

Inn-NOF

Projectteam Inn-Create
Group 1
19-1-2012

Inn-NOF

Advisory report

Projectteam Inn-Create

Group 1

Sytze Taekema

Stefan Geier

Leonie Dijkstra

Dennis Postma

19-1-2011

Foreword

This project was started for the minor Innovation Consultancy of the NHL and is using the question initiated by Gijs van Hesteren of Kabel Noord. The goal was to create a concept for offering external and flexible working spaced within the region of Northeast Fryslan. During the project we used the Kenniswerkplaats Northeast Fryslan and received support of Alice Posthuma who is werkplaatsmanager of the Kenniswerkplaats.

To come to a good final result we needed to have information of a lot of different groups. We used interviews to reach the government and surveys to reach the entrepreneurs and the students of NHL, Stenden and AOC.

We would like to thank all people for participating in this project and in particular Gijs van Hesteren as a priliminary, Alice Posthuma for all the support during the stay at the Kenniswerkplaats, Sietse Vlietstra of support from Syntens and Sjoerd Moman for the support from the NHL.

Inn-create,
Leeuwarden, 19th of January 2012

Summary

The goal of this advisory report is to create a suitable concept concerning an idea of Kabel Noord about creating external and flexible working spaces that could be used by entrepreneurs, self-employed and education.

At first a basic concept has been developed and verified with the market doing a market research. After this 3 different concepts (Hotel/restaurant-, Fixed location- and the platform concept) were made up and verified with the market as well. This resulted in one final concept that consisted out of the best parts from the 3 concepts named above.

During the 3 month investigation it became very clear that the basic concept with a fixed location containing flexible working space, offices and conference rooms was not the way to go. When interviewing local governmental people the project group heard that there were already more similar initiatives being offered in the region of Northeast Fryslân and that it is smarter to cooperate with those initiatives instead of creating another similar concept of our own.

Also the results of the surveys taken from the students and the entrepreneurs were telling this. The basic message was that the majority of the interviewed people think it is a great idea, but not for them. The entrepreneurs are having enough space to do everything on their own location and the HBO students are not willing to travel more than 5 km, which is not enough to reach the region of Northeast Fryslân. These results lead to the fact that the overall demand of the basic concept is not high and that it is better to come up with an alternative concept to cooperate with several existing initiatives.

The advice of Inn-Create to the client, Mr. Gijs van Hesteren of Kabel Noord, is to find cooperation for the initiative and setting up the Platform concept. The follow-up project, which comes right after the Inn-NOF project, includes making a business case for the Platform.

It is important to search for partners to cooperate with during the development of the platform and the cloud service. With these partners a plan can be made on how the service should be developed and what way this can be promoted towards the customers.

Next step is to find key users for a pilot of the system; a possibility is to offer the usage of the system to a select group of entrepreneurs and students without any costs. These way problems can be found and solved without having paying customers.

List of Content

Foreword.....	3
Summary.....	4
List of Content	5
1 Introduction.....	9
1.1 Background.....	9
1.2 Assignment.....	10
1.3 Method	11
2 Basic Concept.....	12
2.1 Business Model Canvas.....	12
2.2 The concept.....	13
2.2.1 Value proposition.....	13
2.2.2 Customer relationship.....	13
2.2.3 Channels.....	13
2.2.4 Customer segments	13
2.2.5 Revenue streams	14
2.2.6 Cost structure	14
2.2.7 Key resources	14
2.2.8 Key activities.....	14
2.2.9 Key partners.....	14
3 Analysis of the market.....	15
3.1 Customer analysis	15
3.1.1 Profiles of the customers.....	15
3.2 Environment Analysis	17
3.2.1 DESTEMP.....	17
3.3 Competitor research.....	20
3.3.1 5 forces model – Michael Porter	20
3.3.2 Competitors.....	21
3.3.3 Other initiatives.....	24
3.3.4 Competitors / other initiatives matrix.....	26
3.4 Distinctive Power of the company	26
3.5 Interviews.....	27
3.6 Survey students.....	28
3.7 Surveys entrepreneurs.....	29

3.8	Decision Matrix.....	29
3.9	Conclusions.....	30
4	Concept Definition.....	32
4.1	Concept 1 – Hotel/Restaurant.....	32
4.1.1	(net)Workplaces	32
4.1.2	Meeting rooms	33
4.1.3	Location	33
4.1.4	Advertisement.....	33
4.1.5	Revenues.....	34
4.1.6	Business Model Canvas	35
4.1.7	Distinctive power.....	37
4.2	Concept 2 – Fixed Location	38
4.2.1	Promotion.....	39
4.2.2	Business Model Canvas	40
4.2.3	Distinctive power of the concept.....	43
4.3	Concept 3 - Platform.....	44
4.3.1	Distinctive power.....	47
5	Verifying concepts with market	48
5.1	Concept 1 – Hotel/restaurant.....	48
5.1.1	Calling hospitality businesses.....	48
5.1.2	Talking with entrepreneurs.....	51
5.2	Concept 2 – Fixed location	51
5.3	Concept 3 – Platform.....	52
5.4	SWOT.....	54
5.5	Conclusions.....	55
6	Final Concept.....	56
6.1	Business Canvas Model.....	57
6.2	Concept design.....	58
6.3	Market	59
6.4	Requirements	60
6.5	Income model.....	60
6.6	Name of the concept.....	60
6.7	Advice	61
7	Attachments.....	62

7.1	Environment Information	63
7.2	Conversation reports.....	68
7.3	Survey students.....	77
7.4	Outcome surveys students.....	80
7.4.1	Introduction	80
7.5	Survey entrepreneurs.....	88
7.6	Outcome company-survey.....	92
7.6.1	Introduction	92
7.6.2	The asked questions.....	92
7.6.3	Interviewed companies	92
7.6.4	Results of the survey	93
7.7	Visit of "InnovationsHus Rødding"	100

List of tables

Table 1 - Number of companies in Northeast Fryslân.....	15
Table 2 - Demographical facts northeast Fryslân.....	17
Table 3- Population 10 largest towns Northeast Fryslân	64
Table 4 - Companies located in towns.....	65
Table 5 - Shops per town.....	65
Table 6 - Comparison Northeast Fryslan	65
Table 7 - Development companies	65
Table 8 - Development number of jobs.....	66
Table 9 - Interviewed compagnies.....	93
Table 10 - Advantages/disadvantages Innovationhus Denmark.....	102

List of figures

Figure 1 - Railway project	11
Figure 2 - Structure report.....	Fout! Bladwijzer niet gedefinieerd.
Figure 3 - Canvas Model Basic Concept.....	12
Figure 4 - Competitors / other initiatives matrix.....	26
Figure 5 - Total people of using the concept.....	29
Figure 6 - Decision matrix market analyse.....	30
Figure 7 - Business Model Canvas hotel/restaurants concept.....	35
Figure 8 - Business Model Canvas Fixed location concept	40
Figure 9 - Business Model Canvas Platform concept.....	44
Figure 10 - Matrix conversation hospitality businesses	51
Figure 11 - Business Model Canvas Final Concept.....	57
Figure 12 - Annual development population and household	63
Figure 13 - Development age groups 2010-2030	63
Figure 14 - Development employment 2008-2030.....	63
Figure 15 - Development employment Northeast Fryslân 2000-2009	64
Figure 16 - Employmentstructure Northeast Fryslân 2009.....	64
Figure 17 - Population and household shrink	66
Figure 18 - Ageing of population Northeast Fryslan	67
Figure 19 - Visit Innovatiehus Denmark	102

1 Introduction

This chapter is the introduction of the advisory report of Inn-Create. The subchapters of this advisory report consist out of the background of the project, the assignment of the project, the method that has been used and the structure of the report.

The goal of this advisory report is to create a suitable concept concerning an idea of Kabel Noord about creating external and flexible working spaces that could be used by entrepreneurs, knowledge workers, consultants, self-employed and students.

The idea came out of the region North East Fryslân and wasn't really given much thought yet. Gijs van Hesteren, innovator at Kabel Noord, thought it was worth putting effort in and started the initiative by asking the project team Inn-create to advise him on this matter.

1.1 Background

The project Inn-Create is working on was initiated by Gijs van Hesteren; Gijs van Hesteren is innovator at the company Kabel Noord in Dokkum and also the client of this project. Kabel Noord is the cable company in the Northeast of Fryslân and is owned by the government. The company is, however, making profit and has a corporate purpose, which means that the company is a normal company but wants to contribute to the environment in the Northeast of Fryslân. By setting up projects like this one, Kabel Noord is trying to contribute to the environment in the Northeast of Fryslân in by improving the social and economic environment.

The project team was working from the Kenniswerkplaats Northeast Fryslan in Veenwouden. The Kenniswerkplaats Northeast Fryslan is coördinated by Alice Posthuma and is often used by Gijs van Hesteren to station students working on these kinds of projects. The Kenniswerkplaats Northeast Fryslân has also got a corporate purpose and is linked to schools in the neighborhood like the Noordelijke Hogeschool Leeuwarden, van Hall Larenstein and the AOC Buitenpost. The project running from the Kenniswerkplaats Northeast Fryslan are mostly run by students and it is mandatory that they contribute to the social and economic health of Northeast Fryslan. This contribution to the Northeast of Fryslân is a common goal with Kabel Noord and that is also why Gijs van Hesteren often places students of the company Kabel Noord at the Kenniswerkplaats Northeast Fryslân.

The project team Inn-create studies at the Noordelijke Hogeschool Leeuwarden and are currently participating the minor Innovation Consultancy. On this project Inn-create is assisted by an advising bureau called Syntens who is also working together with the Noordelijke Hogeschool Leeuwarden. When necessary the project team can decide to consult with the Syntens advisor. From the Noordelijke Hogeschool Leeuwarden the projectteam is supported by Sjoerd Moman which is a teacher and, for this project, the coach of the project team.

Below the company of Kabel Noord is being described.

Kabel Noord is the local cable company in Northeast Fryslân and the products they are delivering are radio, television, telephone and internet. Kabel Noord is a company that delivers connections for consumers, companies and institutions. At the moment Kabel Noord is making the switch from copper cable for their connections to connections using fiberglass.

Kabel Noord has about 25 employees working at their new facility at Pier Prinslaan in Dokkum. The number of customers is approximately 25.000 and the year that they were incorporated was 1979. Kabel Noord is a governmental organization in the private sector and the shareholders of Kabel Noord are the municipalities of: Ameland, Schiermonnikoog, Dongeradeel, Dantumadeel and Kollumerland ca. Although Kabel Noord is a governmental organization it has a corporate purpose and is allowed to make profit.

The region of Northeast Fryslân in which Kabel Noord delivers their services consists of about 60 villages on the mainland and 5 other villages from the islands Ameland and Schiermonnikoog.

Kabel Noord has also got an important social and innovative role within the region Northeast Fryslân. The company is contributing in this region by investing in the health and growth of the region Northeast Fryslân.

1.2 Assignment

To make the assignment clear for the project group and the client, the problem, goal and assignment are described so there will not be any confusion about the assignment. Once the problem, goal and assignment are known; the sub questions and products, that are going to be delivered at the end of the project, are described.

Problem

Kabel Noord wants to investigate if there is market for a concept for innovative networking / working on an external location in the Northeast of Fryslân. If so, what can a feasible concept be presented?

If not, the advice can be to stop the project.

Project goal

The goal is to deliver a concept within three months based on a market research which treats the subjects; environment, demand and competitors. Based on the outcome of the market research a decision matrix will be used to elaborate a maximum of 3 different concepts. These concepts will be tested on the market and parties concerned using interviews and presentations. The feedback received from the testing will be made into a SWOT analysis on which the final concept will be chosen. Based on this final concept an advisory report containing the idea, the market and the earnings model will be made which will be presented to the preliminary and concerning parties.

Assignment:

Work out the basic idea and investigate the market demand by doing a market analyzes. This has to result in a final concept idea that has to be worked into an advisory report which has to be presented in the end.

1.3 Method

The railway is a figure that explains in a visual way what activities have to be done for the project. Main activities are divided in sub parts that have to be finished to complete the main activity. The model shows that we start with setting up a planning, after that the concept idea is developed, the market is analyzed and then the concept gets definitive. There will be a check in the form of verifying the concepts with the market. After that the final concept will be made and the advice presented. Below the railway of the project is shown.

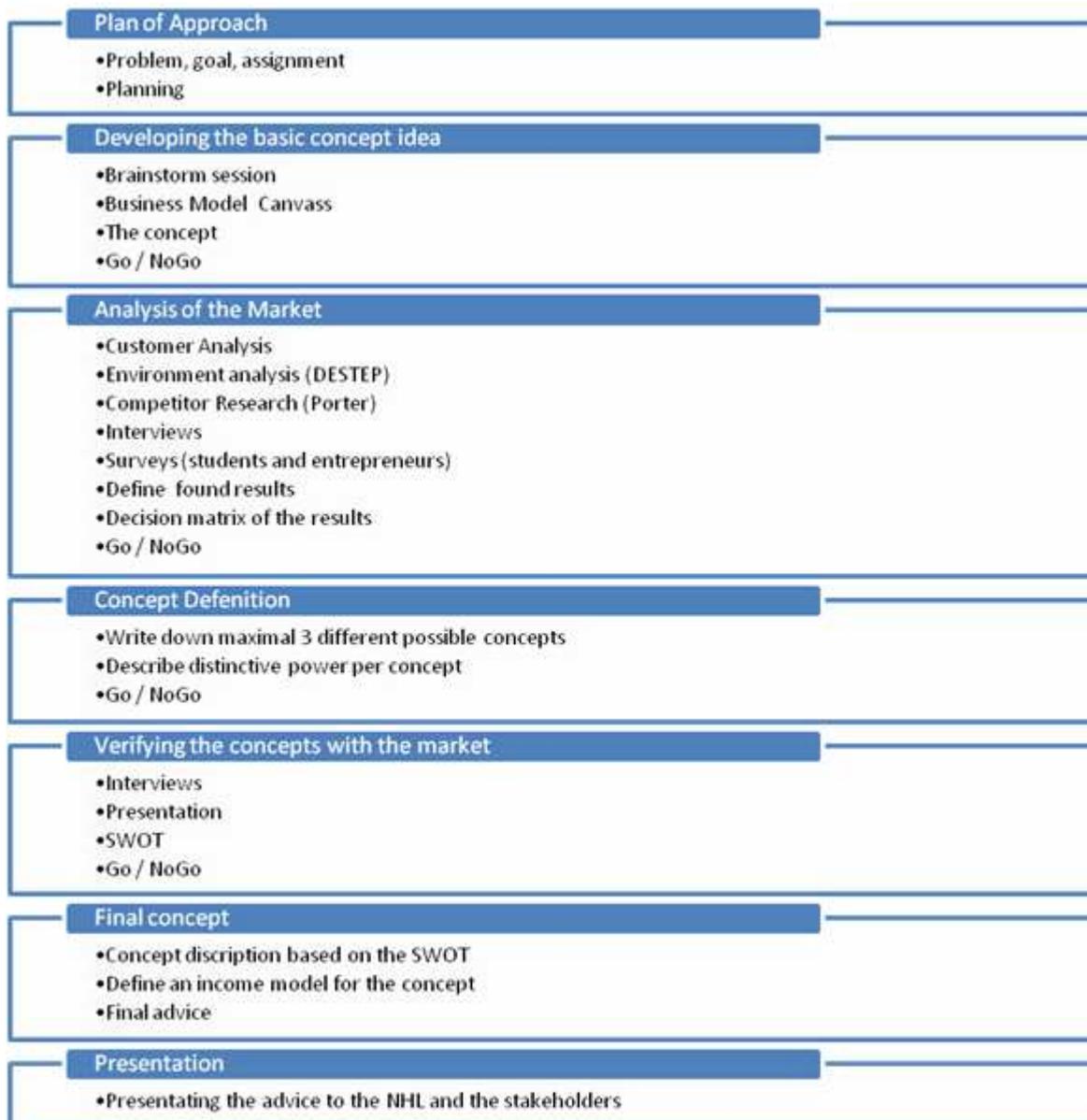


Figure 1 - Railway project

2 Basic Concept

Explained here is the basic concept. In the basic concept, Inn-create used the Business Model Canvas. This model is explained below.

2.1 Business Model Canvas

The Business Model Canvas is a strategic management template for developing new- or documenting existing business models. It is a visual chart with elements describing a firm's value proposition, infrastructure, customers, and finances. It assists firms in aligning their activities by illustrating potential trade-offs.

This Business Model Canvas is a concept which Inn-Create uses to further develop the concept and to make explain the main idea to people who aren't familiar with it. The concept can change any time since the assignment is to come up with different scenarios.

The Business Model Canvas describes in nine different parts a business. It gives details about;

- Value proposition
- Customer relationship
- Channels
- Customer segments
- Revenue streams
- Cost structure
- Key resources
- Key activities
- Key partners

Business Model Canvas - Basic concept

Below is shown the Business Model Canvas Inn-create used to describe the basic concept.

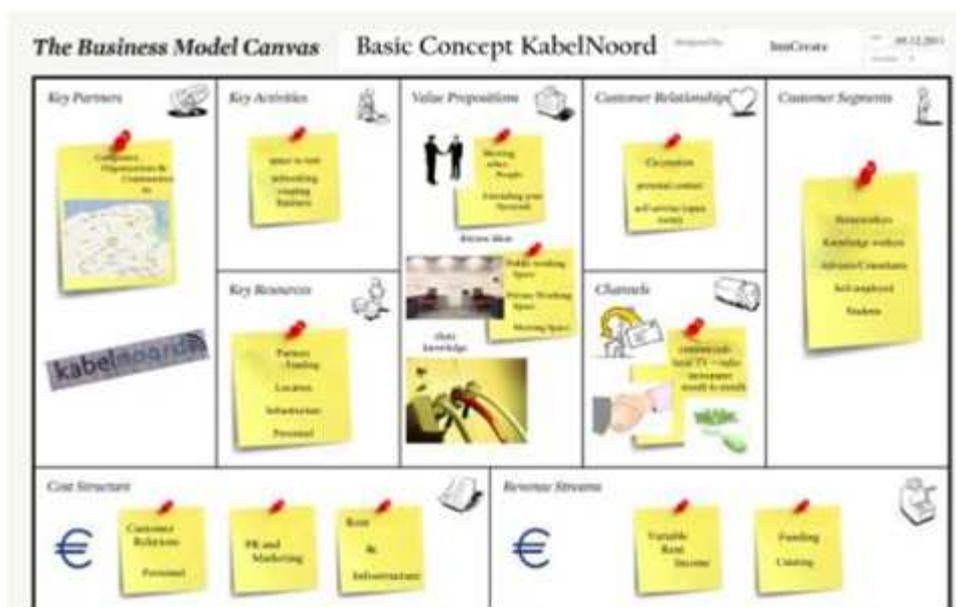


Figure 2 - Canvas Model Basic Concept

2.2 The concept

Below, all nine parts of the Business Model Canvas are being described.

2.2.1 Value proposition

The value proposition is the collection of products and services a business offers to meet the needs of its customers. In the case of this project the external workplace offers a place where people can meet each other, share knowledge and extend their network by talking to these people. Everybody who's interested can work in the public working space, it is free to walk in and out. Also it is possible to rent a meeting room where conversations can be held.

2.2.2 Customer relationship

The customer relationship is explaining how the relationship between the client and the customer is built and maintained.

First of all there is a co-creation. In this case the client and the provider work together. There is also personal contact between the client and the provider. The client has to go to the provider to rent a room and check if that room is available at a certain time the client wants to use it. In the open room where people can walk in and out there is self-service. Here the client doesn't need the provider to sit there and start working.

2.2.3 Channels

Channels describe the way how the provider communicates with their client and how they reach the client to let them know about their value proposition. A possibility to reach the client is to personally notify the client about the external workplace, for example to post a letter with the explanation about the external workplace. The client can also be reached by local radio and TV commercials, for example Omrop Fryslân has a radio and TV channel who is broadcasting for Frisian people. There are also a lot of newspapers who aren't nationwide spread but only in the region, they can also put an advertisement in one of the newspapers. A lot of advertisements are nowadays spread on the internet, there is also a possibility to make a website of the concepts so people can read about it on the internet. The last way to reach the clients is mouth-to-mouth advertisement.

2.2.4 Customer segments

The customer segments describes the target groups of the external workplace. The first target group are the home workers. Home workers are not people who are working the whole day at home but for example people who are leaving the office some hours earlier and work a few hours at home. Another target group is the knowledge workers. A knowledge worker gathers knowledge and information, interprets it, develops it and then uses and distributes the information and knowledge. He is using his skills to identify problems and then comes up with solutions and alternatives for this problem.

People who may also use the location are students. They can work in the public room or for example when they do their internship their company can rent an office when there isn't enough space at the company itself.

Advisers / consultants are also one of the target groups. They are giving advice and are mostly hired by a company with not enough knowledge about a certain issue. Advisers / consultants travel a lot for their work, so a place like this is ideal to (net)work when they are visiting a clients and have some spare time between the visits.

The last target group described are the self-employed workers. They don't have any personnel and

most of them don't have own office space. For them it would be an option to work in an external location.

2.2.5 Revenue streams

Revenue streams are the results of the value proposition who is delivered successful to the clients. For the external workplace one of the revenue streams are the income of the rent of offices and meeting spaces. People who want to use one of those rooms have to pay an amount of money to use it. Another source of income is the (possible) funding the project can get. If the government supports this idea there is a chance that they will subsidize the location. People who are working there also have the opportunity to make use of catering service. The people need to pay for this, so this will also be a revenue stream of the project.

2.2.6 Cost structure

The cost structure is presenting all the costs it will take to get the external location running. First of all there are costs for customer relations, to develop and maintain the relation a lot of effort and costs have to be put in there. The personnel needs to be paid who is regulating the rental of the offices and conference rooms and the catering. PR and marketing are also costs that need to be made to make the location successful. People have to know the location in order to go and work at it. When a place needs to be rented this will also costs a monthly amount of money, this also includes light, water and so on. What also costs money is the infrastructure. People need to have access to the internet in order to work. This will also cost a monthly amount of money.

2.2.7 Key resources

Key resources are assets which are necessary to make to concept work. The key resources for the external workplace are the partners, because they can provide funding for the project. Another key resource is the location. This is very important, because everybody needs to know the location.

When they have the idea to work somewhere else besides at the office or at home they first must think of this location.

The infrastructure is also a key resource, because everybody needs internet to do his/her work and can't work without it. The last key resource that is very important is the personnel. The personnel is the face of the location and is responsible for the available space in meeting rooms.

2.2.8 Key activities

The key activities are the most important things which a company must do to make the business model work. For this external workplace one of the key activities is space. There is a public area where people can walk in and out for free, here people are with other people in one big room and people can rent an office or a conference room which they need to pay for. In the whole building (public area, office and conference room) people can get into contact with other people. They can network, share ideas, share knowledge and create a new business for example.

2.2.9 Key partners

The key partners are the partners which are crucial for the survival of the external workplace. The initiative of the project is coming from Kabel Noord in Dokkum. Four students are doing behalf of Kabel Noord an investigation whether an external workplace could work in the Northeast of Fryslân or not. Other key partners are the government, companies, organizations and communities in the Northeast of Fryslân. They are all responsible whether this concept works out for the region or not. It is very important to create support for the idea with the key partners.

3 Analysis of the market

Below the market analyze is described that contains the following sub paragraphs: customer analysis, environment analysis, competitor research, distinctive power of the company, interviews, surveys, results, decision matrix and the conclusion.

3.1 Customer analysis

This chapter is about the customer analysis. It describes which different customers there are and what this new concept can offer to them.

In the northeast of Fryslân in de municipalities of Dongeradeel, Dantumadiel, Tytsjerksteradiel, Achterkarspelen and Kollumerland c.a. there are in total 6540 companies. These 6540 companies also include the businesses with no employees and the self-employed workers. Table 1 shows the number of companies each municipality has.

	Dongeradeel	Dantumadiel	Tytsjerksteradiel	Achtkarspelen	Kollumerland c.a.
Number of companies	1410	995	1645	1705	785

Table 1 - Number of companies in Northeast Fryslân

3.1.1 Profiles of the customers

There are a few specific target groups for this project. These are:

- home workers
- knowledge workers
- students
- consultants
- self-employed workers

The target group that is aimed at is very variable and large, in fact everyone is welcome. In the text below every possible target group is being further described.

Home workers

Home workers can also be defined as flex workers. They are for example people who come home earlier and need to post an offer. Home workers are as well people who are working a few hours at home during the day to avoid traffic jams. Also doing other small things for work in a lost hour or respond on a business e-mail is counted as home working. On average one on every six Dutch people are sometimes working at home.

For this specific target group the benefits of working on an external location is that the people are in a business like environment, this is what lacks when they are working at home. While working on a external location they can meet people, discuss new ideas or expand their network. These are all things the home worker doesn't have when he or she is sitting at home.

Knowledge workers

A knowledge worker is a person who gathers knowledge and information, interprets it, develops it and then uses and distributes this information and knowledge. He is using his skills to identify problems and then comes up with solutions and alternatives for this problem. Characteristic for a

knowledge worker is that the task isn't always clear. Therefore the most important question for a knowledge worker is always; what is the desired result? To get the answer to this question he doesn't only use his own knowledge but he also has to find additional knowledge.

Knowledge workers are always looking for new information to complete their own exciting knowledge about a subject. To go to a place where knowledge workers can meet, socialize, share information, work on the computer and network on an external location like this project, is perfect for them.

Students

The location is also accessible for student. This means students with a higher education but also students with a normal education. It is important to have a wide variety of people.

The students can work there for school but can also get stationed at the location by the company they run an internship with.

Students are able to work in the public space where they can be creative and work on their network but of course it is possible for them as well to rent an office and participate in meetings.

Consultants / advisers

A consultant or adviser is a person who is giving "professional advice" and is hired by a company to help them with different issues. There are no differences between consultants and advisers. A consultant can be active on different areas. Important is that the consultant gives professional advice. This means that he or she has knowledge/expertise which is missing at the company that is hiring the consultant. Giving advice is part of his profession and the consultant is rewarded for it.

Consultancy is described as: "The practice of giving expert advice within a particular area". While a consultant can give advice in many areas, a consulting firm, however, is limited to services in a specific area. Mostly when there is spoken about consultancy, often refers to for example strategy consultancy, business consultancy, IT consultancy and legal consultancy.

Consultants work mostly for different companies so they have to travel a lot for their work. An external location like this project is helpful when they have spare time between going from one client to another client.

Self-employed workers

Self-employed workers are workers without any personnel. They can work in all branches. About 50 % of all the companies are self-employed companies.

Most of the self-employed workers don't have an own office space and probably work from out their own house. When they want to meet possible clients an option for them is to meet in a conference room on an external location like the one this project is providing. Renting office space is also among the offered options, which makes working on an external location very suitable for a self-employed worker.

3.2 Environment Analysis

The environment analyze is being described below using the DESTEMP method.

3.2.1 DESTEMP

The macro environment of the region Northeast Fryslân will be analyzed using the DESTEMP method. This method uses 7 different factors in order to do a complete scan of the external macro environment. The 7 factors are: Demographical factors, Economic factors, Social-cultural factors, Technological factors, Ecological factors, Market and Branch factors and Political and Juridical factors.

Demographic

Demographic factors are all about how the region is build up. In the table below demographic facts about the residents of northeast Fryslân are pictured. The table gives information about how many residents each municipality has, the proportions between the “productive age group” (20 – 64 years) and the “non-productive age group” (0 – 19 years & 65 +) and how big the potential labor force is.

	Achtkarspelen	Dongeradeel	Dantumadiel	Kollumerland c.a.	Tytsjerksteradiel
Residents	28.123	24.292	19.310	12.930	32.178
<i>0 – 19 years</i>	7.155	6.074	4.843	3.273	7.915
<i>20 – 64 year</i>	16.612	13.898	11.156	7.591	18.356
<i>65 +</i>	4.356	4.320	3.311	2.066	5.907
Residents percentage					
<i>0 – 19 years</i>	25,4	25,0	25,1	25,3	24,6
<i>20 – 64 year</i>	59,1	57,2	57,8	58,7	57,0
<i>65 +</i>	15,5	17,8	17,1	16,0	18,4
Potential labor force (15 – 64 years)					
<i>Number</i>	18.229	15.459	12.501	8.459	20.289
<i>Percentage of total population</i>	65,1	63,6	64,7	65,4	63,1

Table 2 - Demographical facts northeast Fryslân

In total there are 116.833 residents in northeast Fryslân. The total amount of potential labor force is 74.937. What stands out is that Tytsjerksteradiel has by far the most residents and Kollumerland c.a.

has by far the least residents. This also means that these municipalities have the most and the least numbers of potential labor force.

There are different demographical trends in the region of Northeast Fryslân that are important for this concept.

First of all there is a decrease of the population of Northeast Fryslân since 2005, the expectation is that this decrease will continue in the future. For the concept and the partners it is important to turn this trend into an increasing trend. The concept can help improving this trend by making the region economically stronger and more attractive for businesses and employees.

The second trend is the takeoff of the younger high educated generation (age 15 to 35) out of the region Northeast Fryslân. This trend is causing a “brain drain” to the region, which means that young higher educated people are leaving the region Northeast Fryslân. The result of this is a decrease of the average education level in the region and an increase of the ageing population in the Northeast of Fryslân.

An increase of the ageing population means a decrease of the available labor force. For the concept this trend can cause difficulties because its focus is on labor force / students, these groups are both decreasing.

The third trend is about the employment of the region Northeast Fryslân . Although the employment has had an annual increase of 5% in the last 10 years, the increase of employment was lower than the increase of employment in the province (12%). The highest expected employment increase is within the healthcare and employment will decrease within the industry, agriculture and trading sectors. The highest employment at this moment however, lies within the sectors; healthcare, industry, construction and trading. This means the region can get a difficult time if the trend keeps developing like this.

Economic

Northeast Fryslân has a higher unemployment, a lower income per household and a lower average educational level in comparison with the rest of the Netherlands.

These circumstances are making the economic climate of the region lower than the rest of the Netherlands.

The “working with the hands” industry like agriculture and industry is not only characteristic for the region but is also very important for the economic health of Northeast Fryslân because there are so many.

An important factor within the agriculture sector is the European market and European legislation. The trend of lowering the funding and turning it into a system of remuneration is not helping the agriculture companies. It is hard for these companies to survive without the support of government funding or the product producers.

For the concept it is important to work together with partners and increasing the economic health by stimulating innovation.

Social-cultural

Within the region Northeast Fryslân there is a decrease of population and the overall ageing is rising. Because of this, the local community centers are getting less crowded. To ensure their existence

community centers are joining up and working together so that they cost less money and be more efficient.

The concept can take advantage of this trend because working spaces can be generated in for example community buildings.

The culture of Northeast Fryslân exists out of the population and the companies in the region. Because the region lies in a cross-section between the central-axel and the railroad between Leeuwarden and Groningen, people and companies from other regions can travel and find their way easily. Therefore a mixture of cultures are living and working in Northeast Fryslân. These mixtures form a unique culture specific for the region.

The average educational level in Northeast Fryslân is lower than other parts of the Netherlands but the concentration of entrepreneurship on the other hand, is very high. Within the region there seems to be the idea of independence, which can be the reason of the high concentration of entrepreneurs.

For the concept the location of the region and the high concentration of entrepreneurship is very positive. There are a lot of potential customers for the concept and the location makes it possible for companies outside the region to easily visit a working place in Northeast Fryslân.

Technological

A trend within the region is the improvement and renewing of the ICT infrastructure which is done by the local cable company and partner for the concept; Kabel Noord.

Kabel Noord is working on the construction of a fiberglass network. Because the region is not located near big cities and traveling is an issue for some people, a state-of-the-art ICT infrastructure is very important to improve communication and the attractiveness of the region. When the state-of-the-art ICT infrastructure is combined with low land and house prices like in the Northeast of Fryslân, working away from home or work can be promoted. This would be particularly interesting for people who are living in the Northeast of Fryslân and working for a company in another part of the Netherlands.

Ecological

The region Northeast Fryslân is known as a very green region. Northeast Fryslân consists of a variety of country like grass-land, tree sides and mounds landscape. Within the region agriculture and small businesses paint a picture of the standard.

Political

Due to the involvement of the government within the company Kabel Noord this concept has a social public interest. Funding from the local government can be possible, also collaborations with government departments or community centers is a possibility.

This however, does not mean that this concept is going to be a political project. When regular companies are interested, collaboration with them is also an option.

3.3 Competitor research

The competitor research is being explained using the 5 forces model of Michael Porter

3.3.1 5 forces model – Michael Porter

The 5 forces model is a model designed by Michael Porter. The goal of the model is to find out what the profit margin of the industry is. This is achieved by using the 5 forces; suppliers, customers, substitute products, the thread of new entrants and the competition on the market.

The five forces are:

1. The power of suppliers
2. The power of customers
3. The thread of substitute products
4. The threat of new entrants
5. The internal competition from players in the market.

The power of suppliers

Since the concept isn't something suppliers can deliver and neither it is something that is widely available, suppliers don't play a big part in this. The power of suppliers is in this case close to zero.

Supplier powers can be:

- Much available suppliers. This means it is easy to change to another supplier
- Lots of substitute products on the market
- The importance of the industry for the suppliers
- Switching costs. The higher the supplier switching costs, the better a company will think before switching suppliers
- Standardization of a product. A buyer will think twice before switching to another supplier when the product is standardized.

The power of customers

The power of the customer is based on the way they can affect the overall prizes by lining up competitors against each other.

Customer powers can be:

- The importance of the product for the buyer
- Standardization of the product
- Switch costs
- The profit of the buyers
- The thread of vertical integration
- The importance of the product for the buyer looking at the quality level of the product.

The threat of substitute products

An example of a substitute product is the 'seats 2 meet' concept. It is kind of similar and it can partly fulfill the needs that we are offering with our concept as well. Another substitute is the service some hotels are offering by renting out office space or meeting rooms.

The thread it causes our concept however is low, because in the northeast part of Fryslân is it not very common to use the facilities that are offered. Also what Inn-Create is trying to offer with the concept is more based on increasing your network and create innovativity in the region, not only rent out office space.

Looking at it from this perspective the concept is one of a kind at this moment and has yet to be introduced into the region.

The thread of new entrants

When having a business there is always the thread of new entrants into the market. New entrants want market share and are extra capacity in the existing market. This means more costs for the company or lower prizes at the market due to more competition.

Entering a new market is often not very easy, there can be barriers. These are the 6 most important entrants' barriers:

- Scale benefits
- Product differentiation
- The amount of capital needed
- Switch costs
- Access to distribution canals
- Governmental policy

But considering the fact that the concept has not been introduced in the region yet, the thread of new entrants is low because the market is new and has yet to grow up.

The internal competition from players in the market

The internal competition in this new- not yet grown up market is very low. This is because the concept is new and not yet introduced in the region. This also means there are no competitors yet in this region.

When looking at the Netherlands as a whole, similar concepts are already there. Because these concepts are out of the region Northeast Fryslân, the competition is very slim since the distance is that far.

Knowing similar concepts are available in the Netherlands, the thread of already existing patents is also there. It is very important to find out if there are patents on names, products or ideas concerning this subject so expensive law accusations can be prevented.

3.3.2 Competitors

There are however other concepts that offer a somewhat similar service. Below different competitors will be described.

Seats2meet

Seats2meet is a nationwide company with in total 19 locations all across The Netherlands. The nearest concept of Seats2meet, is in Haren in the province of Groningen. The location in Haren is one of the six Postillion Hotels, which is franchiser of the Seats2meet concept. In total there are just six real Seats2meets. The other 13 locations that Seats2meet has to offer are franchisers.

Seats2meet is an organization providing three different concepts for the self-employed professionals. These concepts are:

- **S2M Meeting space**
The S2M Meeting space is a concept where the Seats2meet organization offers meeting spaces for the self-employed professional. Everything necessary for a successful meeting (laptop, beamer, drinks, sandwiches) can be provided. The rooms can be reserved using the website of the organization.
- **S2M Working space**
This concept offers flexible working spaces throughout the country. These working spaces are placed within other company buildings and can be reserved using the website of the organization. Besides this the Seats2meet organization is also connecting knowledge together with registering the expertise of the professionals.
- **S2M App Space**
This concept offers online applications (Cloud) for companies, organizations and self-employed professionals. All the applications offered are social based (connection with twitter, facebook, Linked-in etc.) and can be combined forming a suite.

Inqubator

Inqubator is also a nationwide company with several locations all across The Netherlands. There is one Inqubator in Fryslân. This Inqubator is stationed in Leeuwarden.

They offer a couple of services towards starting companies, students and self-employed professionals. These services are:

- Helping with starting and developing a company. Inqubator's employees can provide entrepreneurs the information and advice they need.
- Helping pre-starters developing a company model and starting the company by the help of Inqubator's own employees.
- The personnel of Inqubator coaches students entrepreneurship, this can be done when students are graduated but also when students are still at school.
- Offering starters in Life Science a place to start in one of the two buildings.
- Offering starters in internet business, application and game development and other professions a place to start in one of their buildings.
- Offering training, meetings and workshops for everybody who is interested.

Crystallic

Crystallic is an office building in Leeuwarden owned by Sipkema real-estate. In this building offices are rented out to companies who need an office space for a short term but also for the longer term. Also meeting rooms are available for a maximum of 250 people.

Crystallic has everything what a company needs, a central reception, ICT facilities and a big parking lot. The location of Crystallic is also practical, it is laying on the outskirts of Leeuwarden and nearby the N31.

The services they offer are:

- Business café where business meetings can take place
- Meeting facilities
- Seminar location
- Full-service reception
- Repro and dry-cleaning
- Catering
- Rooms for events
- Child care.

Innovatiehouse Buitenpost

There are far-reaching plans to create an Innovatiehouse in Buitenpost. The inventors of the house are the two owners of Denkgenoten, named Henk Everts and Erwin Bremer. The idea of the Innovatiehouse is to become an incubator for growth entrepreneurs. The idea of Denkgenoten is to create a “campus” for students with the Innovatiehouse. The “campus” should become a place which will bring students and entrepreneurs more close to each other. No more further details are known by the time this report is written.

This place isn't realized by the time the report is written but a letter of intent is signed.

Knowledge campuses

The knowledge campuses are / will be established to improve the cooperation between universities and the businesses. Near Northeast Fryslân there are a few knowledge campuses operational.

- *Knowledge campus Leeuwarden*

The three universities of Leeuwarden; Stenden, Van Hall Larenstein and the NHL, together with the municipality of Leeuwarden are working together to realize a campus next to the Rengerspark in Leeuwarden. This campus will be the place whether people are studying, working, investigating, run their own business, live or recreate, it will all be possible at the new campus in Leeuwarden.

- *Knowledge campus Emmen (Drenthe)*

The Knowledge campus in Emmen was founded in 2006. Four different parties are founder of the campus; the businesses (mainly the SME), the province of Drenthe, the municipality of Emmen and Stenden University. The campus was founded because they wanted a continue interaction between the businesses and the knowledge institutions.

- *Knowledge campus Drachten*

In Drachten there are also plans to create a knowledge campus. The reason for this is to keep the educated people in the province. On this campus Phillips should have a leading roll.

Kenniswerkplaats Northeast Fryslân

The Kenniswerkplaats is a learning, investigation and working community pointed at the renewing of the regional live and work environment. In the Kenniswerkplaats knowledge questions from the region are collected and answers are being formed. Students, teachers, lectors and professors of green schools and institutions work together with non-green knowledge institutions and other

involved parties like entrepreneurs, governments, experts, users and citizens and find innovative solutions for rural issues. The projects that are being done are knowledge-intensive: it's about locking knowledge, developing, applying, evaluating and spreading this knowledge.

In total there are 15 different Dutch regions which have their own Kenniswerkplaats.

Gouden Driehoek

Platform the Gouden Driehoek is founded in order to improve the cooperation between the government, schools and businesses in the northeastern part of Fryslân. The municipalities that are involved in de Gouden Driehoek are; Dongeradeel, Dantumadiel, Achtkarspelen, Tytsjerksteradiel and Kollumerland c.a..

According to the Gouden Driehoek, northeast Fryslân is standing in front of a big challenge: how do we keep sufficient knowledge and skills in the region of northeast Fryslân? In order to give a good answer to this question the Gouden Driehoek did research in the form of a project named "Database".

Hotel / restaurants

Hotels and restaurants in northeast Fryslân are also competitors. The larger hotels and restaurants are renting out meeting rooms. This is for the concept a competitor, because Inn-Create also wants to rent out meetings rooms which people can rent for meetings, workshops and presentations.

In northeast Fryslân there are in total 250 hospitality businesses. Not every of the 250 businesses has rooms available for rent, but the bigger ones do have this rooms.

3.3.3 Other initiatives

Kamer van Koophandel

The Netherlands Chamber of Commerce (Kamer van Koophandel) is a nationwide, non-profit operating institution and manages the trade register. The Chamber's other tasks are to provide Dutch entrepreneurs with information, stimulate regional trade & industry and advise local and regional government.

The Netherlands Chamber of Commerce is incorporated under public law and is delivering its services free at Dutch entrepreneurs across all sectors.

The 3 main tasks of the Chamber of Commerce are:

1. Implement economic legislation, including the Trade Register Act. These laws have been introduced to enable businesses to benefit from reliable information recorded by an impartial organization.
2. Information is the second main task of the Chamber of Commerce. The Chamber gives general and specific information to all entrepreneurs operating in the Netherlands. As an independent helpdesk and guide, the Chamber answers questions and points new entrepreneurs in the right direction. Existing businesses are also welcome to use the Chamber's services.

The core package of information services is grouped into five specializations, namely:

- Starting entrepreneurs

- Growing companies
 - Import and export
 - Company termination and transfer
 - Legislation and Regulations
3. The Chamber's third main task is to stimulate the regional economy.
On the basis of their expertise and consultation with employers' and employees' organizations, the Chambers of Commerce comment on (regional) government plans. By doing this, they give an authoritative voice to regional business & industry.
In addition, the Chambers undertake all sorts of initiatives to stimulate the regional economy and to create more space for business.

Syntens

Syntens was founded in 1998 on the initiative of ministry of Economic affairs, Agriculture and Innovation. It is a foundation which has a non-profit policy. Syntens is engaged in educational and activation activities aimed at innovation in SMEs. The target group of Syntens consists of the SMEs, who are willing and able to innovate.

Syntens is there for entrepreneurs who are always looking for new markets and products and are pro-active making use of their own network. The network of Syntens is strengthening companies with the right knowledge and resources to faster, better and earlier become innovated. The services of Syntens are mostly free of charge. The task Syntens has received from the ministry of Economic affairs, Agriculture and Innovation is to help enterprising Holland forward.

Like said Syntens is there for enterprising Holland. SMEs which are standing open develop new businesses with others. Syntens is ready for the people who live with the motto: "it can always be improved".

3.3.4 Competitors / other initiatives matrix

Like written down in the paragraphs 3.3.2 there are a lot competitors that offer somewhat similar services like the concept of the students. In paragraph 3.3.3 the other initiatives of parties in the region are written down. To make visual in one time what every party in the region is offering a matrix is created. Below the matrix is shown.

The upper cells show all the competitors / other initiatives in the region. On the left of the matrix things are written down what parties can offer their clients. If a cross is written down, this means that this particular party has this thing to offer for his clients.

	Seats2meet	Inqubator	Crystallie	Innovatiehouse	Knowledge campuses	Kenniswerkplaats	Gouden Driehoek	Hotels / restaurants		Kamer van Koophandel	Syntens
Meeting space	X	X	X					X			
Working space	X	X	X					X			
Offices		X	X								
Business Café			X								
Catering	X	X	X	X	X	X		X			
Interaction between businesses and institution		X		X	X	X	X			X	
Questions from the region being answered					X	X	X			X	
Helping starting a company		X								X	X
Helping developing a company model		X								X	X
Coaching students		X									
Organizing trainings		X								X	X
Organizing workshops		X								X	X
Organizing meetings		X								X	X
App space	X										
Childcare			X								
Event room			X								
Helping companies with new ideas										X	X

Figure 3 - Competitors / other initiatives matrix

3.4 Distinctive Power of the company

The idea of creating an innovative working place in Northeast Fryslân is a new idea for this region that already exists in other parts of the Netherlands. Examples are the 'seats 2 meet' concept but also hotels that are offering office space for people who want to rent a room for a couple of hours. Because a lot of people already have heard of this concept it should be less difficult to introduce it to the region.

What similar concepts lack, but what is the unique selling point of this concept, is that the idea is to create an innovative working environment where people have the ability to share ideas and be innovative through working and networking with other people. The concept as a whole should be very accessible for everyone.

This means that pretty much every group one could think of is welcome, this means; home workers, knowledge workers, students, advisers, consultants and self-employed people.

The idea behind the concept is to create an easy accessible working spot where you can put down your laptop, work and socialize (with different sorts of people) at the same time.

The concept comes along with every important facility that belongs in a modern working environment.

- A fast wireless internet connection
- Beamers
- Printers
- Whiteboards / flipcharts
- Conference rooms
- Catering service

The goal of this concept is not to make profit but to boost the economy in the region of Northeast Fryslân by creating an easy accessible innovative workplace for everyone who wants to make use of it.

3.5 Interviews

During the project there were interviews taken from different people that were all involved, mostly political, within the region of Northeast Fryslân. During these interviews a lot of information was gathered that was useful for the project and will be used during the making of this advisory report.

During the interviews it became known that there are a lot of different projects, concepts and initiatives that are already doing similar work than the basic concept of this report. People were mentioning this specifically because they found that the number of different initiatives was too high and that this should be brought down to a lower number and preferably due to cooperation between different parties. Mentioned for example was the cooperation between the Kenniswerkplaats and the Gouden Driehoek and the collaboration between all 5 municipalities of Northeast Fryslân. It, however, became also clear that doing this was not an easy task due to stubborn people and trust issues towards the other parties.

It became also clear that the ZZP-ers are a large and important group but is not easily contacted. The ZZP-ers do not have a combined contact person or association and they are not registered as a company. Therefore this group is hard to find but important to reach, a good marketing campaign towards this group is difficult but necessary.

Also the contact between entrepreneurs and students was mentioned. Students should be used within companies to provide them with their knowledge. The most of all interviewed people share the opinion that the schools should stay like they are at this moment.

Overall the largest part of the people that were interviewed gave the answer “yes” when being asked if they were positive about the concept. This does, however, not mean that is an ideal solution but that the people interviewed are interested by the concept and are willing to stay informed.

3.6 Survey students

To find out how students re-act on the concept of having an external (flex)work space with rental of offices and meeting rooms the students of Inn-Create made up a survey. The whole survey is to be found in attachment 8.3. The worked out answers of the survey for the students are also to be found in the attachment, this in attachment

In total 265 students were personally asked to fill in the survey of Inn-Create. The schools that were chosen are Stenden University, NHL Hogeschool and AOC Friesland. From Stenden and the NHL there are each 100 surveys conducted and from the AOC there were 65 surveys conducted.

The three schools are also analysed separately, because of the differences in their background (students out of the region, international students), their education and their facilities (more or less rooms to work).

The students from the NHL and Stenden spend around 18,4 hours a week on a desk working at school matters. The AOC students work around 11,4 hours. As a result of the limited space in universities 39% of the NHL, 43% of the Stenden and 89% of AOC-students are using other external facilities to work.

From these students who are using external facilities the most common answer where they work instead of their university is:

- At home (75%)
- Other (25%)
 - Library
 - Canteen
 - Company
 - Hestia students-lounge
 - Café.

To find out if the companies have enough room for the students when they are doing their internship etc. the survey was also asking how much students are working for a company. 54 % of the interviewed students from NHL are working for a company, 32% of the students from Stenden and 30 % of the AOC-students.

Followed by this question the students were asked if they have enough space to work at their companies. From the student of the NHL 83 % have enough space to work, 84 % of Stenden students have enough space and 95 % of the AOC students do have enough space.

In the end of the survey the question came if they want to make use of the concept. The figure below shows the total amount of answers to this question.

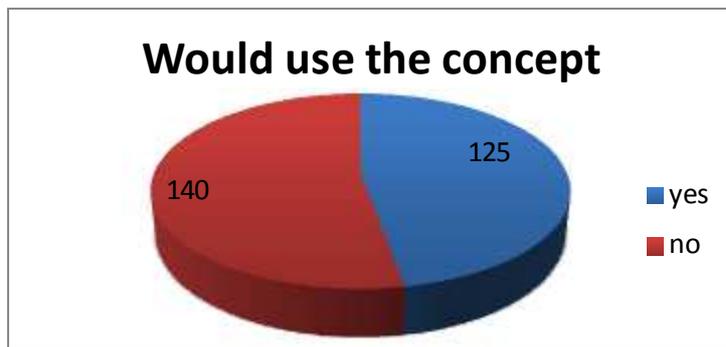


Figure 4 - Total people of using the concept

48 % of the students of all universities would use the general idea of the concept. The acceptance at Stenden is with 55% a bit higher than at NHL (44%) and AOC (40%).

Further outcomes of the survey is that out of the 44 NHL-students and the 55 Stenden-students who would use our concept only 13 students are willing to drive more than 10 km for using it. Students from AOC are willing to drive up to 20 km for using this concept.

Out of the 99 students from NHL and Stenden who would use the concept, almost everybody who gave an answer is not willing to pay for using this concept. Therefore it should be free of charge for the students.

3.7 Surveys entrepreneurs

To get to know how entrepreneurs of northeast Fryslân are thinking of the idea of the students of Inn-Create they were contacted by phone. During this phone call a pre-made survey was conducted. The full survey can be found in attachment 8.5.

In total 45 companies were contacted, all from different branches. The list with companies that were contacted and where the survey was conducted can be found in attachment 8.6.3.

More than half of the interviewed companies in equal and different say that the companies in Fryslân and in northeast Fryslân are good connected to each other. Only companies in equal branches in northeast Fryslân aren't that good connected to each other.

From all the interview companies 85,4 % is telling that they have enough space for themselves and to receive clients. Therefore just 93 % of all the interviewed companies are making use of external facilities – like restaurants – to for example have business meetings. Just 91 % is saying that they (or their employees) would make use of a physical flex(work) location with renting of offices and meeting rooms.

3.8 Decision Matrix

Below, the decision matrix of all the interviews is shown. In every interview a lot of things have been said. In the first column of the matrix the most important statements of people are written down. Behind every statement there is written down how often every statement is made. After that the client of the project Gijs van Hesteren gave everything a score of importance. Here a score of 4 means that it is important for the project and a score of 1 means that the statement is less important. In the end there is a total, the total is calculated by multiplying the times a statement is made by the score given by Gijs van Hesteren.

The statements with the higher totals will be used by making the SWOT.

	Point	Value	Total
Positive towards the concept	10	4	40
Cooperating with parties	3	4	12
Cooperating with de Gouden Driehoek	4	4	16
Groups/people hard to reach (stubborn)	4	2	8
Mentioning of other concepts	9	2	18
Entrepreneurs are hard to reach	1	1	1
ZZP-ers are hard to reach	5	3	15
Different physical locations needed for the concept	2	3	6
Positive about the Innovatiehus	4	2	8
Cooperation of the 5 municipals	3	4	12
Hard to define assignments for students	2	3	6
Shrinkage of the population	2	1	2
Involve/engage students	8	3	24
Cooperation with hotels/restaurants	3	2	6
Willing to participate to the concept	1	2	2
Shortage of labor force	2	2	4
Looking for motives to meet and work together	1	3	3

Figure 5 - Decision matrix market analyze

3.9 Conclusions

The conclusion of this market analyze is based on the different analyzes and models in this report. Also the minutes gathered through organizing meetings with different people from this region, has been an important source of knowledge to find out whether or not there is demand for this concept.

The report shows that Northeast Fryslân has a high unemployment, a low income per household and a low average educational level in comparison with the rest of the Netherlands. Economically the region isn't very good, compared to the rest of the Netherlands.

Also there is a decrease of working population in the Northeast of Fryslân. A lot of mid- and high educated young people are leaving this region due to better economic conditions in the rest of the Netherlands. This is causing a "brain drain" and therefore an increase of ageing.

Positive is that the employment in the Northeast of Fryslân has increased lately but it is not as high as in the rest of Fryslân.

Although the facts described above are somewhat negative, the meetings Inn-Create had with people from the region show that different people are working on similar ideas like the one Inn-Create is working on. This means the subject and its idea is recent.

Almost every single where person Inn-Create arranged a meeting with was enthusiastic about the project and started sharing ideas. Also the surveys spread on different schools proved that a lot of students found the project very interesting, saying that this concept could also work for them.

This information combined means that the demand for the concept *has been proven* based on the models and analyzes in this report, based on the meetings Inn-Create had with different types of people from the region and based on the spread surveys throughout schools.

There is a market for the concept looking at the results of the student-surveys because they are working for school matters also somewhere else besides school, and why not at location like the one of the concept. The fact is that students from the NHL and Stenden aren't willing to drive a lot for it (less than 10 kilometers) and they aren't willing to pay (much) to make use of the concept. Looking at the AOC students, they are willing to travel more and are willing to pay for the concept.

More than half of the companies in northeast Fryslân agree on the fact that it is necessary for their business to be good connected with other companies in their region. The connection between companies in the same branch in northeast Fryslân could be better. Of all the interviewed entrepreneurs is 93 % making use of external facilities to work or meet with clients. Just 9 % would use a external facility of Inn-Create.

4 Concept Definition

The concept definition exists out of 3 concepts. Concept 1 – Hotel/restaurant, concept 2– Fixed location and concept 3 – Platform. They are being described below.

4.1 Concept 1 – Hotel/Restaurant

One of the three concepts that the project group has chosen to work out is the concept of cooperating with one or more restaurants and hotels in the region of Northeast Fryslân. Below is a list that contains the municipalities of the region along with the number of hospitality businesses.

- Dongeradeel: 70 hospitality businesses
- Dantumadiel: 25 hospitality businesses
- Achtkarspelen: 45 hospitality businesses
- Tytsjerkstradiel: 70 hospitality businesses
- Kollumerland c.a.: 40 hospitality businesses

In its totality this means there are *250 hospitality businesses* in the Northeast of Fryslân.

It is becoming more and more common every day; traveling business people taking a ‘pit stop’ to (flex)work in a restaurant or hotel.

A lot of restaurants and hotels have free wireless internet available at their facility and along with a cup of coffee, only a laptop is needed to get to work.

Market leader in renting rooms for gatherings is Van der Valk. The full name they use is ‘Van der Valk Hotels, restaurants and meeting rooms’. Van der Valk has over 13% of the market share in the business market if you’re looking at providing people with meeting rooms.

The idea of the concept is to set up a platform together with the hotels and restaurants in the region that are offering flex work facilities and meeting space. The thought behind this is to make visible on a website where these spots are in the Northeast of Fryslân and to stimulate the economic situation in the region by attracting people to the hotels and restaurants.

It is also important to promote the idea as an opportunity for hotels and restaurants that don’t have this kind of facilities yet. It is after all not very difficult to get Wi-Fi installed and to subscribe at a website.

4.1.1 (net)Workplaces

A (net)workplace is a place where people can work but also have the ability to come together, work together, expand their network and share knowledge and ideas.

All restaurants and hotels have a public room where people can have diner, lunch or just drink a cup of coffee. They are usually open the whole day and in summertime sometimes even longer.

These rooms already have been furnished with tables and chairs so in most cases only an internet connection is needed for people to start working.

Not only is this place useful for working but also business meetings between two companies can take place in this room.

A lot of restaurants and hotels are offering large rooms that people can rent and have meetings in. When having more than one room the possibility occurs for them to refurnish one of these rooms into a flex workspace where (business) people can walk in and out to work. This would extend their business and their target group.

When restaurants or hotels only have one- or just non big rooms it is a possibility for them to furnish just a part of the restaurant for business people and their meetings. It is always a possibility to split the restaurant in two parts with a removable wall.

4.1.2 Meeting rooms

A lot of hotels and restaurants have rooms that can be rented for meetings. For example a company could rent a room for training of the employees, presenting (new) products to possible clients etc..

Most restaurants and hotels have a website that shows if there is a big room rentable, how much rooms there are, for how many people, how big the rooms are, what the restaurant or hotel can provide the guests who are renting one of these rooms etc.. Internet is a very effective way to make this all visual for the clients.

To book a room for a meeting people can contact the hotel or restaurant on their central number. The people of the reception can write down when the client wants to rent a meeting room. It is also a opportunity to make a reservation system on the website of the hotel or restaurant. In this case no person is needed to make a reservation.

For the hotels and restaurants there is also a commercial side for this concept. To rent a conference room the hotels and restaurants can receive an amount of money. The amount for this is later to be determined.

4.1.3 Location

The location of the hotel(s) or restaurant(s) is one of the things that can make the concept successful or not. The ideal location for the concept is when the restaurant or hotel is laying on connecting route. A connecting route means a route where a lot of people are traveling along to get from one important big place to another. In the future the Central As will be made. This is an example of a good connecting route.

4.1.4 Advertisement

One of the other things that are important to make the concept successful is advertisement. To make the concept work, people need to get informed about it. To do this different resources are needed.

Things that make the concept known by the people:

- Personal contact: email, sending letters
- Radio: make a commercial for the (local)radio stations
- Television: make a commercial for the (local)television stations
- Newspaper: make an advertisement for the (local)newspapers
- Internet: link building, ads on websites
- Social media: Twitter, Linked-in, Facebook
- Mouth to mouth advertising is the most effective way to let the people know about the concept.

4.1.5 Revenues

It is possible to make profit using this concept. Things that can generate money are:

- Using the Wi-Fi connection
- Catering (food, drinks)
- Printing
- Renting conference rooms

4.1.6 Business Model Canvas

The Business Model Canvas is a way of showing the business model of a new or existing product or concept on a easy and clear way.

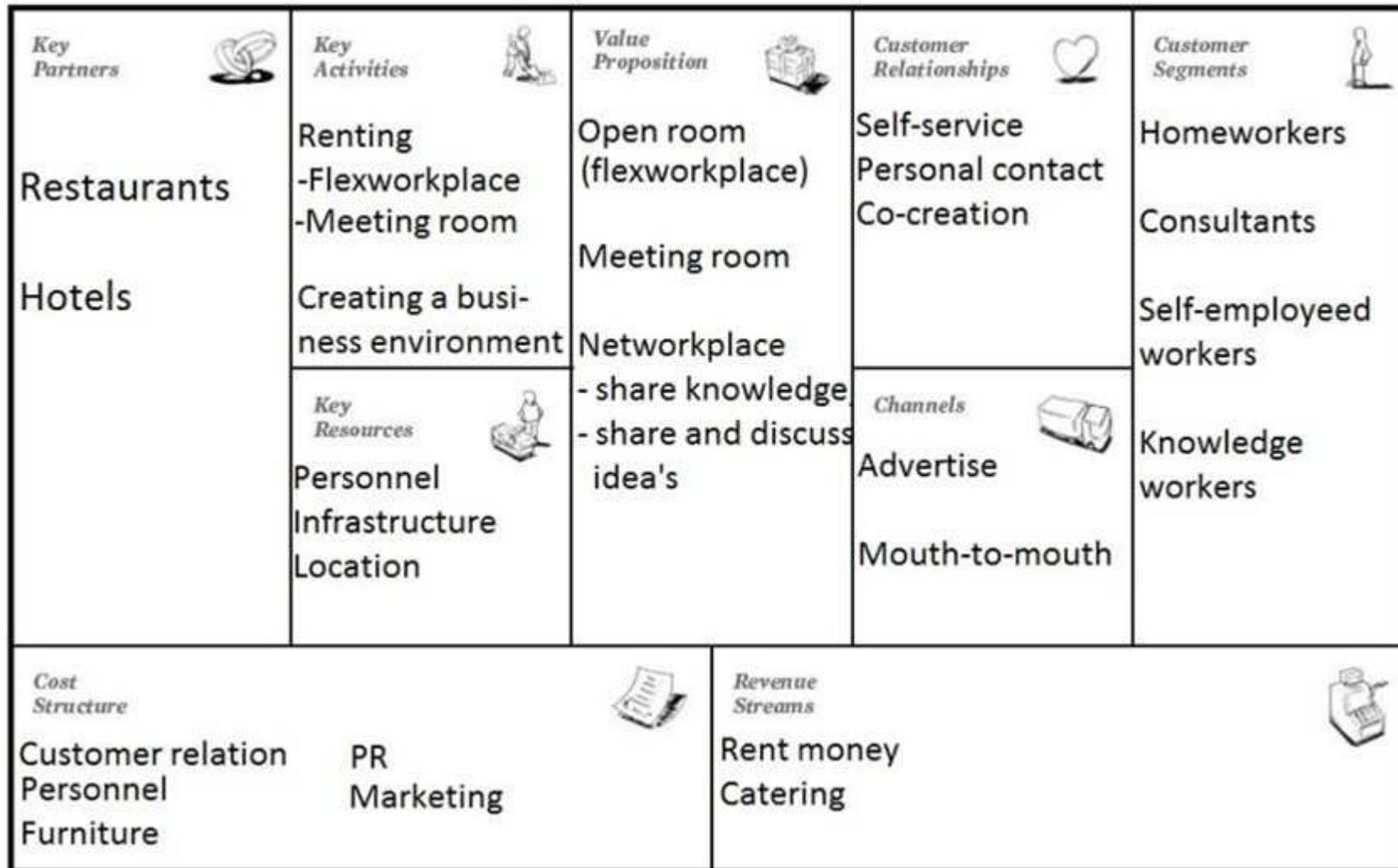


Figure 6 - Business Model Canvas hotel/restaurants concept

Below all the different factors of the Business Model Canvas are explained.

Key partners

The key partners are the partners which are crucial for the survival concept. The key partners here are restaurants and hotels. A restaurant is freely translated a place where you can eat for payment. A hotel is freely translated a company that has at least three bed units with a minimal of five beds for which a charge can be hired.

Key activities

The key activities are the most important things which a company must do to make the business model work. For hotels and restaurants one of the key activities is renting out a flex workplace. There is a public area where people can walk in and out for free. In this area people are with other people in one big room. They can just work for themselves, network, share and discuss (new) ideas, share knowledge and maybe create a new business for example. One of the other key activities is renting out meeting / conference rooms. For example for trainings, business meetings etc.. Having flex workplaces and renting out meeting rooms is one thing, but the hotel or restaurants also needs to create a businesslike environment for the guests who are making use of all this.

Key resources

Key resources are assets who are necessary to make to concept work. One of the key resources for the hotels and restaurants is the location of the hotel or restaurant. This is very important, because everybody needs to know of the location. When clients have the idea to work somewhere else besides at the office or at home they first must think of this specific location. The infrastructure is also a key resource, because everybody needs internet to do their work and can't work without it. The last key resource that is very important is the personnel. The personnel is the face of the location and when the personnel is nice to the visitor, the visitors will more likely come some more often the that particular hotel or restaurant.

Value proposition

The value proposition is the collection of products and services a business offers to meet the needs of its customers. In the case of this project the hotels and restaurants are offering a place where people can meet each other, share knowledge and extend their network by talking to these people. Everybody who's interested can work in the public working space. Here everybody can walk in and out for free and people can start working. They can rent a meeting space where for example business meetings and other conversations can take place.

Customer relationship

The customer relationship is telling how the relationship between the client and the customer are built and maintained. First of all there is a co-creation. In this case the client and the provider work together. For example when the client wants something to eat or he/she wants something to drink. There is also personal contact between the client and the provider. The client has to go to the provider to rent a room and check if that room is available at a certain time the client wants to use it. In the open room where people can walk in and out there is self-service. Here the client doesn't needs the provider to sit there and start working.

Channels

Channels describe the way how the provider communicates with their client and how they reach the client to let them know about their value proposition. A possibility to reach the client is to personally notify the client about the external workplace, for example to post a letter with the explanation about the external workplace. The client can also be reached by local radio and TV commercials, for example Omrop Fryslân has a radio and TV channel who is broadcasting for Frisian people. There are also a lot of newspapers who aren't nationwide spread but only in the region, the particular hotel or restaurant can also put an advertisement in one of those newspapers. A lot of advertisements are nowadays spread on the internet. Most hotels or restaurants nowadays already have an internet page, so this won't become a problem for most of the hotels and restaurants. The last way to reach the clients is mouth-to-mouth advertisement.

Customer segments

The customer segments describes the target groups of the external workplace. The first target group are the home workers. Home workers are not the people who are working whole day at home but also people who are leaving the office some hours earlier and work a few hours at home. Another target group are the knowledge workers. A knowledge worker gathers knowledge and information, interprets it, develops it and then uses and distributes the information and knowledge. He is using his skills to identify problems and then comes up with solutions and alternatives for this problem. Advisers / consultants are also one of the target groups. They are giving advice and are mostly hired by a company with not enough knowledge about a certain issue. Advisers / consultants travel a lot for their work, so a place like this is ideal to (net)work when they are visiting clients but have some time between the visits. The last target group described are the self-employed workers. They don't have any personnel and most of them don't have an own office space, mostly this is at the kitchen table.

Revenue streams

Revenue streams are the results of the value proposition who is delivered successful to the clients. For the external workplace one of the revenue streams are the income of the rent of the meeting spaces. People who want to use one of those rooms have to pay an amount of money to use it. People who are working in the hotel or restaurant also have the opportunity of catering. The people need to pay for this, so this will also be a revenue stream of the hotel or restaurant.

Cost structure

The cost structure is presenting all the costs it will take to get the external location running. First of all there are costs for customer relations, to develop and maintain the relation a lot of effort and costs have to be put in there. The personnel needs to be paid who is regulating the rental of the offices and conference rooms and the catering. PR and marketing are also costs that need to be made to make the location successful. People have to know the location in order to go and work at it. When a place needs to be rented this will also costs an amount of money, this also includes light, water etc.. What also costs money is the infrastructure. People need to have access to the internet in order to work so this will also cost a monthly amount of money.

4.1.7 Distinctive power

The distinctive power of the hotel and restaurant concept is that every hotel or restaurant can join. When a lot of hotels and restaurants join, there will arise a big community of hotels and restaurants all accessible for people who want to make use of this facilities.

All the facilities of a business meeting are mostly already present at the meeting room. In this case the people who organize the meeting don't have to bring their own equipment.

Catering is for a hotel or restaurant no problem. People who are visiting to work or have business meetings have a big variety to choose from.

4.2 Concept 2 – Fixed Location

The fixed location concept means that the concept itself will be stationed at a fixed location. This fixed location can be an old government building, a house or a company for example.

The most ideal situation would be that the concept is set up in a central location, easy accessible by train, bus or car. This stimulates to come and would lower the threshold for a lot of people. That the concept is stationed on a central location is very important because the survey results showed that the different target groups are not willing to travel a lot of kilometers to get to such a place.

Furthermore the place should be made suitable for the concept; creating open working space, a canteen, offices for rent and conference rooms. It should as a whole radiate a professional and business like environment.

Renting an office or conference rooms however does cost a small fee. Also using the canteen is not free of charge. Using the open working space on the other hand does not cost money and is free to use for everyone.

Having this facilities inside the building is very important. But even more important is that the facilities offered inside the building are various. If you want the concept to be a success, you have to fulfill the needs of a lot of customers. This is because you're dealing with a lot of different target groups and every target group has his own needs. A student for example is satisfied when there are public working rooms where you can sit down for free and work. Entrepreneurs however might not like this and intend to have a nice office which can be sealed off and where some privacy is available. Because you're dealing with a lot of different people, a lot has to be there. That is why it is very important to have diversity in the fixed location concept so that a wide variety of people can be reached to use it.

The place itself should be very accessible and free of charge with an open atmosphere, everyone is welcome. This should stimulate different kind of people from different working environments to come and use the place and its facilities.

With different sorts of companies different guidance is needed as well. The building should have a reception hall where a secretary can provide the basic help that is needed when people are running a company. Also there should be courses available that people can subscribe in to extent their capability and overall knowledge.

Providing the people with these kinds of facilities is very important and is also something that came up a lot in the conversations Inn-create had the last 3 months. Especially for starters but as well for companies that are existing for a couple of years already, guidance is required.

The project team also visited the 'Innovationshus Sud' located in Denmark. This was a business trip organized by people from the region Northeast Fryslân who had interest in setting up an initiative like this as well. The place was located in a brand new building, had a lot of facilities and was there to help out starting businesses in the region. They were renting out offices, conference rooms and offered support for people who recently started a new business.

They experienced as well that it is very important to offer a lot of diversity in one building to be able to satisfy the needs of the very various target groups that are making use of the Innovationhus Sud.

4.2.1 Promotion

Promotion the concept is very important if we want it to be a success. People have to get familiar with the idea and the facilities that are offered.

To promote the idea and ensure some continuity it is very important to gather stakeholders that are willing to support the idea, make use of it and carry out its distinctive power. A very good way to do this is by binding a committee of (important/influential) people from different segments in the region to the concept. These people will get enthusiastic and are able to inspire others in doing the same. It is a matter of time before the idea will grow in the region and more people will join.

Also, by doing this a constant source of income will be guaranteed because the committee can be seen as established customers.

Promoting the concept can also be done by doing this:

- *Setting up a website*
Visiting a website is an accessible way for people to get familiar with the concept. They can take a short look and judge the concept by their own impression and decide later if they want to make use of it.
- *Commercials on local TV and radio*
A lot of potential customers are using radio or television during work. When these channels are used a part of the potential customers are reached.
- *Direct mail*
Towards potential customers who are already in the picture a direct mail will be send to inform about the system and why this should be used.
- *Personal contact / mouth to mouth*
If necessary or when there are meetings of entrepreneurs and companies personal contact can be made with the potential customer. During these personal conversation the person can be informed of all the possibilities and can be also used to directly answer questions.

4.2.2 Business Model Canvas

The Business Model Canvas is more thoroughly described below.

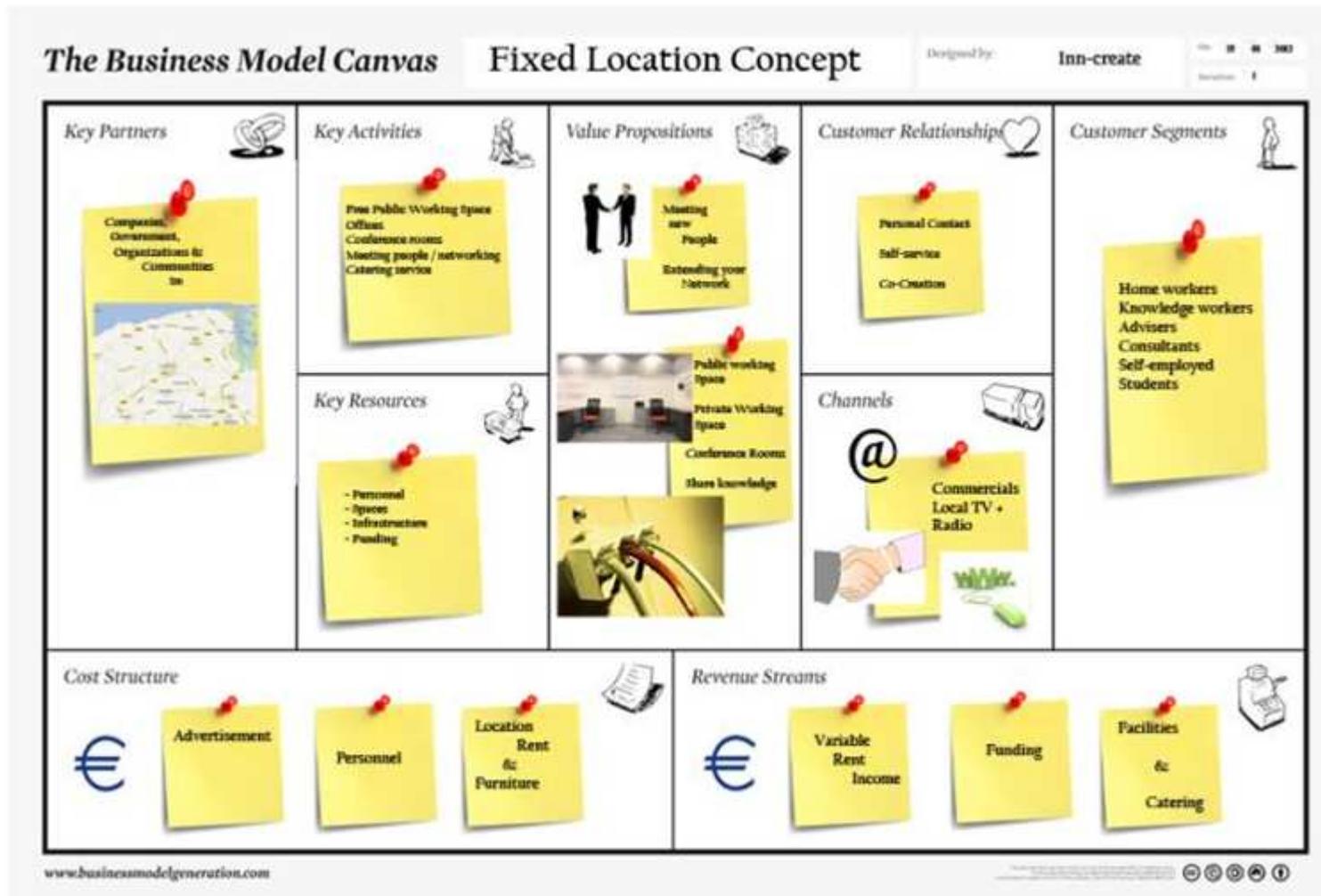


Figure 7 - Business Model Canvas Fixed location concept

Below all the different factors are explained.

Key partners

The key partners are the partners that are crucial for the concept. The key partners of this concept are companies in the region, the government, organizations and communities.

It is very important to bind partners to the concept to ensure a constant source of income. Not only will they generate money but they can inspire other people and companies to use the fixed location concept as well.

Key activities

The key activities are the most important activities of the concept. These activities contribute to the concept as a whole.

Key activities of the fixed location concept are:

- Free public working space
- Offices
- Conference rooms
- Meeting people / networking
- Catering service.

These 5 things are as a whole forming the fixed location concept. The free working space offers an easy accessible room where people can work for free. There are offices available as well as conference rooms, both are for rent.

The whole concept is set up to create an innovative working environment where people can connect to each other by talking face to face. Whilst doing this they are networking, which even can result in sharing cards and further improve cooperation.

Resources

The resources are tools to make the concept work. The resources of the concept are:

- Personnel
- Location
- Infrastructure
- Funding.

Personnel is very important in the fixed concept. They are responsible for dividing the available space in the building as well as assisting the people that are using the building. They also answer incoming phone calls.

Location and infrastructure is in fact linked together. First it is very important to be at a central location where it is easy for people to come by bus, train or car. Then the location should be promoted so people get familiar with it and know where it is. The building has to have a good infrastructure to ensure easy accessibility.

And last but not least there is funding, maybe even the most important of them all. Funding is generated through grants from the government, stakeholders and customers.

Cost structure

The cost structure is explaining what kind of costs are coming with setting up a concept like this.

There are a couple:

- Location rent
- Personnel
- Furniture
- Advertisement

The first is location rent. A location has to be found for the concept which then has to be bought or rented. Buying is of course the most expensive way of working, renting is more common.

When the building is present, personnel has to be placed in it. They require a salary and furniture to work on. To guarantee continuity of the company, advertisement is needed. People have to get familiar with the concept and the facilities it can offer, especially because it is a new and not yet very known idea. This requires advertisement.

Value proposition

The value proposition is the collection of products and services a business offers to meet the needs of its customers.

The value proposition here is:

- Meeting new people
- Extending network
- Public working space
- Private working space
- Conference rooms
- Share knowledge

Customer relationship

The customer relationship is the relation between the customer and the client and how this relationship is maintained.

In this concept the customer relation is based on: personal contact, self-service (open room) and co-creation. The whole concept is based on being open minded and working in an open environment. The relationship between the customer and the client is maintained through working together. Customers have contact with personnel when they rent an office for example, they work together in finding a suitable room.

Also the relationship is being maintained by offering the customer what he wants. The customer will most likely not show up if there is not something there that benefits his situation or company. It is important to offer a wide variety of facilities so a lot of people can fit themselves into the concept and start to make use of it.

Distribution channels

Describes how the provider communicates with his client to let them know about their value proposition. In other words this means: how are you planning to reach your potential customers.

This is done through:

- A website
- Commercials on local TV and radio
- Email
- Personal contact / mouth to mouth.

For setting up a new concept it is very important that people get familiar with the idea and know what it is. When this is not done properly the risk is bankruptcy because no one is using the facilities which means the concept isn't generating money.

Revenue streams

Explains how the concept can earn money. This is done through:

- Variable renting incomes by renting out offices or conference rooms
- Using facilities like printing or copying
- Funding
- Catering

Customer segments

Explains what the target group of the concept is. The target group of the fixed location concept is:

- Home workers
- Advisers
- Consultants,
- Self-employed workers,
- Knowledge workers and
- Students

It is very important to know what your target group is and even more important to know what this group wants. If you know this, you're able to set up a working business that generates money through fulfilling the need of a target group.

4.2.3 Distinctive power of the concept

The distinctive power of the concept is that there is one fixed location with every important facility concentrated in one building.

People can work together, network, ask advice and seek help all in one location with different types of companies and people. Another big advantage is that the communication lines are very short with this business model. This means people can work more effectively and more efficient.

4.3 Concept 3 - Platform

Below the Business Model Canvas of concept 3; the Platform concept is shown.

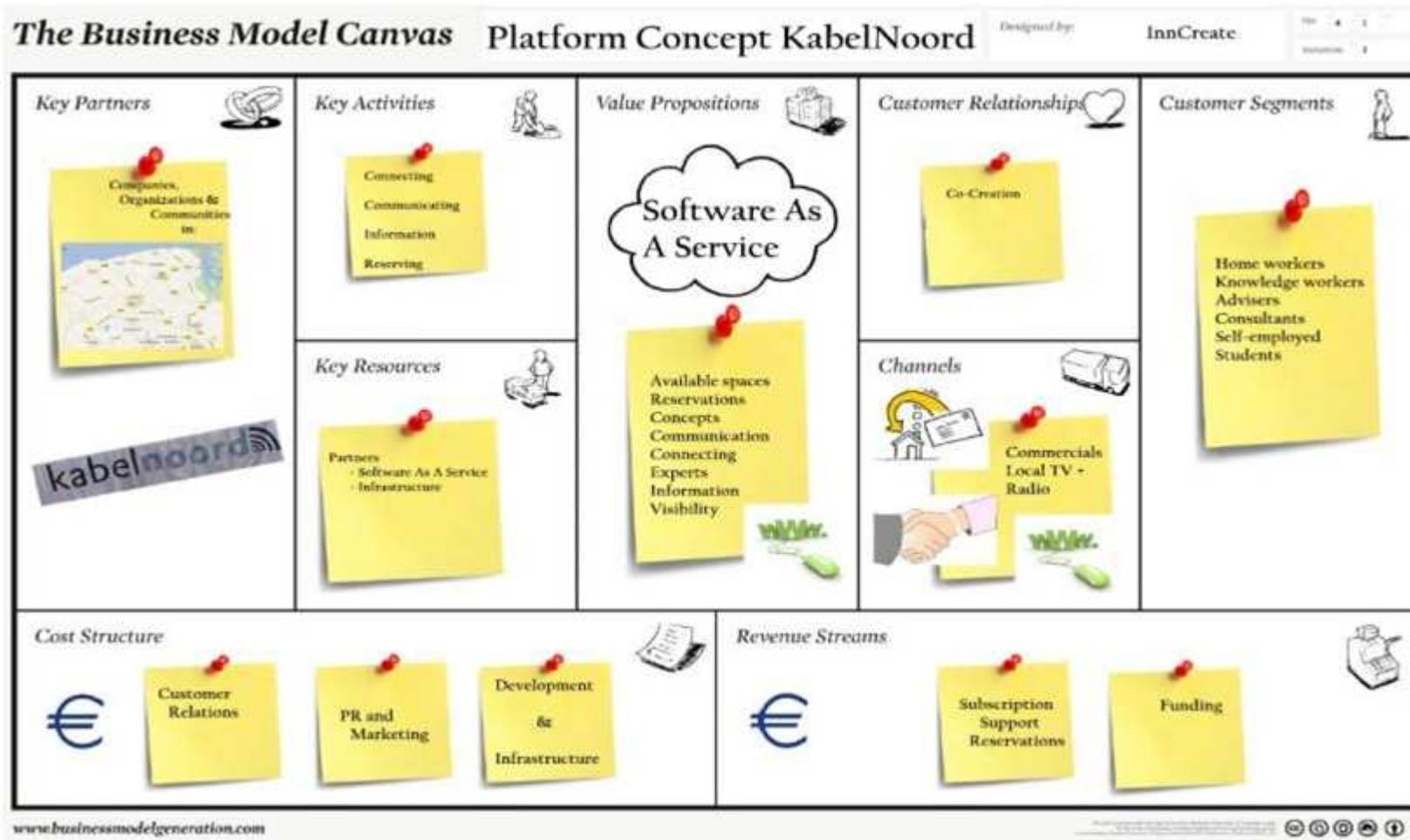


Figure 8 - Business Model Canvas Platform concept

All the different factors of the Business Model Canvas of concept 3; the Platform concept are integrated in the following paragraphs.

The platform concept is a digital cloud service specifically designed and build for the region of Northeast Fryslân. It is a digital platform concept instead of a physical location due to a couple of reasons, some of those reasons are:

1. There are a lot of different initiatives comparable with the basic concept used in our report. A lot of these concepts already have support from the government or entrepreneurs.
2. From the entrepreneurs about 90% gave the answer “no” when asked if they would support the idea.
3. There are too many differences in needs between the different market groups.
4. A lot of people requested that the different initiatives would work together.

When looking at these reasons a digital platform seemed an appropriate idea. With the digital platform there is no need for a physical location, it can participate on different needs and the concept will be completely different then currently provided towards clients.

The design is as follow:

The platform concept is designed as a cloud service, and specific a Software as a Service part of cloud computing. This means in the case of this concept that the online software is developed, hosted and maintained by the initiated company Kabel Noord and is offered to the customer segments in the region of Northeast Fryslân. The software can be used on two different ways; the first way is using a pc and an internet browser and the second way is using a specifically build app on a smartphone. The main goals for this concept are connecting people, making it possible for members to communicate, providing and getting information and making reservations of external locations. The software itself contains of different modules which are either closed and only visible by the user or open and visible for the complete community. These modules are:

- *Available spaces*
This module provides an overview of the external spaces still available.
- *Reservations*
In this module external working spaces, meeting rooms and conference chambers can be reserved. In case of additional costs this can be paid using this module.
- *Concepts*
In the module concepts the community can post concepts that are already developed or are still under construction. By posting these concepts the community can use them, review them and can help to solve issues.
- *Communication*
To communicate with other members of the system there is a specifically build communication module in the cloud service. With this module messaging and instant messaging is possible.
- *Connecting*
With the module connecting people can be connected to other members to work together.
- *Experts*
Within the system there are experts on different specialties. Whenever members are in need

of information or are running into problems an expert can be contacted which will provide answers to their questions.

- *Information*

There is a lot of information about the system, the region of Northeast Fryslân and people working on the system. The information module can be used to either post news to the complete community or only internally.

- *Visibility*

Members can choose to be visible for all the members of the system as well as only private. With the visibility module promotion can be done to other members of the region.

To get this system to work co-creation is used from the members. This means they have to fill the system with information and develop ways to work on the most optimal way using the service. Besides the members there are more partners needed to develop and maintain the system. The first key partner is Kabel Noord who can provide the infrastructure and hosting of the service. Besides Kabel Noord other partners should be obtained for the development of maintenance of the service, PR and marketing and customer relations.

When the system is ready for use all possible members from the region of Northeast Fryslân should be contacted in order to promote the system. This will be done using different ways:

- *Commercials on local TV and radio*

A lot of potential customers are using radio or television during work. When these channels are used a part of the potential customers are reached.

- *Internet*

Commercials on internet can be used, this can be done more specifically on websites are important for the region like local football clubs, community centers and shops.

- *Direct mail*

Towards potential customers who are already in the picture a direct mail will be sent to inform about the system and why this should be used.

- *Personal contact*

If necessary or when there are meetings of entrepreneurs and companies personal contact can be made with the potential customer. During these personal conversations the person can be informed of all the possibilities and can be also used to directly answer questions.

There are costs made for this concept. These costs are for a part related to customer relations and PR and marketing. Especially during the introduction and start of the service these costs will be higher because of the need of visibility. When the system is in use and members are using the system these costs can be reduced. Other costs necessary are the costs for development; the system should be developed specifically for this use and is thus custom build. Also costs should be made for the infrastructure necessary for running the system and publishing the cloud service to the internet and smartphones.

Revenues will be made using the subscriptions from members on the service and the reservations made with the system. Optional revenue can be obtained with the offering of support towards the members. In exchange of an additional membership support can be offered to the members, with this support the system will be maintained for the members and support for the usage of the service can

be used. The last way for revenue can be funding, this is however not mandatory because this project is not necessarily government initiated.

4.3.1 Distinctive power

The distinctive power of the platform concept is clear. There is no service on the market like the digital platform concept. This way this concept is very distinctive when looking towards other concepts. Other concepts are using physical locations, looking only at their own concept and provide their customer with only one side of the story. Because the digital platform concept is a digital concept it can be made much more flexible. Besides this the digital platform concept is not only looking at the concept itself but can be used to contact and review all concepts within the region. Information and experts can be reached within a click and whenever a physical location is necessary this can also be reserved using the digital platform concept. Besides the uniqueness it is useable for all different markets and adjustable to the current and future needs of the clients.

5 Verifying concepts with market

To find out if the concepts are useable in the market, the concepts are verified with the market.

5.1 Concept 1 – Hotel/restaurant

The first concept is cooperation between hotels and restaurants (explained in chapter 5.1).

5.1.1 Calling hospitality businesses

To find out if entrepreneurs or hotels and restaurants are interested in this concept, Inn-Create called 5 different restaurants and hotels. The selection of the different hospitality businesses to call was on the fact if they had something put on their website about having rooms available for conference meetings. Another selection was on the spreading of the different hospitality businesses, they had to be spread over the region.

The people on the phone were asked what they think of the concept and if they are interested in it. Below short overviews of the conversations are sketched.

De Pleats Burgum (Geesje Duursma)

De Pleats is a restaurant in the center of Burgum. There are different rooms available for rent. Co-owner of De Pleats is Geesje Duursma.

Ms. Duursma is enthusiastic about the idea to give people the possibility to work in a restaurant or hotel. De Pleats has already made place for people who have some time left during their work. There is free WIFI available at the facility of De Pleats so people only have to bring their own laptop and they are ready to get started. The intention of De Pleats is not to have the restaurant full of people who are working on their laptop but it is just an extra service they provide for their customers.

Ms. Duursma mentioned that a flex workplace should be accessible and it has to be on the right location. According to Ms. Duursma this is not the case for De Pleats.

De Kruisweg Damwoude

De Kruisweg in Damwoude is a restaurant on the busy road from Burgum to Dokkum. At De Kruisweg there is one big room available for rent.

De Kruisweg has in total two facilities in the Northeast of Fryslân. In both facilities there is free WIFI available. In the restaurant there aren't much business people working. De Kruisweg isn't willing to put more effort in getting more business people working at their restaurant.

The facility in Damwoude also has a big room for rent. This room isn't rented out that much for business purposes.

The reason that the restaurant and room isn't used that much for business purposes is because companies have more than enough space at their own property, according to the men on the telephone. They don't need restaurants or hotels to give a presentation or have meetings with new possible clients.

To conclude; the entrepreneur of De Kruisweg is skeptic about the concept of the students.

Natuurlijk Kollumeroord Kollumerpomp

Natuurlijk Kollumeroord is a group accommodation and outdoor center in Kollumerpomp. They rent out different group accommodations and also have a restaurant at their facility. On their website they show that they also have meeting / conference facilities available as well.

In the restaurant is free WIFI available for everyone who wants to make use of this. It gets clear that there aren't that much people who are using this WIFI and are working at Natuurlijk Kollumeroord because their boss wants it.

The rooms available for meetings / conferences aren't used that much as well for business meetings.

Natuurlijk Kollumeroord points out that they aren't interesting in doing more effort to get more business meetings at their facility, so they are skeptical about the concept of the students.

Hostel De Parel Eastermar

Hostel De Parel in Eastermar is a restaurant with overnight stay possibilities. Eastermar is a small village between Groningen, Leeuwarden and Drachten. Martin van der Veen, person who is talked to, is owner of De Parel.

Mister van der Veen is being enthusiastic about the concept of having a flex workplace in a hotel or restaurant. He thinks that the region of Northeast Friesland is ready for this and will use a location like this. He forms this meaning because from all his client's 99% is staying at this hotel/restaurant for business reasons. Most of this business people are visiting the hotel for a bite to eat and then travel along. For people who are doing this a flex workplace a very useful according to mister van der Veen.

Looking at this own business, mister van der Veen thinks the concept of having a flex workplace and meeting room at this own hotel isn't going to work. He believes that people who want to work need privacy and rest. De Parel doesn't have enough space for this.

Hotel de Posthoorn Dokkum

Hotel de Posthoorn is a hotel and restaurant in the center of Dokkum. In total the hotel has 34 bedrooms. De Posthoorn has also a café in their building. On the website of de Posthoorn there is written that they also have the capacity to have meetings for groups from 4 till 120 persons. The students visited de Posthoorn and talked to miss Reitsma.

Miss Reitsma tells that there are a lot business meetings in de Posthoorn. Most of the business meetings that take place in de Posthoorn are from companies which lay around 20 kilometers around Dokkum. She won't do any more effort to get more business meetings in de Posthoorn, because it won't help. People who want to come know about de Posthoorn and more advertising won't help. They are satisfied about how it is going at this moment.

The marketing in Dokkum and surroundings aren't that good for the entrepreneurs according to miss Reitsma. The money better can be spend to keep the big companies in region. This will make more employment and it will rise the amounts of rentals for business meetings for de Posthoorn.

As mentioned in the introduction there are in total 250 hospitality businesses in the northeastern part of Fryslân. To find out if the hospitality entrepreneurs are willing to have concept like this, Inn-Create called and talked with 5 different entrepreneurs in this industry. The selection was on hotels or restaurants who are already advertising for business meetings at their place. Other criteria was that some needed to be just restaurants and some needed to be restaurants with a hotel included.

Below a short overview of every contact that has been is written down.

De Pleats Burgum:

Enthusiastic about the idea but don't want to have the restaurant full of business people who are working on their laptops. The place should be accessible for everybody and it needs to be on the right location.

De Kruisweg Damwoude:

De Kruisweg doesn't want to put more energy in getting more businesspeople to their facility. Their experiences aren't that good with flex working in their facility. Also their meeting rooms isn't booked that much for business meeting. This entrepreneur is skeptic about the concept.

Natuurlijk Kollumeroord Kollumerpomp:

The entrepreneur of Natuurlijk Kollumeroord is also not willing to put more energy in getting more business people to their facility. His experience is that the rooms available for business meetings aren't booked that much and there aren't that much business people working at his restaurant.

Hostel De Parel Eastermar:

The entrepreneurs is enthusiastic about the idea of having a flex workplace and/or a meeting place at a hotel or restaurant. He thinks that the region is ready for this next step and that it will be used. For his own hotel this concept isn't going to work, because he thinks he can't give the clients the rest and privacy they need. His hotel is too small to make this concept work.

Hotel de Posthoorn Dokkum:

Hotel de Posthoorn is very satisfied about their amount of business meetings taken place at their facility. Almost all the business meetings are from businesses who are about 20 kilometers around Dokkum. De Posthoorn isn't willing to put more effort in getting more business meetings at their facility. They are satisfied by how it is going now.

In the table below a matrix is presented that shows what every entrepreneur, that has been contacted, has said about the concept.

	De Pleats	De Kruisweg	Natuurlijk Kollumeroord	Hostel De Parel	Hotel de Posthoorn
Enthusiastic about concept	X			X	
Not suited for own facility	X			X	
Won't do more effort		X	X		X
Not a good experience		X	X		
Region is ready for this				X	
Is already satisfied					X

Figure 9 - Matrix conversation hospitality businesses

5.1.2 Talking with entrepreneurs

After the surveys / conversations with entrepreneurs in the region of northeast Fryslân were finished one thing was really striking. One of the questions that was being asked was if the entrepreneurs also had conversations / business meetings with clients outside their company and outside the company of the client. Only three entrepreneurs had meetings outside their companies. This meetings took all place in restaurants.

This however is a very striking outcome, because it means that just 5 % is making use of the possibility to have business meetings outside their own company.

5.2 Concept 2 – Fixed location

After checking the fixed location concept with the market it became clear that setting up a fixed location would not add something to the region that isn't already there and therefore would not be very useful.

Verifying the concept has been done through doing interviews with people from the government, students and entrepreneurs. The project team also distributed surveys to schools and entrepreneurs in the region of Northeast Fryslân.

The information obtained by doing this market research was used to compare the concept to the found results. Whilst doing this it became clear that the demand for a fixed location is close to zero. By far the most people that were interviewed said that they thought the idea would indeed contribute to the region and it's economic situation. But when to the same people the question was asked: 'would you use it yourself?', the answer was almost always "no".

This means that people like they idea but it is very unlikely that they would use it themselves.

Of course looking at the fact that the fixed location concept is a new and innovative idea for the region Northeast Fryslân, it can maybe be seen as a logical reaction. People are not yet convinced that this fixed location can offer them anything that they don't have at this moment. There is no demand for it at this moment.

That the demand is very low at the moment is also because there are a lot of similar initiatives in the region at this moment. For example: there are plans to build an Innovationhus like the one in

Denemarking, in Buitenpost. Also companies like Crystallic and Inqubator are offering similar services like the fixed concept idea. This means that the fixed concept is providing in something that is already available at the market, there is no need in doing that.

Last but not least the project team came in contact with mister Jan Krol. Mister Jan Krol had been trying to set up a Seats2Meet company in Lelystad, the company recently got bankrupted because the demand was very low.

He explained that setting up an innovative initiative like this is very difficult and would require a lot of advertisement. Not only advertisement in for example the newspaper, internet or radio. But as well in the form of people who were able to carry the idea and support it. It had to be very big because you should be able to satisfy every need of every customer. And because there are so much target groups, all with other need for facilities.

This, and the fact that the market report clearly showed that a lot of people do not intend to use the concept at the moment, made the project group realize that setting up a fixed location is not the best thing to do.

5.3 Concept 3 – Platform

A lot of different market groups are involved for this the concepts and also all have different things that matter to them. For example students have different needs then entrepreneurs and these both groups have different needs then starters. When looking at the differences in needs that were found it became clear that a physical location would not be useful.

Entrepreneurs provided the information through the help of surveys; in these surveys they pointed out that there was no need for this idea, 91% of the companies have given the answer no when asked if they would like to use the idea. Even though the idea is not supported, 93% of the entrepreneurs were answering that they thought it was necessary to communicate and cooperate with other companies from within the region.

From the government input came through the help of interviews. In these interviews a lot of them told that there are too many initiatives doing the same thing, they would like to see cooperation between those initiatives and also they would like to make all the different initiatives visible so everyone is aware of them being around.

The students also provided information using a survey. In this survey HBO students pointed out they do not want to travel larger distances then 5km and this is already too little to reach the region of Northeast Fryslân. Beside the problem with distances over 50% of the HBO students were answering that they would like to use the idea.

To find out what initiative are already around and what the experiences of these initiatives are a meeting was organized on the evening of Tuesday the 17th of January. During this evening a lot of initiatives were invited to join the meeting and provide a presentation if possible. During the presentation and discussions a lot of experiences and advices were mentioned where the digital platform concept can have benefit for.

During the presentation of the NHL the message was to look at long term issues instead of the easy short term to survive within the market. The idea also has to be different from other initiatives to be noticed and survive on a market with a lot of similar concepts.

According to Syntens it is very difficult to become noticed and to cooperate with partners; they themselves are already busy for about 20 years and are still not very known. They also advised to make companies visible who are very innovative because most companies are not known to students but the innovative companies can be good for students.

The Kamer van Koophandel is offering support for entrepreneurs and starters with setting up their companies. Besides this normal work they started providing help and information using an online website called "Hallo" where entrepreneurs can be a member of and ask questions and share knowledge towards the Kamer van Koophandel and all other community members. This idea is somewhat similar then the expert and contact modules of the digital platform concept. During the evening it came clear that the Kamer van Koophandel is a slow organization and thinks they can do everything themselves.

In general the thoughts of the evening were about the fragmentation of initiatives throughout Northeast Fryslân which means there are a lot of similar initiatives that are all having similar goals. It became clear that cooperating with other parties is seen as very difficult due to the reason that it is hard to have everyone pointing towards the same directions and having the same goals. People do want to cooperate but they have already built their own private network and are not too open to invite other parties to join.

When looking to the input of the market and the other initiatives it came clear that offering a solution for all groups with a fixed location was going to be almost impossible to arrange, each aspect needs different solutions and combining them all into one location would probably end up without having the best for all parties. With a virtual cloud platform this can be arranged a lot easier due to the fact the each party can use the modules they want. A digital platform can be used from all locations with an internet access and this takes away the need to travel and being at a certain location but because it has the right modules the cloud service can be used to take a look at all the locations available and directly reserve this location. The students and entrepreneurs can work from home but when necessary they can search for a fitting solution and reserve a location.

Also cooperation can be arranged using the cloud service; people can contact each other asking questions, looking at each other's ideas and make arrangements to meet in real life. Ideas or concepts that are developed are no longer necessarily just for themselves to check and review but can be shared with other community members with the purpose of making innovation better and faster. This also makes sure that ideas en initiatives will not be started multiple times by different persons or groups but that new ideas or additions to existing ideas are constantly provided by all the cloud members. Entrepreneurs can have a better cooperation that they think is necessary and also students can be directly involved in solving the problem or helping the entrepreneurs with innovating.

5.4 SWOT

All three concepts have their own strengths, weaknesses, opportunities and threats. In the SWOT analysis below a complete overview of all these points can be found. Using this SWOT analysis a choice will be made between the 3 concepts based on which concepts has the best potential according to his strengths, weaknesses, opportunities and threats.

Concept 1 – Hotels and restaurants	
<p>Strengths</p> <ul style="list-style-type: none"> - Low costs - The possibility to meet other people 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Similar initiatives are already available - Stakeholders are necessary for obtaining funding - Partners should be arranged
<p>Opportunities</p> <ul style="list-style-type: none"> - No need for one fixed physical location - Entrepreneurs and government have the wish and need for cooperation between all the parties - Can boost the economy by connecting companies - High concentration of entrepreneurs and self-employed in the region Northeast Fryslân 	<p>Threats</p> <ul style="list-style-type: none"> - Similar initiatives are already available - Decrease of the population of Northeast Fryslân since 2005 - Brain drain in the region of Northeast Fryslân. - No support of entrepreneurs and government because of similar already supported initiatives - People in Northeast Fryslân are sometimes stubborn and only cooperative when they see the added value - More competition due to similar initiatives in the regions close by.

Concept 2 – Fixed location	
<p>Strengths</p> <ul style="list-style-type: none"> - A large amount of hospitality businesses are potential partner for offering locations. - The possibility to meet other people 	<p>Weaknesses</p> <ul style="list-style-type: none"> - A fixed physical location brings large investments and running costs - Stakeholders are necessary for obtaining funding - Partners should be arranged - Majority of entrepreneurs are not willing to participate
<p>Opportunities</p> <ul style="list-style-type: none"> - Entrepreneurs and government have the wish and need for cooperation between all the parties - Can boost the economy by connecting companies - High concentration of entrepreneurs and self-employed in the region Northeast Fryslân 	<p>Threats</p> <ul style="list-style-type: none"> - Decrease of the population of Northeast Fryslân since 2005 - Brain drain in the region of Northeast Fryslân. - No support of entrepreneurs and government because of similar already supported initiatives - People in Northeast Fryslân are sometimes stubborn and only cooperative when they see the added value - More competition due to similar initiatives in the regions close by.

Concept 3 – Platform	
<p>Strengths</p> <ul style="list-style-type: none"> - Government is mainly positive about the idea - Low costs - Shows all the available initiatives that are already available - Availability of working spaces/meeting rooms can be checked and reserved - The possibility to meet other people 	<p>Weaknesses</p> <ul style="list-style-type: none"> - Stakeholders are necessary for obtaining funding - Partners should be arranged - Creating a cloud platform is new and therefore harder to develop
<p>Opportunities</p> <ul style="list-style-type: none"> - A cloud platform can be easily accessed - No need for one fixed physical location - Entrepreneurs and government have the wish and need for cooperation between all the parties - Can boost the economy by connecting companies - There is no competition for the platform concept within the region - High concentration of entrepreneurs and self-employed in the region Northeast Fryslân - The platform concept is a new concept and therefore highly innovative 	<p>Threats</p> <ul style="list-style-type: none"> - Decrease of the population of Northeast Fryslân since 2005 - Brain drain in the region of Northeast Fryslân. - People in Northeast Fryslân are sometimes stubborn and only cooperative when they see the added value

5.5 Conclusions

When concluding all this information Inn-create thinks that the best solution is to set up a virtual cloud platform in the region of Northeast Fryslân.

It is very important to stimulate the region through working together, setting up more of the same will not help in reaching this goal. It will only create more competition, this is not what the project group or Kabel Noord wants.

Also when looking at the entrepreneurs, by far the most are stating that they have enough office space and barely 5% are meeting people in hotels or restaurants for work. Most of them like the idea but would not use it themselves.

Students only want to use it if it's free and close to the school and governmental people like the idea but are explaining that there are enough of these initiatives already.

When setting up a virtual cloud platform the best of all worlds is being aimed at. You can be very diverse, satisfy a lot of target groups because a lot of different locations are available, and it is very easy accessible.

6 Final Concept

Described below is the final concept. This is a result of a SWOT analyses that went over the 3 different concepts, pushing forward the best parts of the different concepts which now results in the final concept.

Introduction

All the information that has been gathered throughout the last 3 months by doing interviews and spreading out surveys, is used to set up this last and final concept. The final concept also consists out of the best parts from the 3 different concepts described above. A SWOT analysis has helped the project team in selecting and extracting these 'best parts' of the 3 concepts, namely: the fixed location-, the hotel/restaurant- and the platform concept.

During the 3 month investigation it became very clear that the basic concept with a fixed location containing flexible working spaces and conference rooms, was not the right road to take. During interviews people told the project group that there already were more similar initiatives in this region and that it is smarter to cooperate with those initiatives instead of creating another similar concept of our own.

Also the results of the surveys taken from the students and the entrepreneurs are clearly stating that the majority of the people in the region think that it is a great idea, but not for them. This means that the overall demand is not really high in the region at this moment and that it is more wise to cooperate with an existing initiative.

Also the hotel/restaurant concept proved to be not worthy enough because this concept simply has not much variety to offer. It only focuses in providing the customer with free working space and renting meeting rooms instead of the ability to actually meet other people and network. This is not something that similar initiatives like Inqubator, the Businesscafé or an Innovationhûs are not already offering to the customer. Another critical point is that setting up an initiative that involves a physical location is very expensive. Taking the fact in mind that the market for these concepts is not yet that big, would mean a financial gamble of serious proportions.

The digital platform, however, does have an added value compared to all the current initiatives (described in 5.5; the conclusions). And this is also why the project team took this concept as the base for the final concept.

The digital platform consists out of a website that has all the names and places listed where people can go to (included hotels/restaurants) if they need a place to flex work or want to rent a conference room. It is clear and easy to see where the nearest available locations are where you can go to if you decide to rent a conference room or when you're looking to find a suitable flex work spot.

6.1 Business Canvas Model

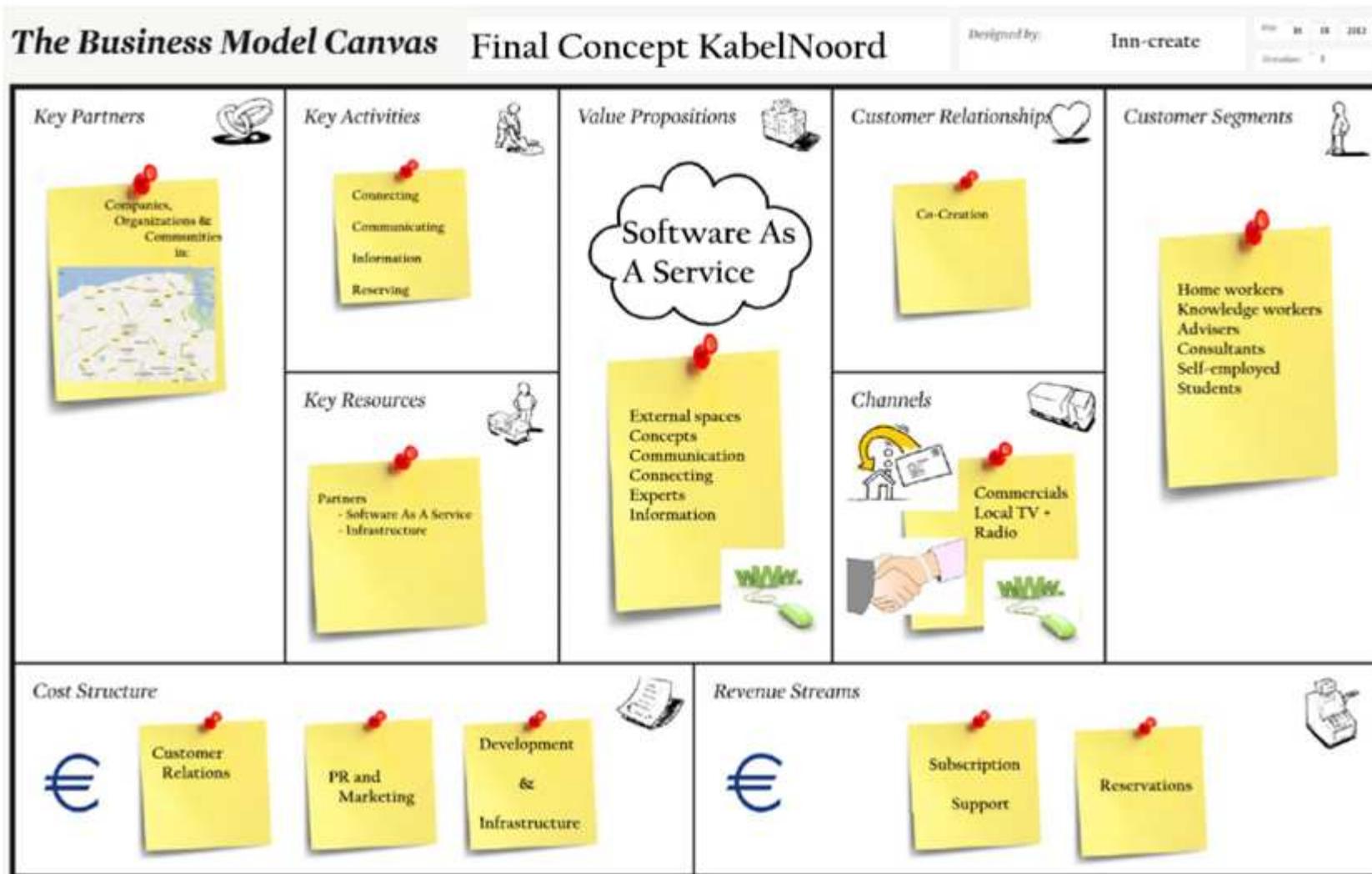


Figure 10 - Business Model Canvas Final Concept

6.2 Concept design

The digital platform concept was based as a cloud service which means the offered software is delivered to the customer as a service. The customer can use the service from everywhere with an internet connection and does not have to worry about maintenance or specialized personnel to set everything up. The service can be accessed with a pc and an internet browser but also using a specially designed application for smartphones and tablets. The goal for the service is to make it as easy as possible to access and work with the system. The system itself will contain of different modules. These modules are:

- **Concepts**
In this module concepts and ideas can be developed and reviewed. This can be done within the private part of the cloud but can also be shared with the entire cloud community. This way everyone can help each other with building the best possible concepts and ideas and be as innovative as possible. In this module also all other initiatives from within the region can be viewed and contacted.
- **Connecting**
In this module connections with other cloud community members can be made. People can easily make contact as a sort of social media service. All the members can show who they are and people can get together virtual or in real life.
- **Communication**
Besides connecting using social media there is also a communication module within the cloud service. This module can be used as an internal instant messaging service within the own private part of the cloud but can also be used to communicate with other members of the cloud community.
- **Experts**
The system offers help of experts to all the members of the community and with this module these experts can be contacted. There are possibilities of asking a question and receiving an answer but also to make appointments with the experts for a visit to their company and talk more intensively about different matters.
- **Information**
In this module all information about the system itself, all the initiatives from within the region and the people working on the system can be found. This information system can also be used to post information and news to the private cloud or the entire community and is therefore functioning as a message board.
- **External spaces**
This module shows all the external working spaces from within the region. These working spaces can also be reserved and when necessary paid using this module. It will be clear what spaces from the entire region are available for rent.

Besides the constant renewing of the system by developers the system can also be renewed by the customer itself by either filling it with information, requesting new functionality or by developing functions by themselves. This can be made possible by offering the service as an open source system. The system, however, should be maintained and therefore a small fee needs to be asked for using the system. With this income all partners that are building and maintaining the system can be paid. Partners will be necessary for the development of the system, the maintenance and support of the

system and the necessary infrastructure and hardware. Other costs will only be during the begin period of the service, these costs are the marketing costs for getting known within the market groups. The potential customer will be contacted using:

- *Commercials on local TV and radio*
A lot of potential customers are using radio or television during work. When these channels are used a part of the potential customers are reached.
- *Internet*
Commercials on internet can be used, this can be done more specifically on websites are important for the region like local football clubs, community centers and shops.
- *Direct mail*
Towards potential customers who are already in the picture a direct mail will be send to inform about the system and why this should be used.
- *Personal contact*
If necessary or when there are meetings of entrepreneurs and companies personal contact can be made with the potential customer. During these personal conversation the person can be informed of all the possibilities and can be also used to directly answer questions.

When the system is in use and has a cloud community behind it these costs can be reduced and the concept will use mouth to mouth marketing.

To earn money to deal with the costs there will be a small fee asked from the users. This is done by a subscription to the system and the reservations made with the system. Optional revenue can be generated by offering an additional support contract towards the customer with additional information about the system, faster response when there are issues or questions towards experts.

Hotels and restaurants can also get involved in this concept. When there needs to be clear what is all happening for flex working etc. restaurants and hotels can become a partner who already have a physical location. On the platform it should also become possible for hotels and restaurants to have their name on the website to let people know that if they want to have business meetings or want to work in another surrounding, this is the place to go. In this way you are creating a community of hotels and restaurants as well. The economic activities for the hospitality businesses are also being stimulated because they get more business clients to their place. This will provide continuity for this entrepreneurs.

6.3 Market

The market of this concept are home workers, knowledge workers, advisers, consultants, self-employed and students from within the region of Northeast Fryslân. This is a very large market group and therefore the cloud service should be flexible and expandable. Everyone of this user-group are known with the internet, so to find the platform on the internet won't be a problem.

Home workers aren't the people who are working whole day at home but home workers are also people who are working their last hours at home to avoid the traffic jam. Another target group are the knowledge workers. A knowledge worker gathers knowledge and information, interprets it, develops it and then uses and distributes the information and knowledge. Advisers / consultants are also one of the target groups. They are giving advice and are mostly hired by a company with not enough knowledge about a certain issue. The first last target group described are the self-employed

workers. In this concept students are also welcome. They can be very innovative by putting in fresh ideas and solution for several issues on the cloud.

6.4 Requirements

There are a number of requirements necessary for this concept. The system of course should be developed and therefore developers are necessary. These developers can be professional developers from a partner or for example students from HBO schools. Also necessary is infrastructure and hardware for the service, this contains of a internet connection and servers from where the cloud service is accessible. Besides the system itself it is necessary to have a marketing program and contact persons towards potential clients. At last there is a need of clients to get the system working.

6.5 Income model

The income model is being shortly described because officially it's outside the scope of the project group. This can be looked up in the Plan Of Approach.

As shortly described in the idea chapter, there are earnings necessary to keep the cloud service and community running. There are a couple of earnings that can be used for this concept:

- **Basic subscription**
To use the system there is a small basic subscription. This subscription will cover a part of the costs necessary to maintain and develop the system. With this subscription all parts of the system can be used as well as the use of support and experts.
- **Added subscriptions**
There is also the possibility for added subscriptions. These are for example extra and faster support when there are issues or a larger variety of experts that are also visiting the company itself. With these added subscriptions a larger part of the costs will be covered.
- **Fee for reservations**
When a working space, conference room or meeting room is reserved using the cloud service a small part of the paid fee will be for the system itself.

All the costs will be covered by these earnings. Besides the income to cover the costs partners, funding from entrepreneurs, government or schools will also provide an income. This income can be used for making the system better, making extra functionality and offer additional services.

6.6 Name of the concept

The name of the project assignment has been unknown for a long time. As the project group approached the end of the 3 month period and gave the final concept more and more structure, it became also more important to have a good name for the final concept. A brainstorm session resulted in the next name: 'Inn-NOF'.

Inn-NOF is partly the name of the project group itself which is Inn-Create. The 'Inn' can also be translated as innovative, this is a keyword for the concept as well. The other half of the name is NOF, which is the abbreviation of 'Noord Oost Fryslân'. Putting these both together results in Inn-NOF; an innovative concept in the region northeast Fryslân.

6.7 Advice

The final advice of Inn-Create to the client, mr. Gijs van Hesteren of Kabel Noord, is to find cooperation for the initiative and setting up the Platform concept as described above.

When looking at the market analyze results, the graphs show that people in the region aren't yet ready to use this idea. It is new, innovative and has yet to integrate with a lot of people. It also came up that there are several more similar initiatives in this region that practically are doing the same. It is not wise to start another similar business, it's way better to try and cooperate with those ideas and combing them all together in one platform; a website where all the initiatives are collected and shown together. It's easy, accessible, innovative and various.

The reason Inn-create advises to continue with the concept, even when the results are somehow negative, is because Inn-create thinks the region has to get used to the new concept.

New and innovative ideas always are looked at carefully; people do not yet see the value of the concept and what it has to offer to them. This takes time, advertisement and someone with entrepreneurship to give the project a follow up.

How to execute

The project needs to be sustained by a follow-up project. The follow-up project includes making a business case for the Platform, it is important to find a way of sustainable networking. This is the logical next step to be taken.

When looking at the Platform concept the second step is to search for partners to cooperate with during the development of the platform and the cloud service. With these partners a plan can be made on how the service should be developed and what way this can be promoted towards the customers. The development of the service can be done using students, this way cooperation with the education is already made, and students can learn from this development and make contact with other parties. Other partners need to be searched for delivering infrastructure an access towards the internet, a possible partner can be Kabel Noord.

Third step is to find key users for a pilot of the system; a possibility is to offer the usage of the system to a select group of entrepreneurs and students without any costs. These way problems can be found and solved without having paying customers.

During the first period promotion can be made and agreements can be offered to entrepreneurs.

When the testing is over and most problems are gone, paying customers can be granted access to the cloud service. Important is to gradually start granting access towards the customers to see if all parts of the system are capable of handling the system.

7 Attachments

Environment Information

Conversation Reports

Outcome surveys students / entrepreneurs

7.1 Environment Information

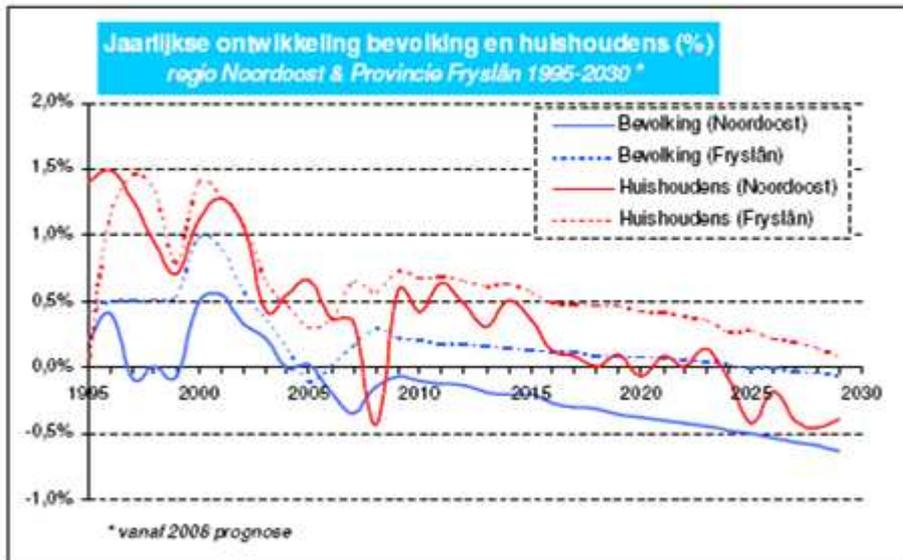


Figure 11 - Annual development population and household

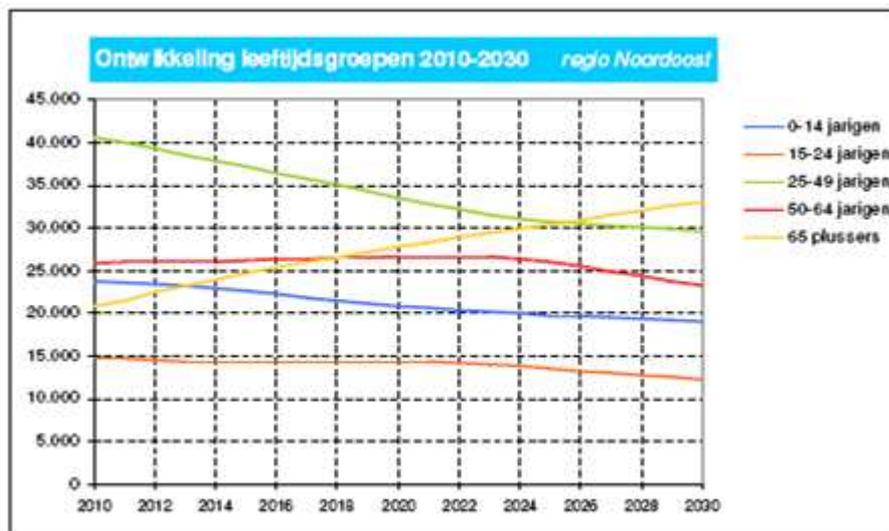


Figure 12 - Development age groups 2010-2030

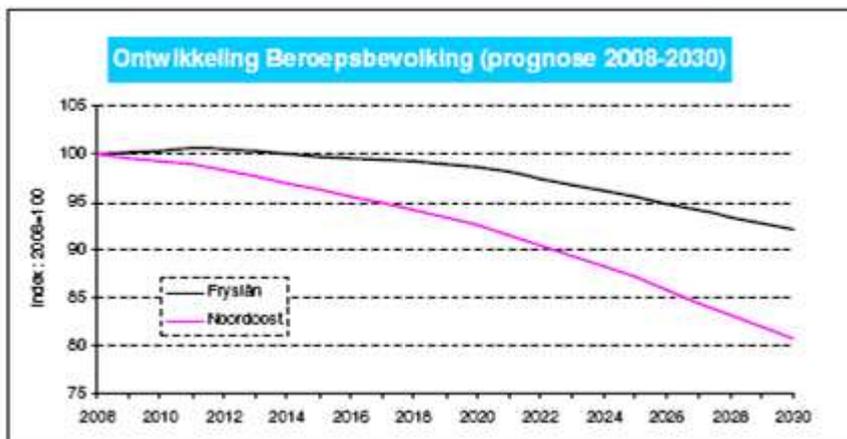


Figure 13 - Development employment 2008-2030



Figure 14 - Development employment Northeast Fryslân 2000-2009

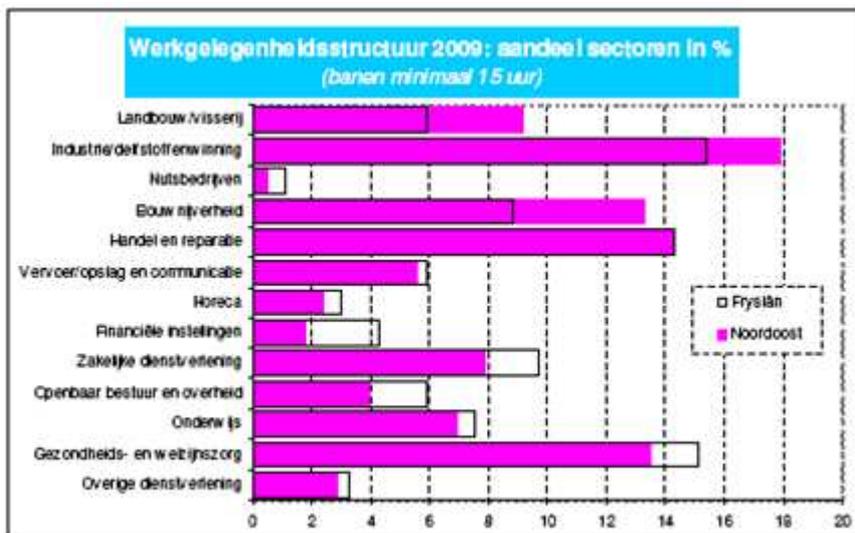


Figure 15 - Employmentstructure Northeast Fryslân 2009

Kern	Inwoners
1 Dokkum	12.970
2 Burgum	9.970
3 Kollum	5.670
4 Damwoude	5.510
5 Surhuisterveen	5.460
6 Buitenpost	5.250
7 Zwaagwesteinde	5.150
8 Hurdegaryp	4.970
9 Harkema	3.940
10 Veenwouden	3.570

Bron: CBS

Table 3- Population 10 largest towns Northeast Fryslân

Kern	Vestigingen
1 Dokkum	580
2 Burgum	395
3 Surhuisterveen	315
4 Buitenpost	255
4 Kollum	255
6 Zwaagwesteinde	223
7 Harkema	195
8 Hurdegaryp	160
9 Veenwouden	143

Bron: adressenbestand Friese bedrijvencontactdagen 2009

Table 4 - Companies located in towns

Kern	wvo	winkels
1 Dokkum	55.192	170
2 Surhuisterveen	23.735	85
3 Burgum	18.977	75
4 Zwaagwesteinde	17.030	46
5 Buitenpost	15.592	43
6 Kollum	10.407	50
7 Damwoude	9.944	40
8 Hurdegaryp	5.909	23

Bron: Locatus (2007)

Table 5 - Shops per town

	Inwoners	Vestigingen	Banen > 15 uur	Winkels
Noordoost Fryslân	117.375	7.420	30.589	730
Leeuwarden	93.498	5.232	55.106	781
Smallingerland	55.201	3.208	24.336	375
Groningen	184.277	11.290	103.815	1.327

Bron: CBS, LISA, Locatus

Table 6 - Comparison Northeast Fryslan

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2000-2008
Achtkarspelen	1.432	1.505	1.542	1.534	1.565	1.589	1.705	1.778	1.915	483
Dantumadeel	863	913	917	941	961	992	1.030	1.036	1.098	235
Dongeradeel	1.331	1.386	1.404	1.413	1.432	1.467	1.510	1.534	1.621	290
Kollumerland c.a.	898	738	755	749	768	795	831	852	893	195
Tytsjerksteradiel	1.493	1.599	1.612	1.633	1.653	1.699	1.761	1.833	1.893	400
Totaal	5.817	6.141	6.230	6.270	6.379	6.542	6.837	7.031	7.420	1.603

Bron: Provincie Fryslân

Table 7 - Development companies

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2000-2008
Achtkarspelen	7.358	7.682	7.689	7.608	7.106	7.089	7.269	7.349	7.555	197
Dantumadeel	3.889	3.859	3.906	3.973	3.762	3.808	3.890	3.999	4.168	279
Dongeradeel	7.820	7.784	7.799	7.747	7.644	7.659	7.469	7.769	8.043	223
Kollumerland c.a.	2.536	2.635	2.786	2.669	2.637	2.636	2.654	2.683	2.835	299
Tjitsjerksteradiel	7.501	7.756	7.752	7.801	7.597	7.418	7.567	7.813	7.988	487
Totaal	29.104	29.716	29.932	29.798	28.746	28.610	28.849	29.613	30.589	1.485

Bron: Provincie Fryslân

Table 8 - Development number of jobs

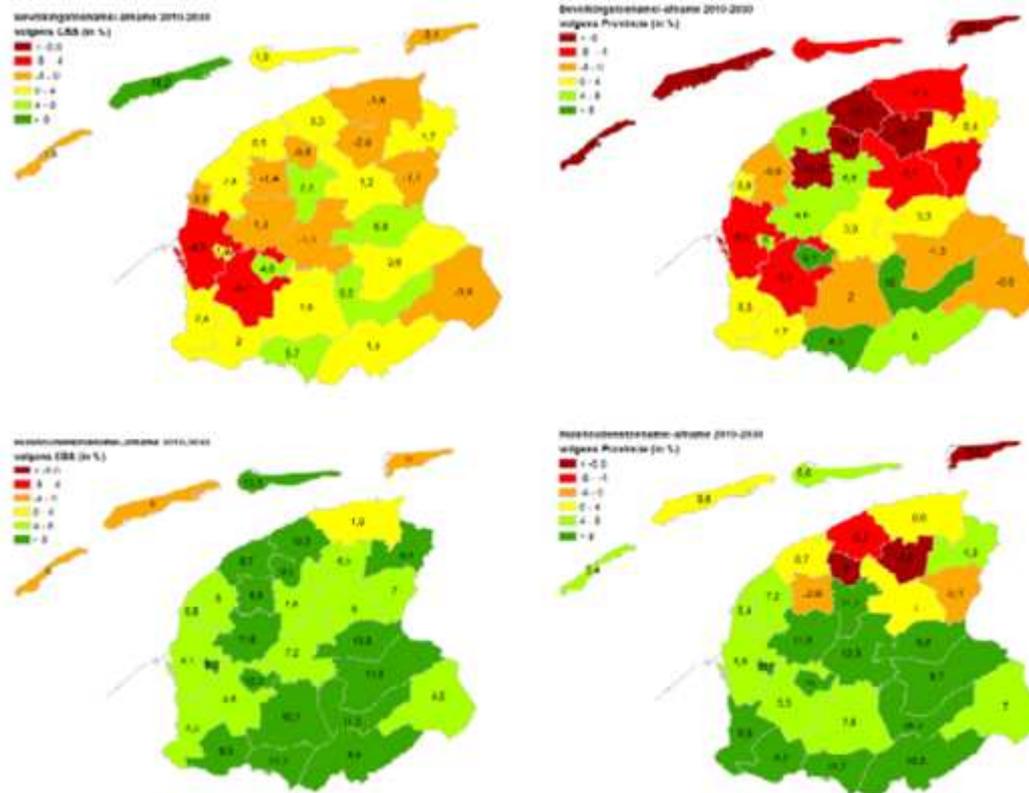


Figure 16 - Population and household shrink

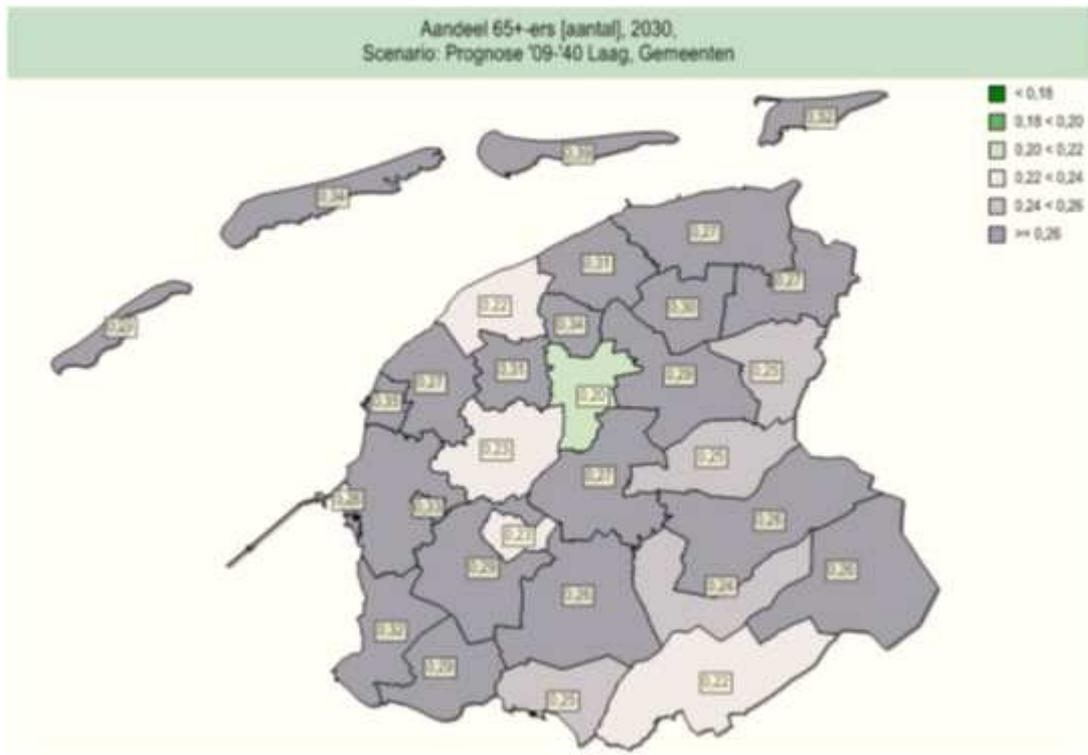


Figure 17 - Ageing of population Northeast Friesland

7.2 Conversation reports

Ellen Gebben (1-12-2011)

Works for the Noordelijke Fryske Walden (NFW). She is a project leader for the theme group regional economy and the theme group culture, history and archeology.

At the moment a streekhuis is being setup. According to Ellen the concept could be put underneath this streekhuis through which collaborations with other parties should become a logical part.

Important questions:

- Who is the puller of the initiative of meeting points for entrepreneurs?
- Where should the concept be?
- Who are going to participate?
- What market groups would you try to reach?
- How far are people willing to share knowledge?
- What is the purpose of the meeting points?

Ellen Gebben is positive towards the concept but according to Ellen Gebben some groups are very hard to reach (farmers and locals)

There is a high commercial activity but collaborations are difficult, it is very important to think about the communication towards the big audience.

Henry Geurtsen (1-12-2011)

EWP-er (Entrepreneur Without Personnel). Has been director of the NNDI (Noord Nederlandse Draad Industrie) in Dokkum. Was active for the Dutch Trade Board (advisory organ with the purpose to improve international business with countries like Brazil, Turkey, Russia and India). At the moment Henry Geurtsen is active as director of the MKB firms and chairman of the ONOF (Ondernemers Federatie Noordoost Fryslân).

Within the enterprise zone Henry Geurtsen has created a space where starters can meet and possibly use the space for the execution of their activities.

The concept is very interesting according to Henry Geurtsen and has potential. Very hard according to him is making the large firms enthusiastic, these large firms are offering home working.

Henry Geurtsen is willing to distribute the survey via ONOF. There can be a problem with reaching the ZZP-ers. A list of ZZP-ers can be requested by Wouter to Groot.

It is important to make a difference when using the survey (HBO and MBO).

Suggestion: Use different location within the region for the concept.

Auke Piet van der Meulen en Gijs van Hesteren (2-12-2011)

Auke Piet van der Meulen is account manager business/business contact officer for the municipality of Achtkarspelen.

The initiative of creating external working spaces has been brought up by Sylvia Hania (communication worker 5 municipalities northeastern Fryslân).

In the municipality of Achtkarspelen the idea of setting up an innovation house has been developed. The idea comes from entrepreneurs and will also be led by entrepreneurs. The municipality is willing to provide support. Contact person is Henk Everts.

The Innovation house is going to be a physical site and in the building 10 to 15 innovative companies should be founded. There will be a possibility for asking question on fixed times.

The interest municipality Achtkachterspelen is primarily practical. De economy is not good and by stimulating innovation the municipality hopes to give the economy a boost.

Bauke Schat (major) can get very important to get the municipalities in contact with each other so the students can do a presentation about all the currently available initiatives.

Auke Piet van der Meulen tells that he finds the stimulation of talent development is very important. According to him it is important for the future that the different initiatives are going to collaborate, the development of talent is stimulated and that innovation is visible.

It is very difficult to get the right (higher educational) employees inside the region of northeast Fryslân. An advantage of the region is the ease of which directors are available for conversations.

Auke Piet van der Meulen also tells that companies (and himself) are finding it difficult to describe a task for the internships of students.

Wouter de Groot (9-12-2011)

No mentioning of an job (only location kvk)

Wouter de Groot will send a list of all companies founded in the last 2 years by email.

The municipalities have a big meeting every 3 months. The entrepreneurs associations below can be approached for this:

- H&I Dokkum
- SOD
- OSK
- ICT
- ABC

ZZP-ers are not well organized, this makes it very difficult the approach them for a survey. When they should be convinced to use the idea they will have to notice the added value for them.

According to Wouter de Groot there is someone else developing a similar concept at the same time, he will send the details by email.

Geesje Duursma (13-12-2011)

Geesje Duursma is an entrepreneur, she has an own company with the name Duursma advies BV, is owner of restaurant and party center De Pleats in Burgum, is member of the board of the WTC in Leeuwarden and member of the board of AFUK.

Geesje Duursma is positive towards the concept, the concept has according to her chance to success.

De Pleats of Geesje Duursma is also functioning as flexible working space. They offer space and free WIFI for people in need of a temporarily working space.

According to Geesje Duursma it is important for setting up a concept like this that it is clear where people can work on a flexible working space and the it is easily accessible. It is not possible for De Pleats to offer a permanent space for students.

According to Geesje there is demand for a concept like this in the region of northeast Fryslân.

Johan Luinstra (13-12-2011)

Johan Luinstra is a representative for Molenaar concrete and is traveling often for his job. He travels throughout the Netherlands and is often to find in Zeeland where he tries to sell concrete distance holders.

When looking to his own situation Johan Luinstra is mildly enthusiastic. He does his administration at home and during the traveling he is using little to no flexible working spaces.

When looking purely to the concept Johan Luinstra thinks that it has potential. A lot of people are traveling for their jobs and they will appreciate a cup of coffee and spending a lost hour at a flexible working space.

People within the region are according to Johan Luinstra fairly stubborn. The ZZP-ers are generally people who are working with their hands and the couple of hours needed for the administration will be spent at home. This group should be motivated to use this concept.

According to Johan Luinstra mostly people from outside Fryslân will use the concept during their travel from location to location.

Ate Oosterhof (24-11-2011)

Ate Oosterhof was in the past the alderman of the municipal of Dongeradeel. In the day to day life he is farmer, commissioner of the Friesland Bank, commissioner of HZPC Holland B.V., seed exporter and marketer of consumer potatoes. Besides this Ate Oosterhof is the chairman of foundation Markant Friesland.

In the region there is a lot of fragmentation, different projects are running and all with the same target. By creating an external location different questions can come together and force an knowledge can be combined.

When the idea is going to be presented towards entrepreneurs in the SME the first question will be: What are the costs? The idea has to be triggered by the entrepreneurs without the matter of costs. To reach the entrepreneurs it is recommended to use the Rabobank, Friesland bank and the accountants from within the region (Acera, Accon, AVM, Alfa ??).

During the entrepreneurs evenings mostly the same people are attending, these are the so called ambassadors. These ambassadors are mostly the companies who are least in need of help and guidance because they are already actively participating in the improvement of their company. The group you want to reach is the group beneath.

At the moment there is a decrease of population within the region. Facilities in the region will be on bigger traveling distances, schools will close etc.. but according to Ate Oosterhof this does not necessarily has to be a bad thing. The decrease of population and the crisis are seen by Ate Oosterhof as a chance. Different initiatives/companies are forced to work together which decreases the fragmentation.

The government has provided information that there are chances in the reaction and tourism within the region, in this branch a lot of ZZP-ers are working and a lot of municipal money is invested.

Ate Oosterhof tells that there is an need from within the region of the idea and the idea is meaningful for the region.

Bauke Schat en Jacco Wiffers (25-11-2011)

Jacco Wiffers is the companies contact officer of the municipal Dongeradeel. Bauke Schat is municipal manager of the municipal Dongeradeel and has the social viable part from the Social Economic Masterplan in his portfolio which includes the Kenniswerkplaats Veenwouden and the Gouden Driehoek.

Bauke Schat tells that research is busy on how to bring different initiatives together and if all the numbers from within the region are correct.

“Working and learning” is a project what is being started up by a working group. Goal for this project is combining of multiple projects so there are less loose project running besides each other. A lot of current projects have an overlapping agenda and the same goal.

According to Bauke Schat the Gouden Driehoek, the Kenniswerkplaats Veenwouden and the project of the students can reinforce each other. This way it can become an added value for the entrepreneurial network.

The role of the government is to bring the entrepreneurs together. The EB-officials are in contact with the entrepreneurs association and can use this contact to make the government visible towards the entrepreneurs.

Entrepreneurs from the region are passively setup, they will only start using something when this is tangible and they have got a feeling with it.

From research of the Gouden Driehoek the result was that there will be a shortage of technical personnel in the next few years. The project “working and learning” will overcome the deficiencies.

Prohibitive for the region are the different boards. Northeast Fryslân counts 5 different municipals and therefore decisions are delayed. Bauke Schat is working on this.

The region is not a core region and because of this the region is not in the picture for the expanding of the industrial estates. With the advent of the Centrale As more employees are willing to travel greater distances to work in the region. The contraction in the region is seen as a challenge, one of the outcomes of this challenge will be the answer on the question on how to maintain the employment. Before the number of companies were protected by the situation on the market, at the moment however the municipalities have to work to maintain the number of companies. The labour force will decline by 20% and to maintain continuity of the number of employees in the region the municipal have to provide additional commitment. Personnel will be more important in the future.

To give the students from within the region an overview of the opportunities in the region it is necessary to open up the doors and show what the companies have to offer.

Bauke Schat and Jacco Schiffers are both very positive about the idea of the students and are looking forward to getting the results.

Bert Muller (30-11-2011)

Staff director at the Friese Poort and he is also one of steering committee of the Gouden Driehoek. Also Bert Muller is active as member of the steering committee of a similar initiative as the Gouden Driehoek only then within the Westergo and Northwest Fryslân regions.

Bert Muller indicates that it is a fact that young people move away from the Northeast Fryslân and take refuge somewhere else after they graduate. It is important to link the concepts to schools, churches and business. Cooperation's and development of the region should be encouraged and a good/large network is very important.

Bert Muller indicates that a similar concept has been tried on the industrial Betterwilt in Dokkum. This was in collaboration with NOFCOM (teaching facility of the Friese Poort), also Kabel Noord was involved. This concept is more for starting entrepreneurs who can use their space for a low price. When the company grows they can move to another location.

According to Bert Muller the crucial question for the concept is: “What is the most ideal place for this concept?”. It should be centrally located and the time to travel should be low.

The disadvantage of the region Northeast Fryslân is that there is relatively little business activity, it is sparsely populated and the distances are short. From the education there is interest in the concept, however, cooperation with companies and/or the municipalities is mandatory.

Bert Muller tells that he is interested in the concept but most likely it is necessary to work together with for example a restaurant to get this concept to a success.

Martin van der Veen (30-12-2011)

Owner of Inn de Parel located in Eastermar. Inn de Parel is a atmospheric hotel/restaurant in the heart of the Fryske wâlden.

Martin van der Veen is positive towards the initiative of setting up flexible working spaces within the region of Northeast Fryslân. He thinks the region is ready for it and people who are living or working here or are going to live or work in the region are possibly going to use this facility.

99% of his customers are representatives from other parts of the country and even from foreign countries, for them the initiative would be very useful.

Jacques Boersma (3-1-2012)

Jacques Boersma is professor of knowledge, he was the first professor of knowledge management in the Netherlands. His expertise is primarily used for business and government.

According to Jacques Boersma parents have a large role in bringing up the educational level of Northeast Fryslân. Parents should stimulate and point their children to keep studying. The parents should keep themselves informed about the recent developments on the labor market so they can guide their children towards certain educational programs. This is an adaptation of the population but also social knowledge.

In the region of Northeast Fryslân Jacques Boersma only knows the company Prins in Dokkum as a qualified place for university graduated people. Companies are often unaware of what a student can do for the company. Because this they often tell that they don't have time for good guidance.

Companies are looking first at the question: "What kind of money can I get" when hiring a student. Companies are looking to often to money alone.

For the project it is important to map out the self-employed (ZZP-ers). How many are there, in what sectors etc... On this information recommendations can be given. It is also worthwhile to ask the self-employed (ZZP-ers) to ask what they exactly want and need, at the moment there is no insight knowledge.

People who are living in Northeast Fryslân have to show more openness, they have to show what their limitations are. Without showing their limitations these limitations will never be solved.

Jacques Boersma also indicated that there still is too much bureaucracy at the city hall, openness is what they need. The organizational structure should be change in order that informal discussions can take place.

Jan Sijtsma (4-1-2012)

Companies contact officier of the municipality of Tytsjerksteradiel.

The innovationhus in Denmark at first eye looks like a traditional business complex but is more than that. The innovationhus has a large overhead. In the Netherlands similar initiatives are already underway. The municipality Tytsjerksteradiel is, according to Jan Sijtsma, not establish a similar initiative by themselves. These ideas have to originate from the business itself. The municipality can facilitate.

Priority number 1 for the municipality of Tytjerksteradiel is maintaining the level of existing companies within the municipality. Innovation, however, will not be pushed. The municipality plays very far on sustainability. The Energieloket is -a sustainable project of the municipality.

Jan Sijtsma prefers to have a cooperation between the Gouden Driehoek and the Kenniswerkplaats Northeast Fryslân, this way both parties can increase their strength. The government can facilitate and stimulate the initiatives from these parties.

The policy principal of the municipality is keeping the youth inside the region by showing the companies located in the region. How this has to be organized is not yet clear.

The number of self-employed (ZZP-ers) is rising in the last few years, however, this group is not visible. They are not represented. Partly because of Twitter they have become a bit visible. The municipality changes the spatial policy in order to make it more easy for the self-employed (ZZP-er) to start a company from home. According to Jan Sijtsma it is a positive trend that the number of self-employed (ZZP-ers) is rising because there will be more competition and the innovative power will increase.

In about 5 years, according to Jan Sijtsma, there are no big differences in business compared to the present situation. Scaling down in the region is expected to continue. The macro-economy will decide how the market will be, the government has got little to no influence on this.

Jan Sijtsma thinks that there will be fewer facilities in the future. The municipality has an active shopping policy in 3 of their towns. Jan Sijtsma is, however, an advocate of a good rural community center policy. Every village should have a community center.

Sabine Reitsma (5-1-2012)

Owner of hotel/restaurant the Posthoorn in Dokkum.

Sabine Reitsma indicates that there are many business meetings take place inside the Posthoorn. It is often done in the Posthoorn because companies then don't need to do it at their location.

The Posthoorn is not advertising for getting the business customers. Reservation using the internet is not possible because each client has different needs. Marketing of the region is not necessary according to Sabine Reitsma. A rise of income during these campaigns are not noticeable.

The Posthoorn does use Twitter to post their offers. According to Sabine Reitsma Twitter is an easy and free way to advertise and to reach a large audience.

Sabine Reitsma finds it very important to keep the large companies inside the region. This creates jobs and ultimately more business meetings.

The people who are living in the region do not like loud people.

Erwin Bremer (9-12-2011)

Erwin Bremer tells about the company Denkgenoten. Denkgenoten is now operational for about three months and is a company owned by Erwin Bremer and Henk Everts. Erwin Bremer tells that Denkgenoten is helping companies that do not have time for making the business and marketing concepts. Denkgenoten will write a business case for them. A lot of assignments of Denkgenoten are assignments of themselves, as is the Innovatiehûs.

According to Erwin Bremer Buitenpost should be put on the card. With the Innovatiehûs this should be changed.

The contraction and crisis are making the people afraid and insecure. The schools are getting less children and this scares the entrepreneurs. Because of this they will move or start their company on other places.

There are a lot of good ideas inside the region. Erwin Bremer indicates that the number of ideas are higher than everyone thinks.

The municipality Achtkarspelen is aware of the Innovatiehûs but will not participate. Erwin Bremer indicates that the big question now is when the Innovatiehûs starts and not if.

For students it is the idea to place a campus next to the Innovatiehûs. With this campus the intention is to get students and entrepreneurs together.

Erwin Bremer indicates to be very positive about the idea because a lot of entrepreneurs had a positive reaction towards the idea. A number of entrepreneurs already committed to settle their business in the Innovatiehûs.

The distinctiveness of the Innovatiehûs will be the visibility. It is not yet clear what the legal form of the Innovatiehûs is going to be, however, it is clear that it is not going to be the responsibility of 1 party.

In the region there is a latent need but no one is doing anything to eliminate this need.

Hendrik Boekhoud (9-12-2011)

Occupation/position is not mentioned.

The Kenniswerkplaats in Veenwouden is not running as it should. It has to be an added value to the region where meetings between different parties as education and entrepreneurs are arranged.

The relationship between entrepreneurs from Northeast Fryslân and the Van Hall Larenstein is positive, there is a mutual ambition. According to Hendrik Boekhoud this has to be intensified.

Hendrik Boekhoud does not mind to give the Kenniswerkplaats and de Gouden Driehoek within one region. Added value, however, will be created as soon as they are going to work together.

The companies in the region have to look around, also to companies outside their own sector.

According to Hendrik Boekhoud the Innovatiehûs is a good idea, the Innovatiehûs has to be of everyone.

Jenna Bottema (9-12-2011)

The Gouden Driehoek is the connection between government, business and education. With the project "Database" a database has been made containing companies from the region, this database will be extended as the years continue. January the 16th the Gouden Driehoek is starting a pilot project for the technical companies, afterwards the health companies will have their turn. In this pilot problems regarding staff shortage will be investigated and a solution will be tried to be found.

The structure of the Kenniswerkplaats is not clear with Jenna Bottema. There is a cooperation possible between the Kenniswerkplaats and the Gouden Driehoek, Bauke Schat will have a key role in this matter because he has got both parties in his portfolio. What is necessary for the cooperation is trust towards each other.

The Gouden Driehoek is, according to Jenna Bottema, successful because entrepreneurs are reached and are willing to participate. The Gouden Driehoek can get more successful when they would get a physical working space, this is possible when working together with the Kenniswerkplaats.

The Gouden Driehoek a connection with the education is mandatory. The education has to have more attention towards the entrepreneurs for example to respond on trends. Entrepreneurs are also indicating that they need to educate more on all educational levels.

The Innovatiehûs is a good initiative for the Gouden Driehoek. Jenna Bottema indicates that a cooperation can make the Gouden Driehoek stronger due to the exchange of knowledge and experiences.

Jenna Bottema looks positive towards the project of the students and would like to stay in the information loop.

Kruisweg Damwoude (20-12-2011)

No name of the person who is called.

There are not many entrepreneurs in the restaurant who are there to work for their boss. There is also no effort being made to keep attract this group of customers. They also indicate they have no need to change this is the future.

The Kruisweg has the opportunity to rent out rooms but that is used little by business market.

They think that the companies have enough space themselves for meetings and business meetings. He also thinks people in the region Northeast Fryslân don't have a need for flexible working spaces.

Natuurlijk Kollumeroord (20-12-2011)

No name of the person who is called.

Associations and entrepreneurs are using the rooms rented out by Natuurlijk Kollumeroord. WIFI is available in the restaurant and they indicate that this is used by business customers, however, most of the time they are not working for the company.

Natuurlijk Kollumeroord does not have any plans to adapt to the business meetings. No extra effort will be made.

Egon van der Veer (23-12-2011)

Departementdirect of the NHL Hogeschool Leeuwarden.

The NHL has no knowledge of the Gouden Driehoek and the Kenniswerkplaats. It is not clear that these parties can offer the NHL.

Unique about this project of the students is the, possible, collaboration between 5 municipalities in Northeast Fryslân. At the moment municipalities do not know what the other municipalities are doing.

YEAH! Groningen is an example of an initiative for starting entrepreneurs that is working fine at the moment. According to Egon van der Veer there are too many initiatives that support the starting entrepreneur. It would be better to have 1 initiative for each province.

The NHL does not have any concrete plans to start an education entrepreneurship on short terms.

The students are, according to Egon van der Veer, not in queue for initiatives like the Innovatiehûs in Achtkarspelen.

According to Egon van der Veer the region Northeast Fryslân has the challenge to keep the student inside the region. By stimulating people to start their own company and having a company, people can be kept within the region.

Alice Posthuma (13-1-2012)

Werkplaats manager at the Kenniswerkplaats Northeast Fryslân in Veenwouden.

Alice Posthuma finds the cooperation with the region very important. Cooperation has to start on the administrative level but also in middle management and the layers beneath cooperation is very important. Cooperation between the different parties will start small according to Alice Posthuma; first the entrepreneurs and the government have to work together and afterwards other parties can be involved. The Kenniswerkplaats is also busy creating cooperation nationwide.

The project of the students is according to Alice Posthuma a lot of work, however, the students are succeeding in getting all the different initiatives in the picture from throughout the region. Different parties in the region are doing things on their own which causes fragmentation. By working together more and being open towards each other, parties will reinforce each other which is required according to Alice Posthuma.

A initiative like the business center in Dokkum can be founded anywhere. The Kenniswerkplaats may serve as an entry point. For each project the Kenniswerkplaats can review what is necessary and which results can be achieved.

It is valuable according to Alice Posthuma to show what the region already contains and how much there already is. By combining everything the parties can reinforce each other.

Erna van der Werf

Projectleider Inqubator

Inqubator Leeuwarden is a initiative of Business Development Fryslân but is a foundation on its own. Inqubator is a place for innovative starting entrepreneurs. We offer housing and practical support with running businesses, offer meetings, working shops and trainings.

Student entrepreneurs can start at inqubator and can get coaching and flexible working space without costs. After the students you will get the prestarters. As a prestarter you can rent a desk for 6 months and they will receive guidance with writing the business plan. When someone is already started and one is searching for coaching and a own office they need to show their business plan.

Inqubator Leeuwarden is providing guest colleges towards all the HBO schools in Leeuwarden about entrepreneurship. On the MBO schools they also try to stimulate entrepreneurship as soon as possible.

Inqubator has a large network and cooperation with different partners in the region of Leeuwarden. Besides the offered services they also have a service and forwarding function to incoming parties. Not everyone can be facilitated and other organization can be better for the entrepreneur.

Besides the local office accommodations Inqubator also offers accommodations in other cities and countries under the name Fryslân House. Fryslân House is very good usable as portal for potential customers without them needing to travel large distances towards Fryslân.

Jan-Tsjerk Dijkstra (17-1-2012)

Business advisor Rabobank northeast Fryslân of the SME's in northeast Fryslân (Ferwerderadiel, Dongeradeel, Dantumadiel, Ameland and Schiermonikoog)

The Rabobank's main task is financing. Other tasks that the Rabobank is also doing is taking care of the payments, insurance, future financial plannings of people and companies but they are also a sounding board for people or companies who wants to discuss what to do with their finance.

Problems mr. Dijkstra sees is the financial crisis. Although it must be said that the financial crisis is rather limited in northeast Fryslân. But of course there are companies suffering from it. According to mr. Dijkstra the financial crisis is also offering chances for companies who aren't acknowledging the financial crisis.

Mr. Dijkstra thinks there is a demand for a physical location in northeast Fryslân. Especially self-employed people who are working on their garret need a place like this. When they want to meet people a location like this is perfect for them. In this case they don't have to invite them at home or at a restaurant or hotel, where there isn't that much privacy.

Chances are being seen in the Centrale As. This may provide chances for businesses but mr. Dijkstra isn't that sure about it.

There is a continuously economic activity in the region, also the amount of starters is still rising which is a positive thing in this economic hard time.

Mr. Dijkstra thinks that the people don't need a platform about all the different offers entrepreneurs can get when they want to have meetings, rent an office or flex work on an external location. There have been more of these initiatives in the past and they weren't successful. Entrepreneurs (especially self-employed workers) need a physical location where they can go to.

7.3 Survey students

Student - Survey

Introduction

This survey is made by 4 students from the Noordelijke Hogeschool Leeuwarden (NHL). Our project is working out a new concept about creating working space on an external location where people can work and get together with other students and companies to share knowledge and improve creativity and innovation in the region of northeast Fryslân.

About you

On which university/school are you studying?

.....

What is your field of study?

.....

In which year of your study are you participating?

.....

Your study

Is there enough space to work at your university for yourself / your group?

Yes

No

How many hours a week do you spend working on a desk?

.....

Are you using other facilities (excluding school) when you are working?

If so, where are they located? What kind of places?

.....

Your experiences with companies

Are you working for a company? (for example trainee, external project)

If so, how many hours a week do you spend working on it?

.....

Student - Survey

Is there enough space at the company for you/your group to work?

If not, where are you/your group working?

.....

Your needs

Yes **No**

Would you use an external facility where you can work and connect-

with companies and students?

If so, why would you like to use it?

.....

How much are you willing to pay for this?

.....

How many hours a month would you use a facility like this?

.....

How many kilometers would you drive to get there?

.....

What do you need if you want to use our idea of an external facility?

Printer Beamer Whiteboards Flipcharts
 Computer Offices Catering
 Conference-rooms Other.....

Yes **No**

Are you looking for support/help during your project-work at an external location?

What do you think about our idea (see introduction)?

.....

This is the end of the survey. Thank you for taking the time to help us!

7.4 Outcome surveys students

7.4.1 Introduction

The main target groups we are focusing on with our concept are:

- Students
- Companies

To find out if there is a demand and what these groups think about our concept we developed a survey for each of these groups.

Please note:

All figures in the graphs are the number of answers.

265 students were asked from the Stenden University, NHL Hogeschool (100 students each school) and 65 students from AOC Friesland.

The students analysed these schools separately because of the differences in their background (students out of the region, international students), their education and their facilities (more or less rooms to work).

The asked questions

General information:

- On which university/school are you studying?
- What is your field of studies?
- In which study year are you participating?

Current situation:

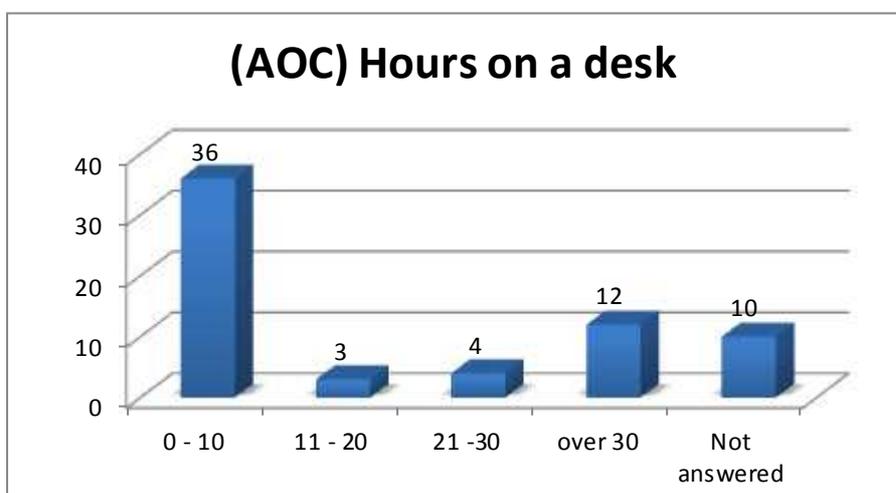
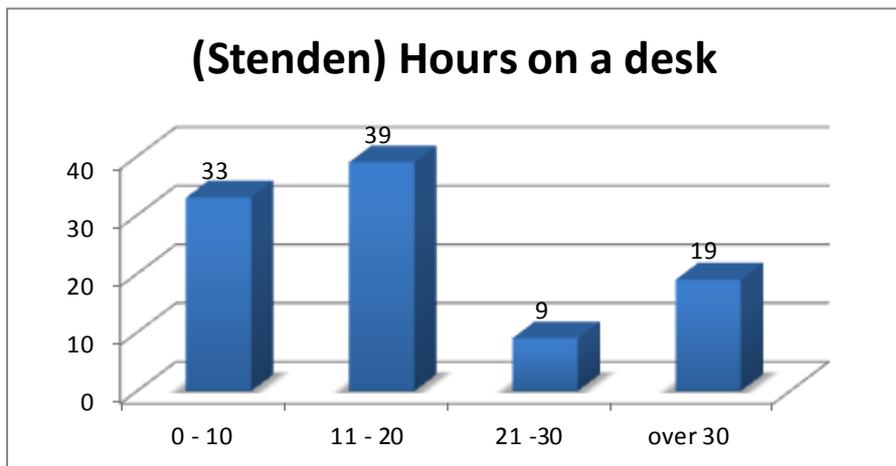
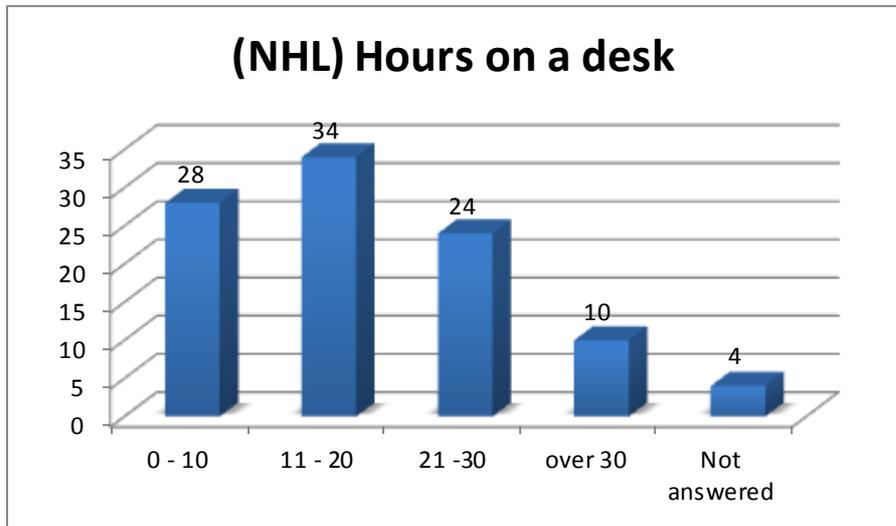
- Is there enough space to work at your university/school for yourself?
- How many hours a week do you spend working on a desk (for school)?
- Are you using other facilities (excluding school) when you are working?
- If so, where are they located? What kind of places?
- Are you working for a company? (for example trainee, external project)
- If so, how many hours a week do you spend working on it?
- Is there enough space at the company for you/your group to work?
- If not, where are you/your group working?

The demand:

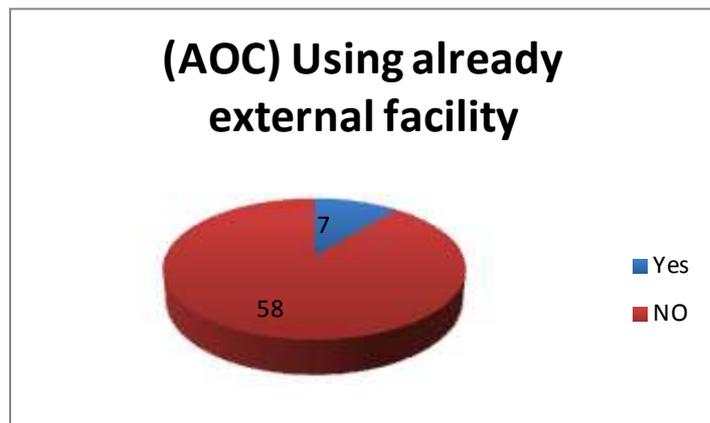
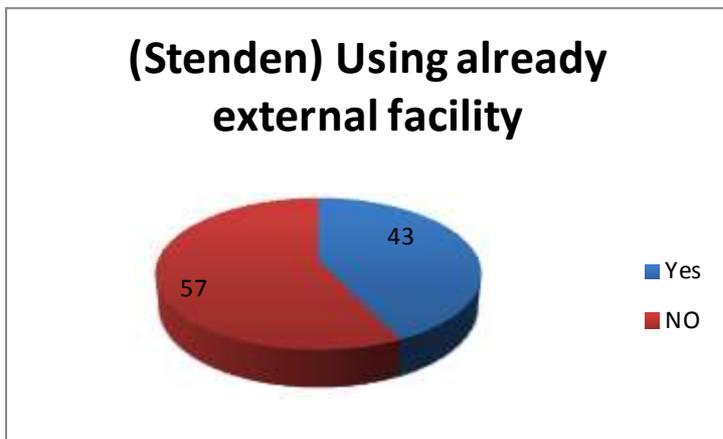
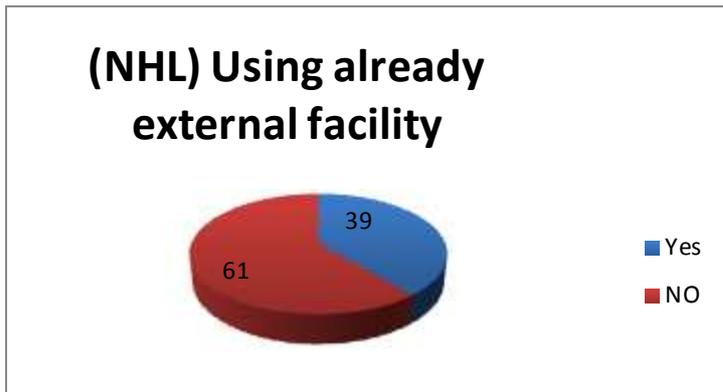
- Would you use an external facility where you can work and connect with companies and students?
- If so, why would you like to use it?
- How much are you willing to pay for this?
- How many hours a month would you use a facility like this?
- How many kilometres would you drive to get there?
- What do you need if you want to use external facilities?
- Are you looking for support/help during your project-work?
- What do you think about our idea?
- What do you think about our idea?

Results

How many hours a week do you spend working on a desk (for school)?



Are you using other facilities (excluding school) when you are working?



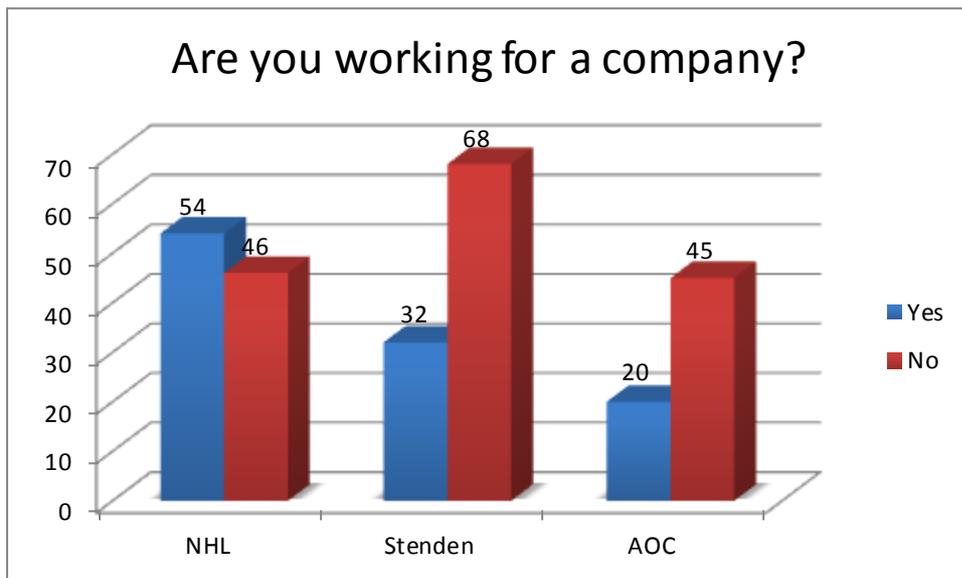
Students from NHL and Stenden spends in the mean score round about 18,4 hours a week on a desk for working., AOC students 11,4 hours. As a result of the limited space in universities 39% of NHL, 43% of Stenden, and 89% of AOC-students using other external facility to work.

From these students who are using external facilities the most named answer where they work instead of their university is:

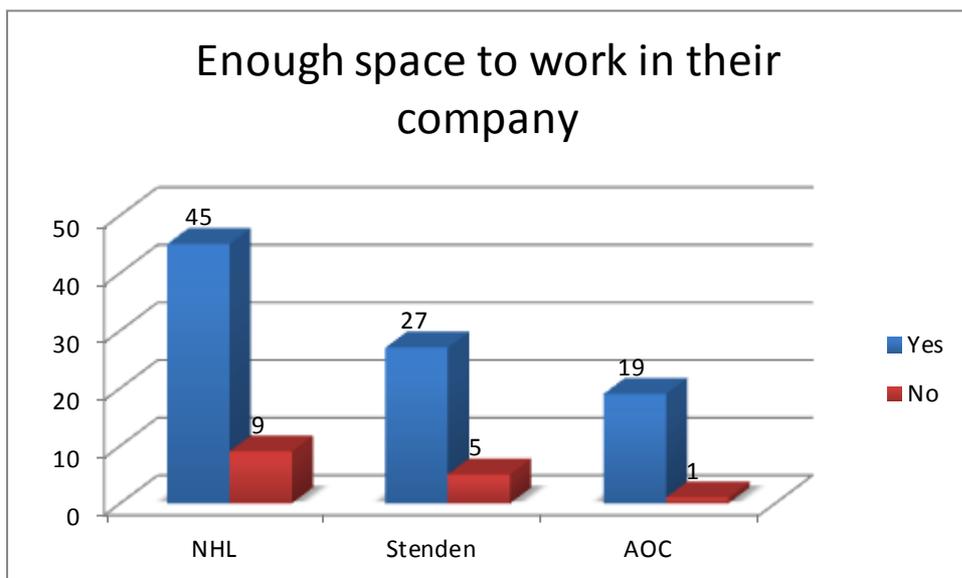
- At home with 75%.
- Other with 25%
 - Library
 - Canteen
 - Company
 - Hestia students-lounge
 - Café

This means that there is a market for our concept. Students spend time for their studies and they are using external facilities.

Are you working for a company? (e.g trainee, external project)



Is there enough space at the company for you/your group to work?



Another part in our concept is a cooperation with companies. The idea is that companies send their students to our concept for working. because of limited space or for a better network.

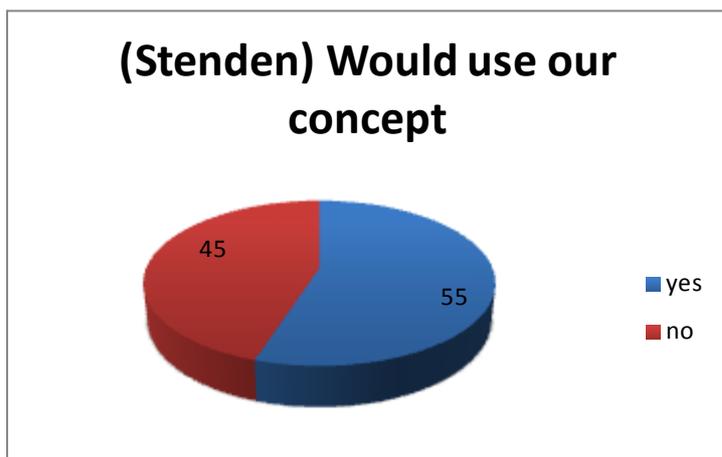
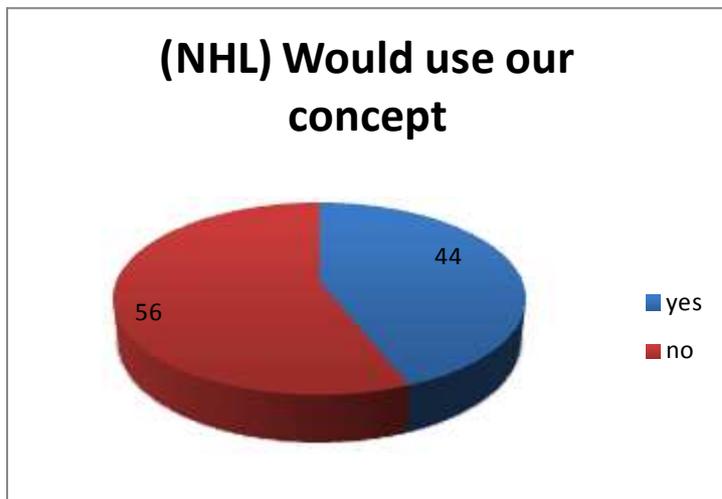
54 % of the interviewed students from NHL are working for a company, 32% of the students from Stenden and 30 % of the AOC-students.

Out of these students who are working for companies

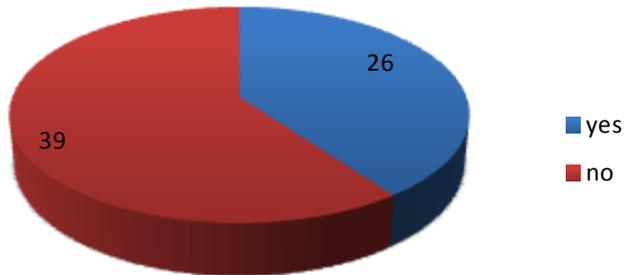
- 83 % of NHL students
- 84 % of Stenden students
- 95 % of AOC students

have enough space to work in their companies.

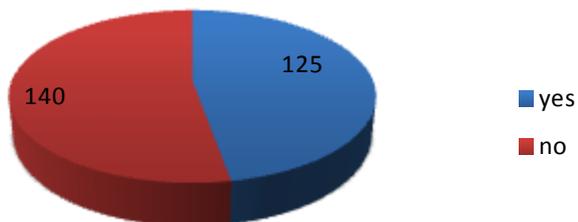
Would you use an external facility where you can work and connect with companies and students?



(AOC) Would use our concept



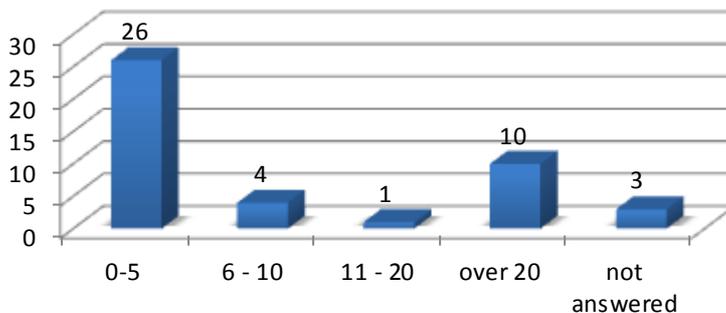
(Total) Would use our concept

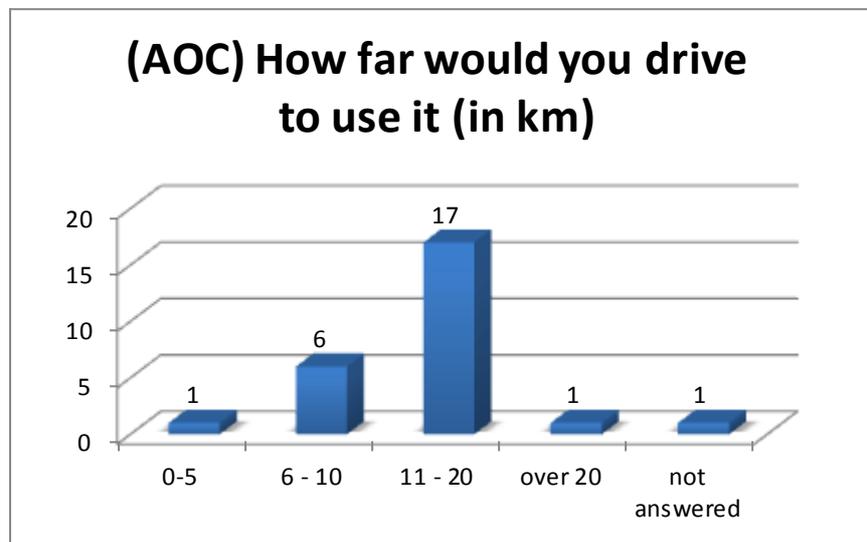
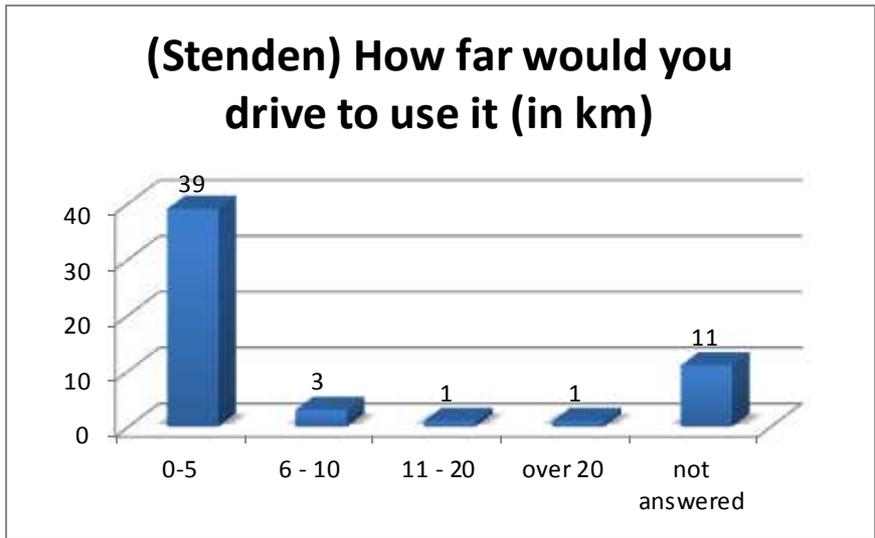


48 % of the students of all universities would use the general idea of our concept. The acceptance at Stenden is with 55% a bit higher than at NHL (44%) and AOC (40%),

How far would you drive to use our concept of an external working space?

(NHL) How far would you drive to use it (in km)



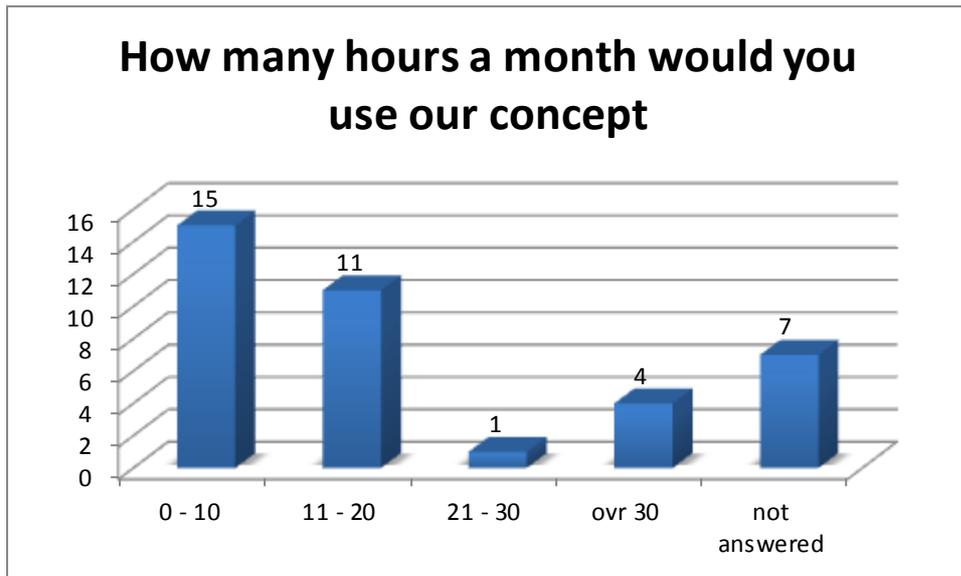


Out of the 44 NHL-students and the 55 Stenden-students who would use our concept only 13 students are willing to drive more than 10 km for using it..

Because of the fact that potential locations for our concept are more than 10 km away from the NHL and Stenden universities we have only 13 potential clients left (out of 200).

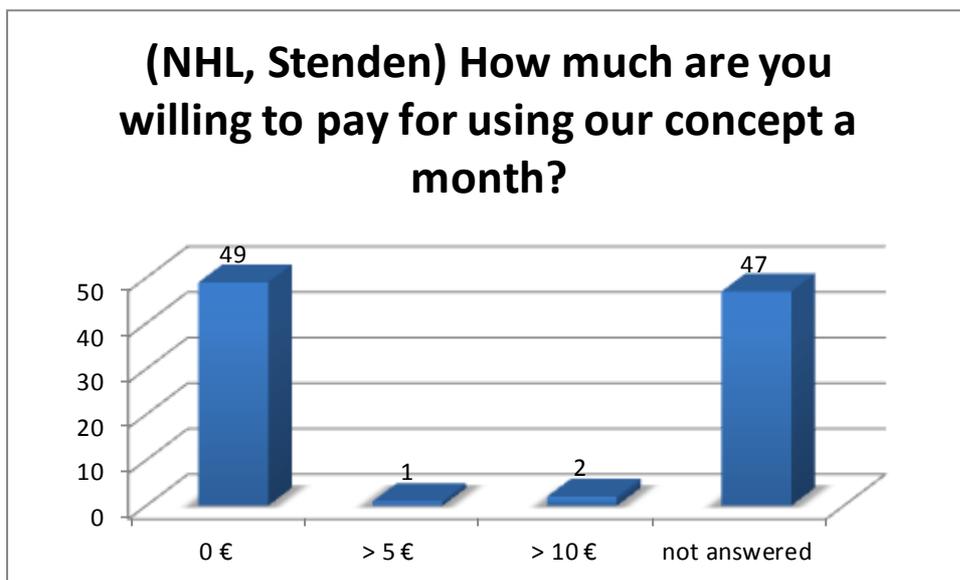
Students from AOC are willing to drive up to 20 km for using this concept.

How many hours a month would you use our concept?



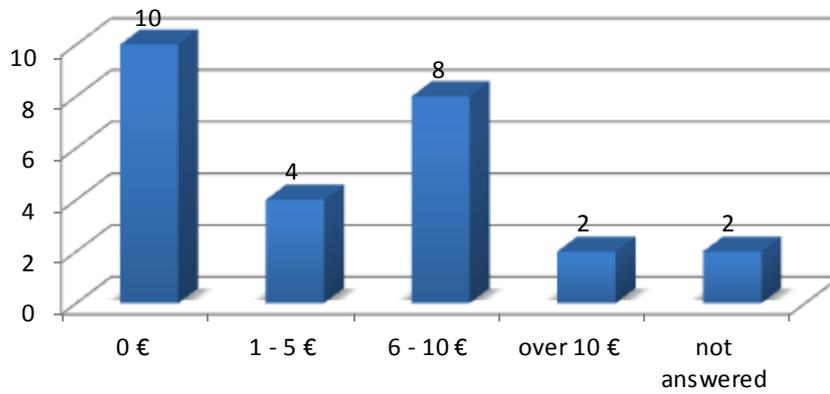
Based on the 38 students from all universities who wants to use our concept and drive more than 10 kilometres (only for NHL and Stenden) for using, the most stated answer of how often the interviewed students would use it, is up to 10 hours a month.

How much are you willing to pay for this?



Out of the 99 students from NHL and Stenden who would use our concept almost everybody who gave us an answer is not willing to pay for using this concept.

(AOC) How much are you willing to pay for using our concept a month?



Out of the 26 students from AOC Friesland who want to use our concept are also willing to pay for it.

7.5 Survey entrepreneurs

Entrepreneur - Survey

Introduction

This survey is made by 4 students from the Noordelijke Hogeschool Leeuwarden (NHL). Our project is working out a new concept about creating working space on an external location where people can work and get together with other students and companies to share knowledge and improve creativity and innovation in the region of northeast Fryslân.

About you

In which sector is your company active?

.....

How many employees do you have?

.....

Where is your company located?

.....

Yes No

Are you cooperating with schools?

If so, which schools?

.....

How many students do you employ (e.g. for trainings, projects)

.....

Regional

	Total agree	Agree	Disagree	Total disagree	Don't know
Companies in equal branches in Fryslân are good connected to each other	<input type="checkbox"/>				
Companies in equal branches in Northeast Fryslân are good connected to each other	<input type="checkbox"/>				
Companies in different branches in Fryslân are good connected to each other	<input type="checkbox"/>				
Companies in different branches in Northeast Fryslân are good connected to each other	<input type="checkbox"/>				

Entrepreneur - Survey

It is important to be connected with the companies in the same branche

It is important to be connected with the companies in different branches

Our idea

What do you think about our idea (see introduction). Do you think it will contribute to the region?

.....

Would you use a facility like this?

.....

If so; why? If not; why not?

.....

How far would you be willing to travel to get there?

.....

Your needs

Do you have enough office space for your business?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

If not, do you go to external locations to work or meet with clients?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

How often are you doing this?

.....

What kind of place is it (for example a hotel, restaurant etc.)

.....

Would you use open space offices?

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

What do you need if you want to use external facilities?

<input type="checkbox"/> Printer	<input type="checkbox"/> Beamer	<input type="checkbox"/> Whiteboards	<input type="checkbox"/> Flipcharts
<input type="checkbox"/> Computer	<input type="checkbox"/> Offices	<input type="checkbox"/> Catering	
<input type="checkbox"/> Conference-rooms	<input type="checkbox"/> Other	

This is the end of the survey. Thank you for taking the time to help us!

7.6 Outcome company-survey

7.6.1 Introduction

45 companies from different branches were interviewed by a survey

Every company is located in the region of Northeast Fryslân.

7.6.2 The asked questions

General information

- In which sector is your company active?
- How many employees do you have?
- Where is your company located
- Are you cooperating with schools?
- If so, which schools?
- How many students do you employ (e.g. for trainings, projects)

Current situation

- Companies in equal branches in Fryslân are good connected to each other
- Companies in equal branches in Northeast Fryslân are good connected to each other
- Companies in different branches in Fryslân are good connected to each other
- Companies in different branches in Northeast Fryslân are good connected to each other
- It is important to be connected with the companies in the same branch
- It is important to be connected with the companies in different branches

Our concept

- What do you think about our idea (see introduction). Do you think it will contribute to the region?
- Would you use a facility like this?
- If so; why? If not; why not?
- How far would you be willing to travel to get there?

The need

- Do you have enough office space for your business?
- If not, do you go to external locations to work or meet with clients?
- How often are you doing this?
- What kind of place is it (for example a hotel, restaurant etc.)
- Would you use open space offices?
- What do you need if you want to use external facilities?

7.6.3 Interviewed companies

Company	Employees	Location
Bouwkundig Ingineurs- en adviesbureau Klaver 4, architectural	2	Kollumerzwaag
Stertil BV, Industrie	220	Kootstertille
Nuance in IT, IT sector	0	Surhuisterveen
Meerstad Assurantiën, Insurance	3	Harkema
Bakkerij Schotanus, bakery	6	Twijzelerheide
Firma van Dijk, dairy	0	Surhuizum

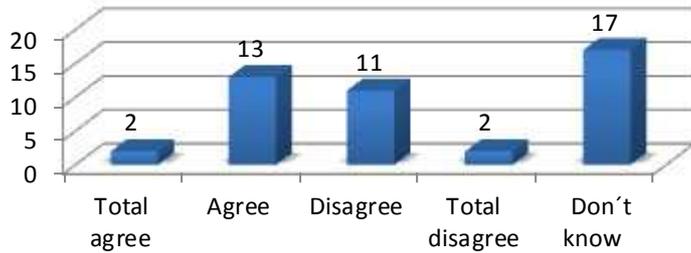
Tuinstyling Hamersma, gardener	10	Surhuizum
Pennink secretariaat, administrative	0	Ureterp
Zijlstra Makelaardij Damwoude, boker	0	Damwald
De Vries Everts Numan Accountants Adviesgroep, advice	16	Zwaagwesteinde
TRAS Facilitair, organisation consulting	1	Kollum
Annemijn Filius, advertising	1	Kollum
AHEAD accountants en belastingadviseurs, accountant and tax adviser	2	Kollum
Stellema Verzekeringen, Insurance	6	Kollum
Administratiekantoor P. Masee V.O.F., administration office	3	Kollumerzwaag
BOX architecten, architects	3	Burum
Extenso assurantiën, insurance	5	Kollum
Notarispraktijk Mr W. Beugelink Kollum B.V., notaries	6	Kollum
Makelaardij Sikkema, broker	2	Kollum
Foto Broersma, photo shop	2	Kollum
ARVO Grafische Afwerking, graphic	1	Kollumerpomp
Hedestadt Advies, advice	1	Dokkum
Checkpoint Budgetcoaching	1	Dokkum
Kooi Advocaten B.V., law firm	7	Dokkum
Raadgevend Ingenieursburo Dokkum, advice	3	Dokkum
Heko computersystemen, computers	2	Dokkum
World of Foods B.V., supply in food	4	Dokkum
D.S.L. Reclame, advertising	2	Dokkum
Haaksma Luigjes & Partners, advice	2	Dokkum
Handelsonderneming Houweling, trading	2	Wetsens
Administratiekantoor Stylan, administration office	2	Engwierum
P. de Boer Fourage Kunstmest en Bestryd.Midd., agriculture	2	Oosternijkerk
Handelsonderneming Venema, trading	2	Holwerd
Visser Woninginrichting, house decoration	4	Zwaagwesteinde
Schildersbedrijf Stavorus B.V, building industry	4	Feanwalden
Tijmsma Vloeren Bedrijf, home construction	2	Feanwalden
Antieke Bouwmaterialenhandel Gebr. Kooistra, buildingmaterials	0	Broeksterwald
Maatschap J., H., J.J. en D.P. Reitsma-Postma, dairy farming	2	Driesum
Tuinplantenhandel A & R Posthuma, retail	2	Driesum
Mink State V.O.F., agricultural	1	Rinsumageest
Quatro Fur B.V., agricultural	1	Rinsumageest
Anonymus	7	Burgum
Koko Sport, detail handel	3	Burgum
Horseclinic	1	Garijp
Construction	35	Twijzelerheide

Table 9 - Interviewed companies

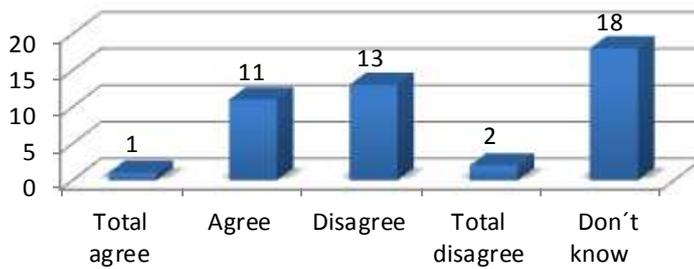
7.6.4 Results of the survey

We asked companies about the connection between different companies in equal and different branches in the region of Northeast Fryslân.

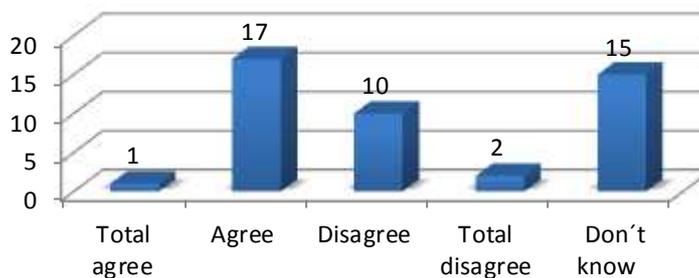
Companies in equal branches in Fryslân are good connected to each other



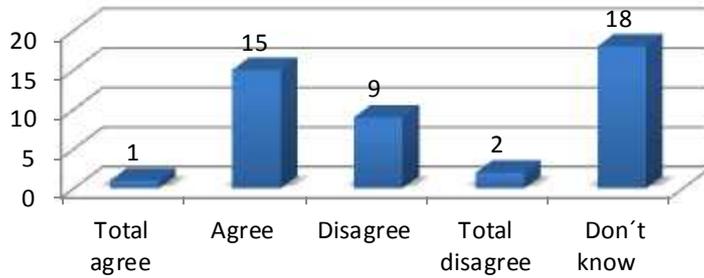
Companies in equal branches in Northeast Fryslân are good connected to each other



Companies in different branches in Fryslân are good connected to each other



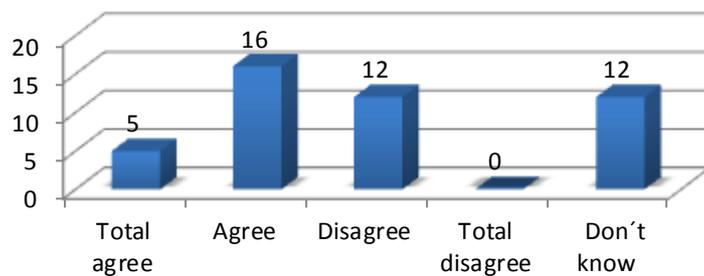
Companies in different branches in Northeast Fryslân are good connected to each other



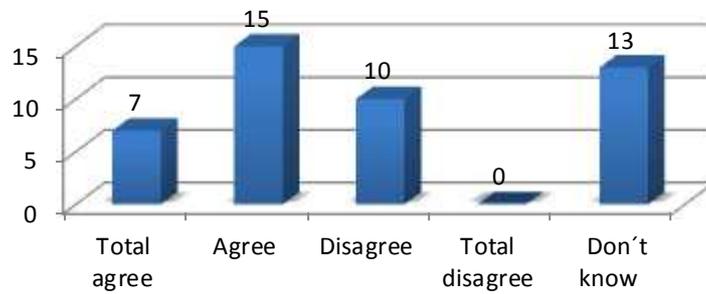
Over half of the asked companies think that that in the region of Fryslân and Northeast Fryslân companies in equal and different branches are already good connected to each other.

Only the question about the connection in equal branches in the region of Northeast Fryslân was answered that the connection isn't good enough.

It is important to be connected with the companies in different branches



It is important to be connected with the companies in the same branch



More companies think that it is important to be connected to companies in the same and different branch than companies who not think that this is important.

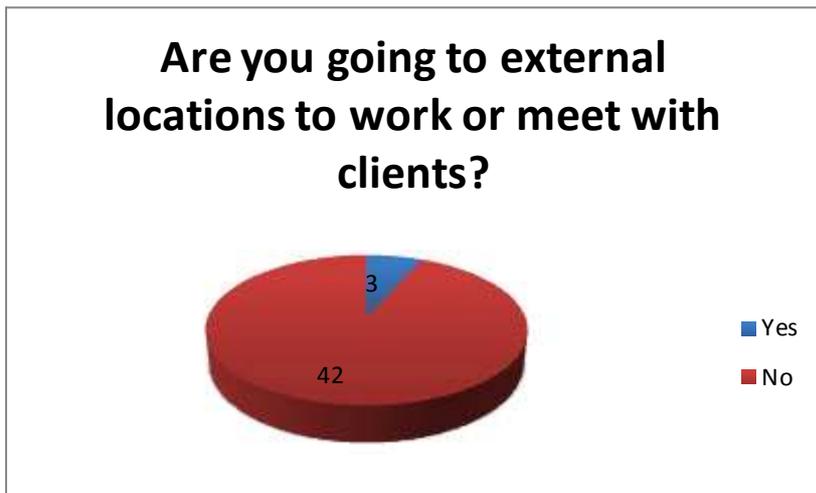
Our concept

To see if there is a demand for offices to rent, we asked the question if companies out of the region have enough space for their business and if they would use our concept.



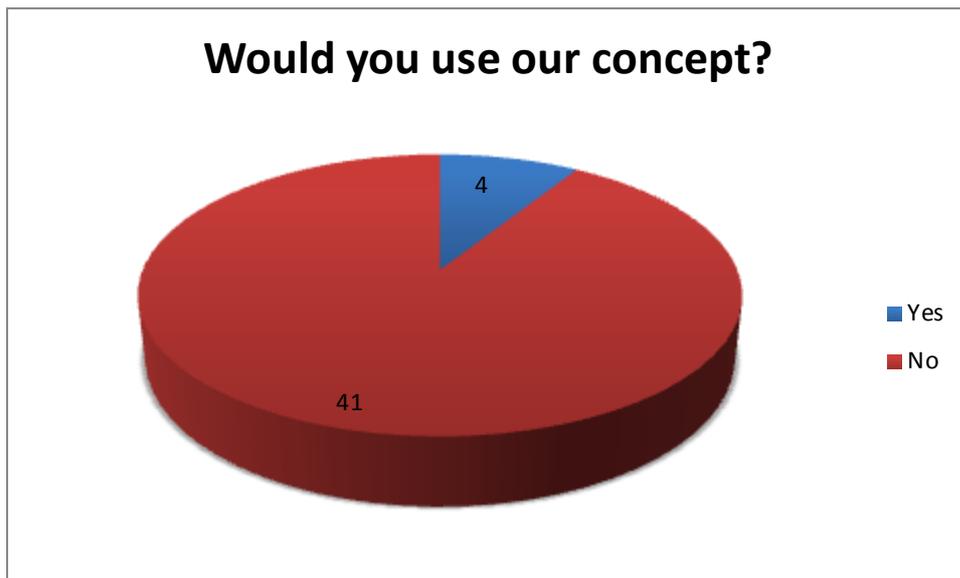
85,4 % of the interviewed companies told us, that they have enough space for their business.

Are you going to external locations to work or meet with clients?



93 % of the asked companies are not using external locations for their working or meeting with clients yet.

Would you use our concept?



91 % of the interviewed companies would not use our concept.

Answer from the companies why they don't want to use it

- Not willing to travel far, the concept will only work for big companies
- Depends on the location of my co-workers
- No need for
- I can do that at home as well
- We have a good office
- I'm older then 70. I don't use it no more.
- It's difficult in our work, we need customer information that is not available at a flexworkspot
- Not usefull because he is working intern in other companies
- Not for a small company like mine
- Not useable for my own companies because of confidential information
- Enough place at my own office, doesn't see the adding value in it
- Not necessary for my company
- We need to discuss by our own location with our colleagues
- Enough place at own location
- Enough space at own location
- No extra space needed
- Not helpfull for my shop
- Enough space at own company, just not necessary in the region
- Not for my branch useable
- Not suited for my company
- Not for a law firm useable
- Not applicable for this company
- Not for our company
- For other companies in other branches maybe
- I don't do that much work on a desk / presentation etc.
- We have enough room at our place
- Not for my company suited
- Not useable for our company

- I don't use it because I don't need it.
- Not: it doesn't work in the construction area, I need my maps and papers. I cannot take all that with me to a flexworkplace.
- No: the company is too small and there is enough space available
- I do the administration at home

7.7 Visit of "InnovationsHus Rødding"

Visit from 15.12 – 16.12.2011.

The project team "Inn-Create" joined as part of their project a trip to Denmark with a Dutch delegation of governmental people and private entrepreneurs. We visited the successfully implemented and established „InnovationsHus Rødding“ to receive background information about the development and come together with other people who are interested in creating and implementing a concept like this for the region of Northeast Frisia.

The Innovation House was founded in 2004 and since then they helped 55 new start-ups successfully into the market. The building was bought for 300,000 €, 500,000 € was invested for renovation and technical equipment. This was financed by the municipality and funded by grants from the EU regional fund.

The concept of this house is to offer modern offices and conference rooms in a pleasant and prestigious environment. The staffs add administrative support about marketing, finance or accounting.

Interested parties can rent for about 200 € per month offices and also have access to copiers, conference rooms and a glass-fiber Internet.

On Thursday, the Project Group has participated in a presentation about the importance of developing fiber optic internet for the economy in Denmark. The Innovation House is also connected to the fiber optic network. From a business perspective, this broadband connection is an advantage for the "InnovationsHus" and the whole region.

On Friday we visited the InnovationsHus. After a presentation about the background and origins of the house we've got a guided tour through the facilities and the chance to ask questions. The project group used this chance to talk to tenants to find out what they think about the concept.

Reasons why the tenants have chosen the InnovationsHus:

To have a professional base for the company

- Practical services are fulfilled
- Customer friendly environment
- In-house resources/services to benefit from like reception, telephone switchboard, internet connection, cleaning and secretary service
- Postage, copying, printing and faxing
- Business development knowhow
- Synergy between the "house" companies

Benefits for the tenants:

- Competent management and open dialog for business development
- Experienced in-house employees for sparring
- Information and education in Entrepreneurship

- In-house companies services
- Sparring and synergy internal between *some* companies and external with networking partners
- A good environment and co-workers
- Excessive networking, coaching, investor relations
- General guidance, counselling in marketing, sales, and customer care

The challenge and problem for the management to keep an innovation-house running:

- The synergy internally requires the right composition of companies in the house.
- This challenge lies with the management of the development park, but could be
- Difficult due to the demand of balance in the budget.

Participants:

- Henk Everts, Denkgenoten - 0623444584 - henk@denkgenoten.nl
- Erwin Bremer, Denkgenoten - 0654317735 - erwin@denkgenoten.nl
- Alle Hoogsteen, DVEN Accountants - 0619945476 - ahoogsteen@dven.nl
- Willem Wouda, OBS 't Holdersnêst / Klasseglas - 0641054120 - willemwouda@gmail.com
- Gijs van Hesteren, Kabel Noord - 0653536162 - g.vanhesteren@kabelnoord.nl
- Auke Piet van der Meulen, Gem. Achtkarspelen - 0650670787 - ap.vandermeulen@achtkarspelen.nl
- Frederike van der Lijn, Gem. Achtkarspelen - f.vanderlijn@achtkarspelen.nl
- Jan Sijtsma, Gem. Tytsjerkstradiel - jsijtsma@t-diel.nl
- Sytze Taekema, student - 0611536203- sytze_taekema@hotmail.com
- Leonie Dijkstra, student - 0621564915 - leonie5esmeralda@hotmail.com
- Dennis Postma, student - dennispostma1991@hotmail.com
- Stefan Geier, student - stefan.geier@gmail.com
- Jan Walburg, projectmanager Vital Rural Area - 0031651378248 - walburg@vitalruralarea.eu
- Simon Simonsen, Vejen Kommune - 004521792230 - scs@vejenkom.dk



Figure 18 - Visit Innovatiehus Denmark

“Four students from the Kenniswerkplaats Northeast Fryslân who are working on a project for KabelNoord visited with a dutch delegation the „InnovationsHus” in Rodding/Denmark. The students are creating a business case which offers office rooms for rent and space where students and entrepreneurs can connect to each other to share knowledge and innovation. In denmark they got a presentation about the concept of the „InnovationsHus” and an insight of how their idea could look like.”

Advantages/Disadvantages of the “InnovationsHus”:

Advantage	Disadvantage
<ul style="list-style-type: none"> - Practical insight to see how a concept could look like/real life experience - Talk with tenants about their experiences and needs - Connect to people who are working on the same idea/concept to create a network 	<ul style="list-style-type: none"> - the “InnovationsHus” isn’t for students - Concept doesn’t fit complete to our idea

Table 10 - Advantages/disadvantages Innovationhus Denmark