose their art.

Step 4: planning&realisation

The last step in this process is to start planning on when to create the art squares, when to open stores surrounding these art squares, and when to place the art itself at the squares. This planning must me made with having in consideration what would be an adequate moment in the Zuidas context on when to officially open the art squares.

Key messages

The key messages we want to give the world by adding more culture and art to the Zuidas, are mainly based on the objectives we set up. The most important message we want to give is:

- Zuidas is a very creative area, which gives attention to art and culture. In Zuidas, you can sit back, relax and find the inspiration you are looking for.

The art and culture in the Zuidas creates a feeling that the area is really alive. Nice squares and parks with attention to art will amplify the brand of the Zuidas. Zuidas will become an attractive area. This makes it more attractive for the target groups to buy a house in the Zuidas.

But this isn’t the only messages told by the art and culture, there are more important messages. Some examples:

- Zuidas is more than a “grey” business area
- Zuidas is an attractive area for all kinds of people. Families, business people and older people.
- Everyone can feel like home in the Zuidas.
- Zuidas is a very creative area, which gives inspiration to everybody.

It’s very important that those messages are clear to the people who visit or live in Zuidas.
Budget

For this project, Zuidas has a very small budged. Therefore, this advice is designed to be as cost-efficient as possible. A lot is done to suppress the costs. By using social media, sponsors and starting artists, the costs remain as low as possible. Nevertheless costs will need to be made. In appendix 7 a detailed description of the costs is displayed.

Total costs for the first year:

Social media: 12.175 €
Bikes: 0 €
Art: 33.660 €
Squares: 45.000 €

Total: 95.835 €

Results

The results of the investments as described previously are not easily measurable, and therefore hard to define concretely. In order to set goals and to describe the expected impact of the plans, Key Performance Indicators (KPI’s) are set. Those KPI’s eventually also determine the success of the plan

- 20% more houses (rent and buy) occupied in the next 3 years.
- A more balanced public image. 50% of the Zuidas and Amsterdam residents will associate Zuidas with living and recreation in addition to business before the end of 2015.
- Four squares are designed and created before the end of 2015
- The Zuidas twitter and Facebook accounts have 500 followers/friends before 2013
- 1.000 bikes are in place before the end of 2015
Conclusion

“How can Zuidas position and portray itself as a lively neighborhood to live amongst possible inhabitants?”

The objective of this project is to provide a way for Zuidas to create a more balanced image, of a lively district with business, living and recreational purposes, amongst young professionals and empty nesters. This image can be obtained by offering (beginning) artists the opportunity to display their art at squares and streets at Zuidas, and by creating squares with benches to make Zuidas feel less static and more vibrant.

The organic forms and colors the art brings to the streets and squares of Zuidas will break the static forms that partly cause the current image of Zuidas as a business district. Also, inhabitants of Amsterdam will visit Zuidas to view the art, and because there are more people in the streets, Zuidas feels more vibrant. Those ideas fit in with other projects of Zuidas such as the “Oog in oog” exposition, and the already established connection with the Rietveld Academy.

Furthermore, Zuidas feels distant for a lot of residents of Amsterdam because of its business image and modern architecture. Zuidas can use social media (Twitter, Facebook and YouTube) to change this image. Zuidas already does this quite well, using twitter with the @dienstzuidas account, but it can be used more extensively and effectively. Especially by creating content more frequently, and by promoting activities and the exposed art. Social media can also be uses to spread the many photo and video material Zuidas already has.

To enlarge the feeling of Zuidas being a part of Amsterdam that can be reached from anywhere in Amsterdam in less than ten minutes, a collective biking system, as seen in Barcelona, will be put in place. This will create a collective feeling and image, and will be an additional pull-factor for empty nesters and young professionals, since those bikes can be used by residents of Zuidas for free.

The art project and the collective bikes project support each other. The art squares are a new reason to come to Zuidas, and create a welcome atmosphere. The biking system emphasizes that Zuidas is a very reachable part of Amsterdam. The welcome atmosphere and the feeling of being in Amsterdam when being in Zuidas are what are needed for the target groups to take up residence at Zuidas.

Sponsors can finance these plans. The bikes can be used for advertising and the art will be provided for free by young and talented artists. When necessary, the outside art project can also be sponsored.

We believe to have established a solid, inexpensive and effective package to make Zuidas a more vibrant place, with more facilities and a unique selling point, and that those factors will encourage young professionals and empty nesters to settle at Zuidas.
Post face

Based on the fact that we needed to develop financially accessible projects and improve the public image of Zuidas. The project is inspired by the “bicing” system in Barcelona. The students from Spain have researched the 22@ area and the bicing project.

Thanks to the good interaction between the colleagues in Amsterdam and Barcelona the project has been solid and satisfying. We consider that we have been able to observe and experiment different types of working methodologies, which has allowed us to work in an international manner, and gave us the opportunity to experience cultural differences in the flesh.

Moreover we are thankful for the opportunity we got from the initiator of this project. The project gave us insight in all the aspects involved into marketing certain urban districts in large cities. This is knowledge we all can take with us and use in new projects related to city marketing.
Sources

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1 http://www.zuidas.nl/en/thema/greenery-and-water
1 http://napnieuws.nl/2009/02/20/het-glazen-plafond-van-de-zuidas/
1 http://www.zuidas.nl/thema/wonen
1 http://www.zuidas.nl/project/dokzone
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Appendix

1. **Possible sponsors**

“Kenniskwartier” (Knowledge quarter):
- *Cafe DE VU Medisch Centrum* (Van de Boeghorststraat)
- Grand Café The Basket (De Boelelaan, VU-terrein)
- Brasserie Marion (De Boelelaan))

**Mahler4:**
- *Olivers* (Claude Debussylaan)
- *Amsterdam Bright City* (Claude Debussylaan)
- *Restaurant Mech Make & Take* (Mahlerlaan)

**Beethoven:**
- *LOTZ Food & Drinks* (Beethovenstraat)

**Mahlerplein:**
- *Dickeys Grand Café*
- *Restaurant Gustavino*
- *Restaurant Koetjes & Kalfjes*
- *Restaurant Symphony’s*
- *Bolienius Restaurant*
- *Nick & Delano* (broodjes, maaltijden, supermarkt)
- Segafredo mobiele koffiebar

**Vivaldi:**
- *Holiday Inn* (De Boelelaan)
- *Sotheby’s Café* (De Boelelaan)

**Beatrixpark:**
- *Strand Zuid* (Europaplein, in de zomermaanden)
- *Restaurant As* (Prinses Irenestraat)

**Business district (Zuidplein):**
- *Eetwinkel Zwaan*
- *Wagamama*
- *Sushi Time*
- *Café De Blauwe Engel*
- *Restaurant Dyne’s*
- *Wine & Food bar Noon*
- *Coffee Courner Daybreak*
- *Food Court Flavours*
- Cafè Belmondo
- *Qbic hotel (WTC)*
2. Figure ‘Education level’

Source: Google Ad Planner Data
3. **Figure of marketing channels**

<table>
<thead>
<tr>
<th>marketing strategies</th>
<th>marketing channels</th>
<th>traditional</th>
<th>new</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>TV</td>
<td>Radio</td>
<td>Print</td>
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<tr>
<td>Advertising</td>
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<td></td>
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<tr>
<td>E-marketing</td>
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<tr>
<td>Direct marketing</td>
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<tr>
<td>Direct Response</td>
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<tr>
<td>Relationship Marketing</td>
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<td></td>
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<tr>
<td>Public relations</td>
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<tr>
<td>Interactive Media</td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

4. **Route of line 5.**
5. “Bycing Stop”

6. **Bycing Points Stop location.**
7. **Specification of budget**

**Social media**

The costs for using social media are relatively low. The use of the media themselves is free. The only costs are the time an employee spends setting up and maintaining the accounts, and the costs of creating photo and video material to post. Since Zuidas already has a lot of material, those costs are not counted for the first year.

<table>
<thead>
<tr>
<th>Time to set up the account</th>
<th>2 Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Time to build a network</td>
<td>3 Hours</td>
</tr>
<tr>
<td>Time to maintain accounts</td>
<td>1 Hour a day</td>
</tr>
<tr>
<td>Hourly wage of the maintaining employee</td>
<td>35 €</td>
</tr>
</tbody>
</table>

Costs for setting up the account and making it useful: $5 \times 35 = 175$ €

Keeping accounts updated: ca. 1000 € (30 hours) monthly.

**The bike project**

The bike project will be paid through sponsors. Advertisement can be placed on the bikes and because the bikes are a green initiative and are mostly used by young professionals and empty nesters, investors will certainly be interested. The costs for the bike project are estimated below. The *bicing* project in Barcelona will function as an example and base for the calculation of the costs.

- Initial investment: 10.6 million euro (4,000 bicycles, 200 stations, vans to reposition bike ...).
- Annual cost of staff: 1 million euro (50 employees * 20,000€ annually)
- Annual operating costs: 6 million euro (Bicycle replacement, fuel for vans ...).
- Estimated annual amortization: 3.4 million euro for initial investment.
- Approximate annual cost: 18 million euro.
- Approximate annual costs are covered by payments from users: 4.7 million (annual fee, penalties and surcharges)
- Approximate displacement cost: 11.2 million trips annually A1, 2 euro / displacement.
- Costs covered by the tariff of users in different means of transport:
  - Bicing: 28.4%
  - Coach: 38.4%
  - Metro: 59.6%
  - Tram: 19.5%

**Economic estimations:**

Consist on 9 stations. Every station will contain 20 bicycles (180 bicycle). Need of 3 vans for reposition (1 for 3 stations)
Art

The artists will provide the art objects for free, but the placement and transport of the objects, as well as the labour of a part-time employee (12 hours a week) maintaining the art will cost some money.

- Acquisition of artists 3.500,00 € (100 Hours * 35€)
- Transport 7.500,00 €
- Material for placement etc. 2.500,00 €
- Labour costs 20.160,00 € ((12 months * 48 hours/month) * 35€)

Annual costs: 33.660 €

Creating squares

The creation of squares costs money. An architect is needed and material will need to be used in order to make the squares fully functional.

- Architect 25.000 €
- Trees, benches etc. 20.000 €

Costs per square: 45.000 €
Costs for 10 squares: 450.000 €
Costs for the first four years: 180.000 €