

Tourism growth **vs.** local challenges

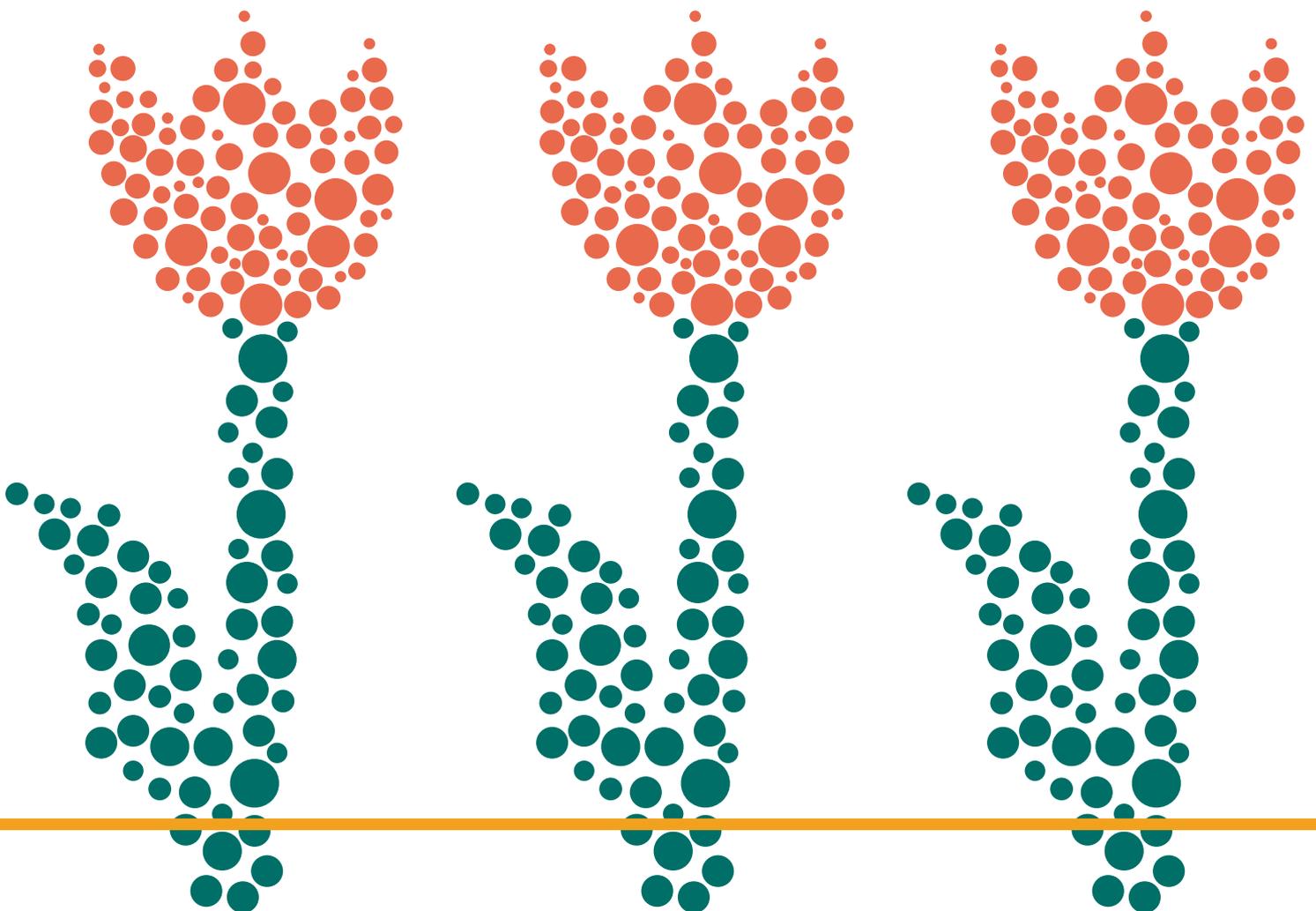
*A system design approach for resilience against
the pressure of tourism in the Keukenhof region*

Master thesis

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2020

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'If you want to change the world, or at least make sure that it doesn't head blindly towards its own destruction, you have to understand the nature of the world. If you want to understand it, you have to interpret what you experience and know of it through some intelligible hypotheses. Unless you have privileged access to ultimate reality through intuition or illumination, you must choose an empirical model for your understanding -- one that is based on how human beings interact with the world around them.' – Ervin Laszlo



Executive summary

The amount of tourists visiting the Dutch flower bulb region is growing every year. The Keukenhof, one of the biggest tourist attractors in the region, already welcomed 1.5 million visitors in the eight week during flowering season in 2019, which is almost twice the visitor count of 10 years ago. Because of this growth, the local population's day-to-day businesses become increasingly disrupted.

The pressure of these disruptions is mostly felt in three sub-contexts:

1. The flower fields; tourists that trample flower bulbs while making pictures
2. Regional accessibility; tourists causing traffic congestions which burdens the local population that has to travel to or from Lisse
3. Retail shops in Lisse; reduced accessibility causing regional shoppers to avoid Lisse, leading to less revenue.

The choice has been made to merely focus on the last of these three sub-contexts.

Although tourism was found to be a burden for the retail shops of Lisse, quantitative and qualitative research showed not only temporary inaccessibility through tourism threatens the centre of Lisse, but also online shopping, attractiveness of city centres and vacant stores pose a threat. At this moment, the strengths of the centre of Lisse as a regional shopping area can no longer outweigh the pressure that comes with these threats. This causes the centre to slowly degrade, manifesting itself in an increasingly amount of vacancies and shop owners that do not feel motivated to collaborate and invest in the centre any more.

To counter this effect of degradation, a transition should be made where Lisse is no longer regarded as just a regional shopping area, but as a village centre that is rich with experiences and where it pays off to do effort for the centre by taking ownership. The value of 'the centre' stands or falls by the amount of stakeholders that feel that they are part of the whole and have a responsibility to that whole. If this is present, 'the centre' will provide experiences to the customers and a positive business climate to the shop owners. In this way, the whole becomes more than the sum of the individual parts.

For implementation, it is important to put focus on the symbiotic relationship that exists between individual stakeholders and 'the centre'. For the short term, the benefits of investing in experiences can be demonstrated through pilots in individual stores. Eventually, the long term goal is providing a richness in collaboratively made experiences that bind the whole of the centre together, making current threats insignificant while providing positive spill over effects for the local entrepreneurs and customers. Stakeholders that have a purpose in governing the region, such as HLTsamens, should take a role in facilitating and orchestrating this transition.



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1. Introduction

Project brief

The amount of tourists visiting The Netherlands is increasing every year. The expectation is that this growth will continue from 18.8 million international visitors in 2018 (NBTC, 2019a) to 29 million international visitors in 2030 (NBTC, 2019b). Beside these international visitors, there were also about 18.7 million domestic holidays in 2018. This has an annual growth of about 2% (CBS, 2019; NBTC, 2019b) These numbers are without the one-day trips.

These tourists have a positive effect on both the national and local economy. In 2017, tourists spend €82 billion in total and provided 761.000 people with jobs in the Netherlands (CBS, 2018). This means that for every 13 jobs, 1 is in tourism. The Netherlands has to thank its popularity among other things to its rich trading history, open and tolerant culture, Dutch Design and its floriculture.

However big the economic benefits are, this growth also creates friction between tourists and inhabitants or (local) businesses. The increased tourist-density at national highlights such as Amsterdam, Giethoorn and the Keukenhof is causing various problems which frustrate day-to-day activities in the local systems (Vrinckx, 2020). The NBTC (National Bureau of Tourism and Conferences) has launched a marketing initiative to better manage the tourist flows on a national level so that quality of life in these highlight areas does not decline.

The initiative of the NBTC does not yet solve the current problems on a local level. In this report I zoom in on one of the touristic highlight areas of The Netherlands: the Keukenhof region. The Keukenhof is a showcase for what the Dutch floriculture has to offer. Opened only in spring during the flowering season which lasts eight weeks, the parc accommodates about 1.5 million visitors from all over the world (Keukenhof, 2019a). This visitor-count has doubled over the last 10 years and is still expected to grow in the future. As in other touristic highlight areas, this popularity is putting pressure on inhabitants and local businesses which affects the liveability and daily use of the region.

Being a former inhabitant of the region and now graduating in a master's study for creative problem solving in complex environments, I approached municipal cooperation organization HLTsamen about possibilities for a graduation project that was focussed on preparing the region for the growing pressure of tourism. This resulted in this project with the following design goal (also see appendix A):

Design an intervention strategy for managing the effects of the growing amount of tourists on the (social) ecosystem around the Keukenhof. The aim is to lessen the burden experienced by inhabitants and businesses, and where possible create a positive spill over effect for the local economy or stakeholders.

The result should be able to act as a tool for HLTsamen, detailed up until a point where project groups can start with implementing the said interventions.

1. Introduction

Design approach & process

The approach of this project is based on a combination of design thinking and system thinking. Each of these two disciplines has its own purpose for this project (figure 1):

Design thinking: Design thinking is about finding viable, feasible and desirable solutions for situations where creative problem solving is needed. Validating this with the users is often part of the process (ideo U, 2020). The goal of design thinking, as taught at the faculty of Industrial Design Engineering at the TU Delft, is that the solution is user-centred. This means that a design should always be designed with regard to the needs and wishes of the user, for he/she is the one that has to work with the design.

System thinking: A system can be defined as a set of elements that are coherently organized and interconnected in a structure that produces a characteristic set of behaviours, often classified as 'purpose' (Meadows, 2008). The goal of system thinking is not only to understand this interconnectedness, behaviour and purpose of a system, but also how changes

in the system lead to unwanted consequences. Contrary to design thinking, this discipline is more focused on the purposes of certain system structures and how they are achieved, rather than being user centred.

Motivation on chosen methods

To achieve the goal of preparing the region for the growing pressure of tourism, a solution is needed that is viable, desirable and feasible; i.e. a design thinking solution. However, there is a certain complexity in the context which cannot be fully covered with design thinking methodology alone. The main cause for this is that instead of one user to design for, there are now myriad of users in the social system that aggregates the region. In addition to that, the users that form this society are connected; creating a whole that is more than the sum of its parts (Kast & Rosenzweig, 1972). It is this interconnectedness (holism) that makes the system behave as it does (Meadows, 2008; Von Bertalanffy, 1952). Therefore, system thinking was needed in order to design with the holistic aspects that are required by the complexity of the social system.

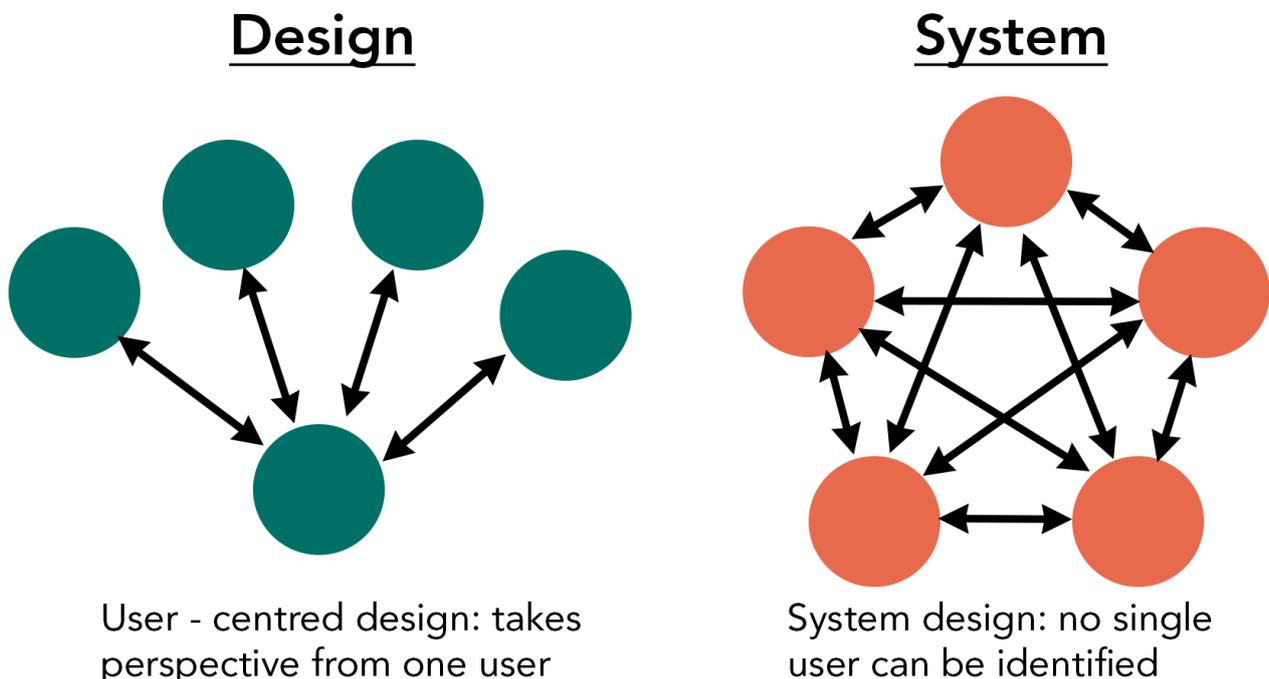


Figure 1: Illustration on single-user focus of Design thinking vs. interconnected multi-user structures of System thinking

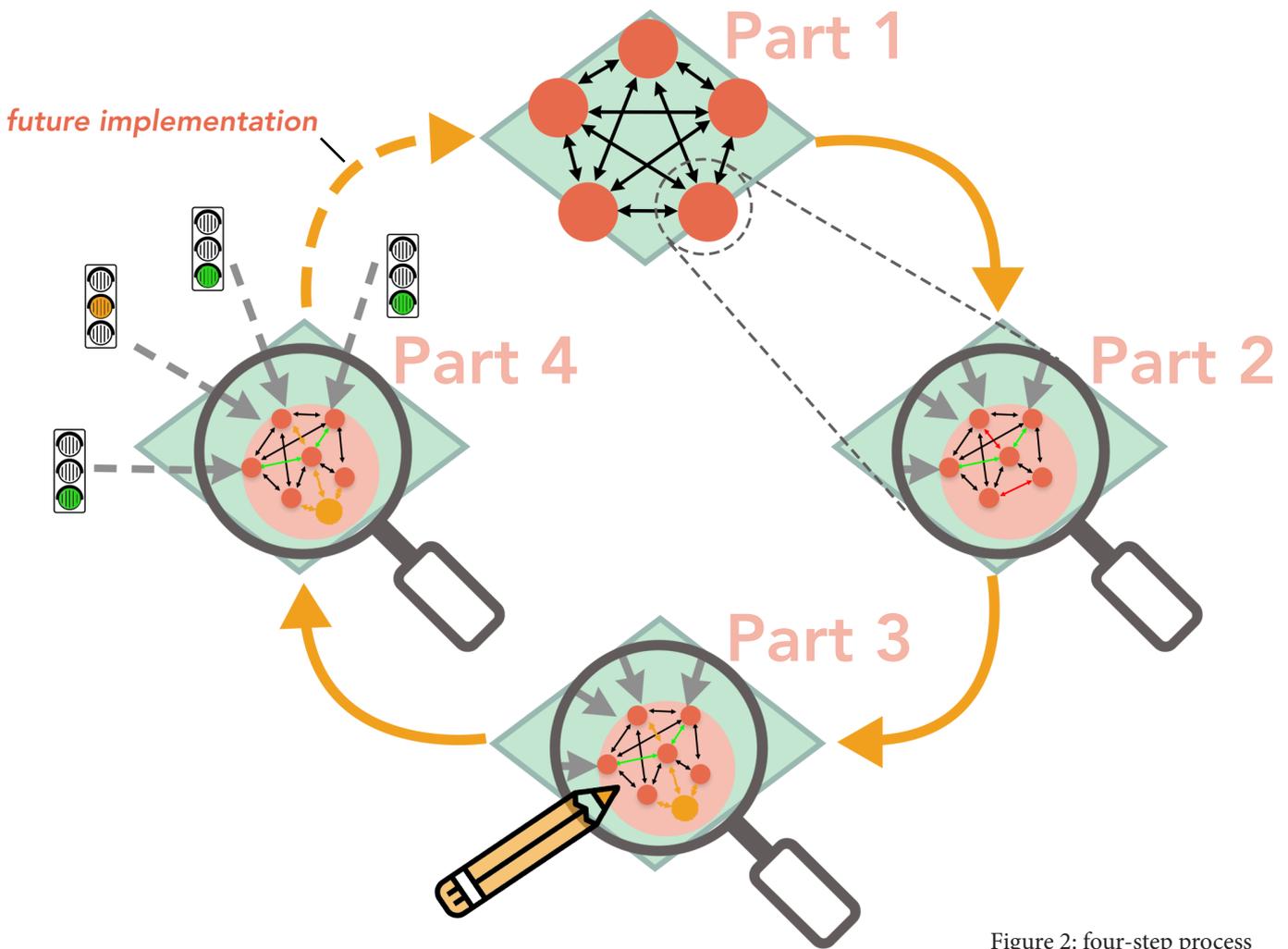


Figure 2: four-step process

The project was divided in four parts, each being a process of diverging and converging in knowledge and/or ideas (figure 2).

1. The first part (chapter 2) contains an elaboration on the holistic context of this project. There has been elaborated on the various stakeholders (elements) of the system and the dynamics between these stakeholders - which work together to achieve a certain purpose. Several other system characteristics have also been described, leading to a comprehension and understanding of the breadth and structure of the general context. This part resulted from literature research, desk research and insights from various stakeholders.
2. In the second part (chapter 3), the influence of tourism was projected on the above described analysis. Three sub-systems have been identified where the influence of tourism causes most friction with the regular activities and process flows of the system. These sub-systems were treated as case studies on which further, more specific, problem analysis has been conducted. This resulted in several recommendations for creative problem solving directions. Because of time limitations, only one of these three cases has been selected to continue with in the following parts. The findings in this part resulted from literature research, quantitative research methods (survey) and qualitative research methods (interviews).
3. The third part (chapter 4) is about ideating with the recommendations for creative problem solving that resulted from the case study. The ideas that are described in this chapter are ideas that comply with the networked and multi-user nature of the system, created with design thinking methods such as SWOT analysis and search areas.
4. The last part of this project (chapter 5) is about building confidence in the proposed direction ideas through stakeholder validation and selection. This resulted in a final proposition for a strategy which is likely to be viable, feasible and desirable by most stakeholders in the system. A starting point for future implementation.





Part 1.

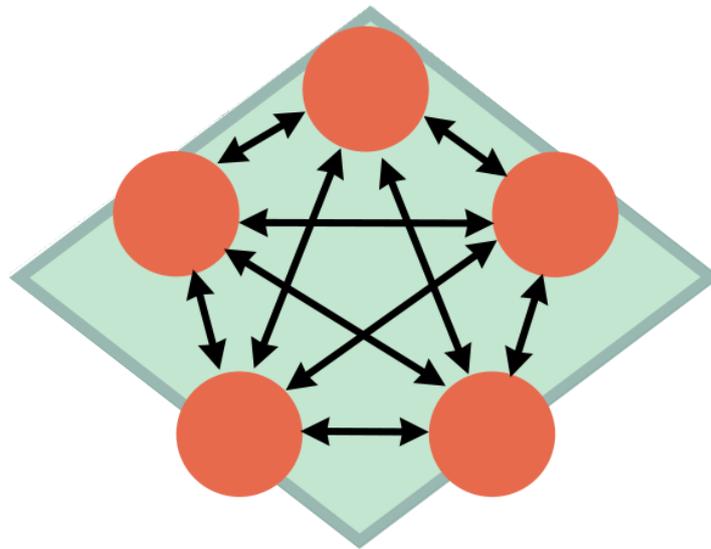
- holism in a social system -

Chapter 2

In this chapter stakeholders, events and other information are introduced, that are needed to gain a better understanding of processes and flows in the Keukenhof region. The goal of this part is to explain how the system in the region works, where the system boundaries are and how influences from outside these boundaries affect processes within the system.

2.0 Research approach

A brief description on why this part of the research has been conducted and how it has been executed.



Research questions

In this first part I elaborate on the holistic nature of the context. As mentioned in the Design approach & process chapter, I used a system thinking approach for this part, for it enables to design for multiple interconnected and interdependent users which I found the design thinking methodology less suitable for.

The goal for this part is to get an understanding about the system, its interconnected nature and what this means for intervening in it. I.e. understanding the 'whole'. For this, I answered the following research questions:

- 1) What are stakeholders in the system? (Elements of the system)
- 2) What do these elements want? (Purpose & sub-purpose)
- 3) How do these stakeholders interconnect? (Dynamics and processes)
- 4) Why does increasing tourism result in problems? (System disruptions)

Research methods

To describe the holistic nature of the context, new knowledge had to be acquired about system theory and system thinking for this is not part of the regular Strategic Product Design curriculum at the TU Delft. For this I conducted a literature study which is mainly based on books of: Meadows (2008), Laszlo (1996) and Stroh (2015). This has been supplemented with findings from research papers when necessary.

The knowledge from literature research about system thinking research was combined with findings from desk research and conversations with various stakeholders (appendix B). These stakeholders had been selected to have a different perspective from each other on how the structure of the social system functioned. This enabled me to combine the perspectives and hence aim for triangulation in the findings.

Beside these sources, I also made use of my own experience as a former inhabitant of the region about for example cultural aspects.

2.1 A note upfront; translation to system context

Systems are wholes. With wholes, you can't examine one part without thinking about its relation to the other parts. In fact, it is the relation between various parts that makes things a whole (Laszlo, 1996). In this first short introductory paragraph I explain how the society in the Keukenhof region can be seen as a system with a certain purpose and introduce the reader to this chapter of system theory.

Earlier, a system was defined as: 'A set of elements or parts that is coherently organized and interconnected in a pattern or structure that produces a characteristic set of behaviour, often classified as its "function" or "purpose"' (Meadows, 2008). There are all sorts of systems which can be found in a wide array of contexts. Some examples are:

- Technological: The propulsion system of a car (where gas pedal, combustion engine and drive shaft (elements) are connected to create velocity (purpose))
- Biological: The ecosystem in a forest where various species of flora and fauna (elements) interact to maintain a biodiverse environment (purpose).
- Supply: A supermarket where stock clerk, farmers and logistics (elements) ensure availability of food (purpose).
- Etc.

Just like in the examples above, the society in the Keukenhof region can also be seen as a set of interconnected elements which because of its structure performs a certain behaviour; a system with a purpose. Given that we are dealing with a societal system, it is assumable that the overall purpose of the system contains a factor

of ensuring perpetuation. Elements as farmers, business owners, inhabitants and municipalities contribute to achieving this purpose. This structure and dynamic behaviour is explained in the next paragraph (2.2).

Within this societal system, many other sub-systems exist. All with its own sub-purpose, elements and connections that add to a certain perpetuity of the overarching system. Together, this creates a complex network of connected processes and purposes. Influences from the outside can affect these processes and the achieving of purposes. For example when the amount of tourists that visit the region increases (e.g. more tourists that cause damage in flower fields with bulbs that are meant for export makes it harder to have a profitable business). This is further explained in chapter 2.4.

Lastly, the achieving of a system's purpose goes according to certain 'rules' in a societal system. These rules define which means you can use to achieve your purpose and which you can't use. A lot of these rules can be found in the culture of a societal system. Therefore it is important to understand about the culture within a societal region before intervening in it. This is further elaborated on in chapter 2.5.



Figure 3: Organized thematic events where active and reactive stakeholders can discuss about developments or topics of interest

2.2 Within the system: Active and reactive stakeholders

It is important to understand the structure of the elements of a system and the dynamics between them in order to understand how influences such as an increase in tourism affects the system. In this chapter I therefore provide an overview on how the societal system of the Keukenhof region operates and with that, I introduce the relevant stakeholders for this project.

Elements of the system

Since a system is a set of interconnected and interdependent elements, all living elements are per definition stakeholders when dealing with a disturbance in the system. Earlier it was reasoned that the societal purpose of the Keukenhof region system must contain a part of ensuring its own perpetuation. Stakeholders within this societal system are often, if not always, sub-systems on their own (Laszlo, 1996). These sub-systems can have a purpose or function that is different from the purpose of the overall system (Meadows, 2008). This is not a problem for a successful system, as long as the sub-purposes are in harmony with the overall purpose. E.g. a local entrepreneur could have the sub-purpose to achieve economic growth. When he would do this by evading local taxes,

the sub-purpose becomes problematic for the overall purpose.

For this research, not every individual is counted as a separate element in the system. This would make the system too complex to comprehend. Therefore some generalizations are made which groups certain stakeholders (elements). For now, I chose to distinguish two types of stakeholders: active and reactive stakeholders. In this report, active stakeholders are stakeholders which have a certain function in governing the region, like municipalities or Greenport foundation. Reactive stakeholders are stakeholders that are governed over, such as inhabitants and local businesses (Figure 4).

Keukenhof

As the figure illustrates, Keukenhof has a

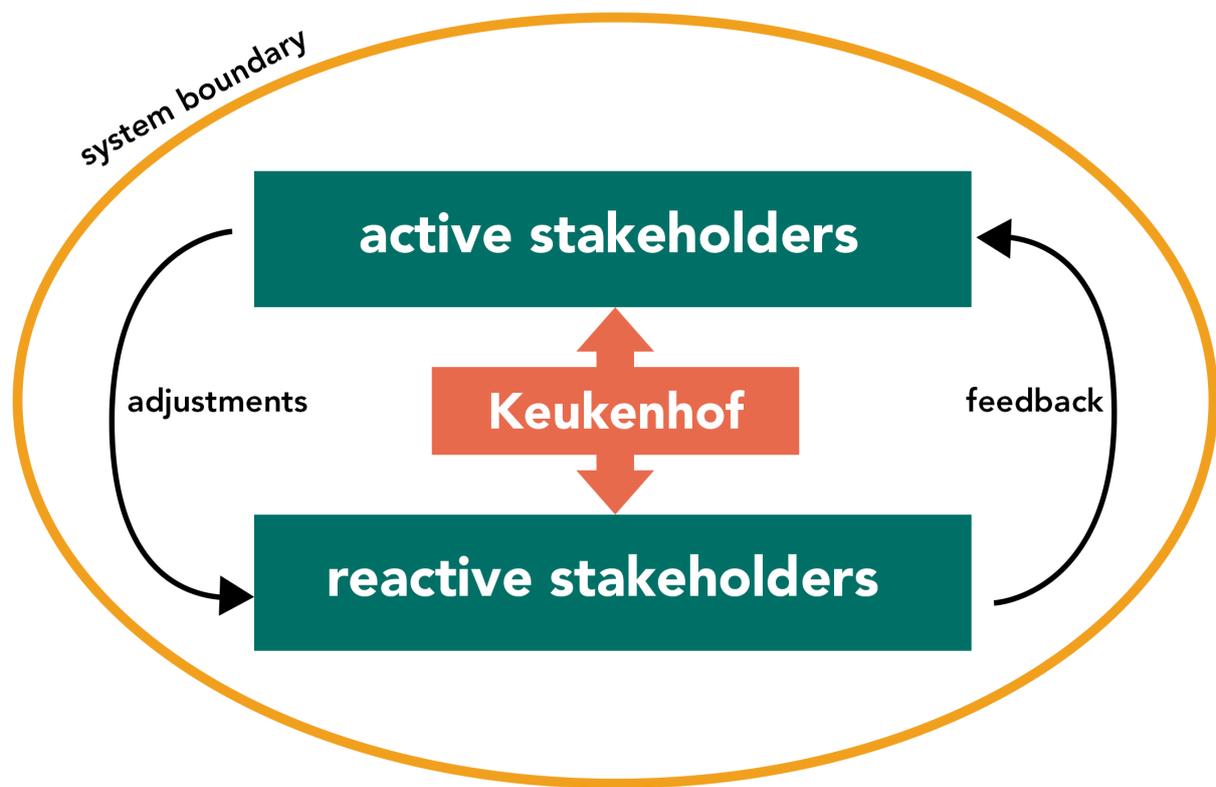


Figure 4: Schematic representation of Keukenhof region system

unique position between the active- and reactive stakeholders. This is because they have multiple roles within the overall system. Sometimes they are governed over, sometimes they assist in governing parts of the system (Keukenhof, 2020b; Strategic advisor Lisse, 2020). More about Keukenhof and its role and place in the system can be found in the next paragraph. For this paragraph it is important to understand the interaction between active- and reactive stakeholders within the system.

Active- and reactive stakeholders

Because of their governing role, the sub-purpose of active stakeholders is assumed to add directly to the overall goal to ensure perpetuity. Some of these sub-purposes might ensure one side of perpetuity, others might ensure other sides of perpetuity. This is why active stakeholders have, to some extent, control over the processes within the system. See appendix C for a description of some of the active stakeholders.

Reactive stakeholders are affected by the actions of the active stakeholders (and react to that). Within the scope of this project, the reactive stakeholders are the ones which experience the burdens (and benefits) of the increased amount of tourists. The expression of these experiences acts as feedback for the

active stakeholders (figure 4).

Five types of reactive stakeholders can be distinguished: inhabitants, hospitality industry, retail, farmers and 'other businesses'. All of these stakeholders experience the Keukenhof season differently. Some experience more of the benefits, others experience more the burdens. This chapter elaborates on the general experiences per stakeholder group. The 'cases' section of this report (chapter 3) dives deeper into specific stakeholder needs.

Inhabitants:

'The inhabitants and businesses of the region are proud of their floriculture, but they are also complaining about the negative effects of their region's popularity'. This is what the mayor of Lisse told during a presentation of a council meeting in October 2019 (Spruit, 2019). Local news channels report similar nuanced sounds from the region:

'It is getting more crowded by the year, but that also makes it more fun'

'Especially this year is more crowded than ever [...] I don't make such a big fuzz out of it, it is a matter of adjusting your mentality'

'Getting out of the village is not easily done by car, you will have to go by bike. But if you look at it as a whole, it [the tourist] is an asset for the region'

- (Omroep West, 2019).



Figure 5: Inhabitants protesting against new access road

During talks with various stakeholders (which are often also inhabitants of the region) and while reading these news items, it strikes that public opinion is somewhat nuanced. Yes they acknowledge the pressure it adds to the region, especially the infrastructural pressure. But on the other hand they also seem to be somewhat content with the beauty of the region, which causes the problems.

This nuance might also be the reason for why one of the counter initiatives, the Duinpolderweg project (appendix D), is opposed to by the inhabitants: the negative aspects of the touristic pressure on the infrastructure seem not to be bigger than the individual negative aspects of a new road in an inhabitant's backyard. This is despite the fact that the infrastructure is already saturated in normal day use (Dongen, 2019; Omroep West, 2019). More about this in chapter 3.3 where cases of initiatives are analysed on why they did not make it in the system.

The fact that public opinion is somewhat nuanced does not necessarily mean that there is no problem. In fact, they are already noticing that the crowdedness is increasing over the years. There might be a time in the future when the increasing crowdedness reaches a point where there is no longer tolerance.

The purpose of the inhabitant is to make use of the perpetuity of the system by enjoying its liveability.

Hospitality industry:

Hospitality industry is the stakeholder who makes most benefits out of the touristic season (Lisse Marketing, 2020; policy officer, 2020). There are various Hotels and Bed & Breakfasts in Lisse and the region

has a wide variety of restaurants. Campsites can be found more near the beaches in Noordwijk and Noordwijkerhout. Just like the Keukenhof these are places which accommodate or facilitate tourism and because of the rich supply of tourists, their overall experiences are positive.

Some of these facilitators even make deals with tour operators. One of the restaurants in Lisse for example, has introduced a flower-menu with which they promote to the tour operators. 'They make deals with them to let the tourists have dinner in their restaurant after the tourists have visited the Keukenhof.' (Lisse marketing, 2020).

Retail:

According to Lisse Marketing, is this sector one of the stakeholders that experiences the most loss of income during the Keukenhof season. 'Due to the traffic jams caused by tourists, regular customers from outside Lisse are avoiding us during the season.' Lisse marketing mentions that for some shops this can add up to a loss of income of about 10%.

In addition to that, most of the shops in the retail section do not sell goods which tourists buy, especially not one-day tourists or touring car tourists. 'Tourists do not come to Lisse to buy a new TV' (Lisse marketing, 2020).

Both the centre manager of Lisse and Lisse Marketing are proud of their village center. They attribute this to the combination of the Dutch coziness plus the wide range of store-types within their center for this. The center manager of Lisse mentions that they do a lot of effort to lure tourists and regular customers more to the stores such as setting out

cycling routes and organizing tulip picking events for the children. This seems only to have a limited effect.

Purpose of the retail sector is to serve their customers with the products they need. To make profit is a necessary mean for this.

Farmers:

Agriculture is rooted in the history of the region, and therefore so are the farmers. Farmers both profit from tourism as they experience the burden of tourism. From own observations I have seen that tourists love to enter the flower fields and make pictures in it. However good promotion this is for the export product, it also causes damages and brings risks for diseases.

Most farmers have a B2B (business to business) business plan, focussed on global export. However, some of the farmers have partially shifted to business plans around tourism in the past few years. More about this in chapter 3.2.

Other businesses:

Other businesses are businesses which are not in the above categories. In general, these businesses have a B2B business plan and therefore do not in-

tend to make a direct profit from the tourists. During an information night hosted by Keukenhof for these type of businesses, it became clear that most of the burdens experienced by this category are traffic related.

The businesses from this category are often located on industrial areas, which hare strategically positioned in the vicinity of the village's access roads. Although this is convenient for normal-day use, during the touristic season these same roads are the roads which are most prone to get congested. This creates poor accessibility for these businesses and also disturbs logistics of which some of these businesses are dependant.

A goal-seeking system

The understanding of the interaction between active and reactive stakeholders within the societal system of the Keukenhof region is the basis of understanding how the systems behaves. Following consumer behaviour theory, the consumer (which is in this case comparable to the reactive stakeholder) is continuously comparing the actual course of the system with the expected or desired course (for the overall system: towards perpetuity) (Evans, Jamal, & Foxall, 2012). When the discrepancy between 'actual' and 'desired' crosses a certain threshold, people



Figure 6: Tulip picking activity for kids in Lisse

start to complain (= feedback) (Kowalski, 1996; Laszlo, 1996). It is up to the active stakeholders do adjust the course towards perpetuity again, until new thresholds are crossed and feedback is given by the reactive stakeholders (figure 7). In system theory this process is called a feedback loop (Meadows, 2008).

Final note

It is important to understand that the roles of active- and reactive stakeholder are not predefined, but dependent on the level of which one looks at

the system. For example, a local shop owner can be a reactive stakeholder (governed over) when looking at the system as 'the whole region'. However, when you zoom in on for example the sub-system of the shopping area, the shop owner becomes an active stakeholder for he/she is the one to respond to feedback from its customers and has to make the necessary adjustments in order to be profitable (purpose of the sub-system).

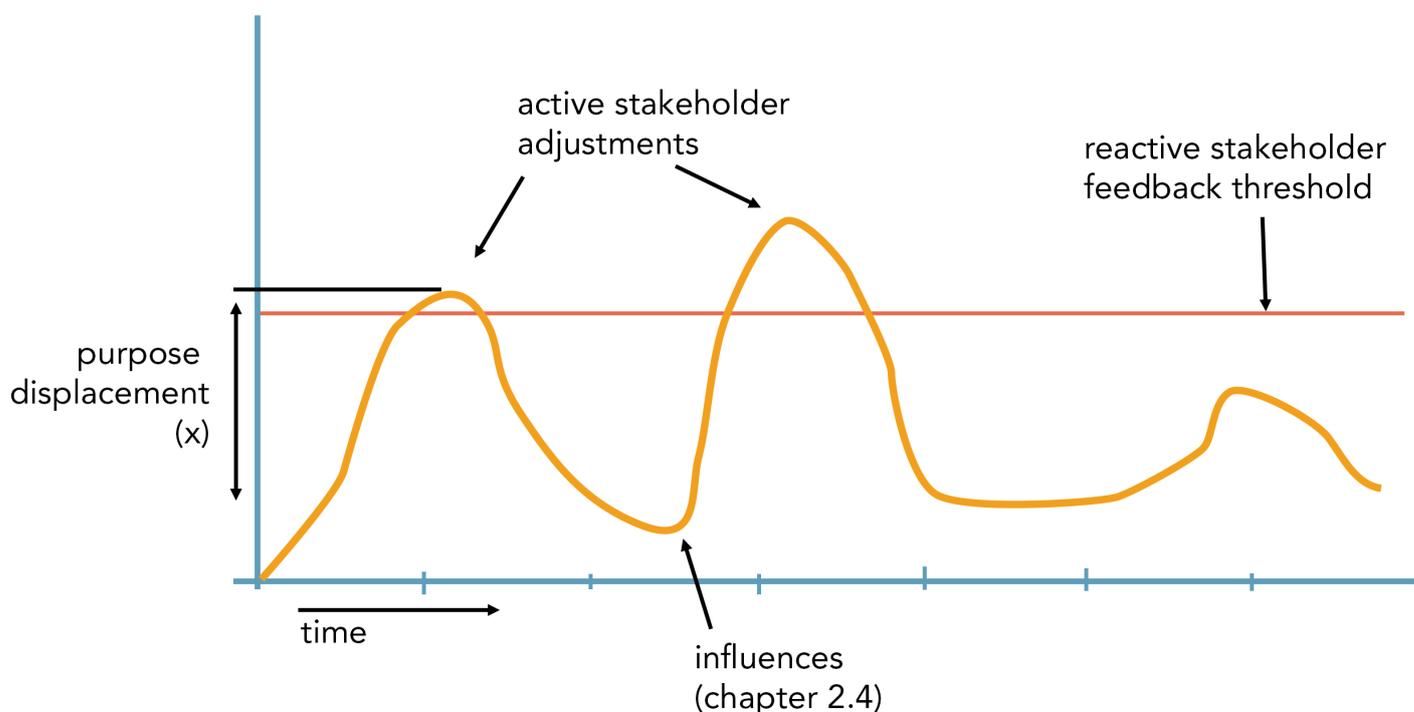


Figure 7: Schematic illustration on goal (purpose) displacement over time and how active and reactive stakeholder interact

'The difference between Ceasar and a chimpanzee is not a difference of substance but in the relational structuring of the substance'

– Ervin Laszlo, on the omportance of understanding structure relations



Figure 8: Inside Keukenhof

2.3 Within the system: The Keukenhof

Due to the important role of the Keukenhof in attracting tourists to the region, it is important to understand the place of Keukenhof within the system. For this, some background information is needed. This chapter illustrated what the Keukenhof is, how the parc has developed through the years, give information about the parc guests and what the goals and interests of the parc are. At the end of this paragraph, the ambiguous role of both active- and reactive stakeholder is explained and put in perspective with the other stakeholders.

About the parc

As mentioned in the introduction of this report, the Keukenhof’s primal objective is to act as a showcase for all the Dutch floriculture has to offer. The emphasis is on flower bulbs. ‘The park’s focus is on the 7 million spring-flowering bulbs, which allow the 100 participating companies to show their living catalogue. 500 flower growers present an enormous variety of cut flowers and pot plants at the over 20 flower shows.’ - (Keukenhof, 2019b). The parc is also decorated with sculptures and other works of art which is in collaboration with several artists and museums.

Since the Keukenhof opened its doors for public and took the function as showcase for the Dutch floriculture, the amount of visitors have grown from 236.000 in 1950 to 1.5 million visitors in 2019 (in which the visitor count has doubled over the last ten years alone). About 20% of these visitors come from The Netherlands, the other 80% come from abroad (Table 1) (Keukenhof, 2020b).

To better manage the growing amount of visitors,

the Keukenhof has built a new entrance building which opened in 2017. Next to the entrance is a parking area for cars and a separate parking space for touring cars. On the opposite side of the parc is a second parking space for cars with an extra, smaller, entrance to the parc. The parc is also accessible with special bus lines from Schiphol airport, Amsterdam, Hoofddorp, Haarlem and Leiden Central station. (see appendix E for a map of the parc)

Origin	Percentage of total visitors
The Netherlands	20%
Germany	15%
US	10%
France	7%
UK	6%
China	4%
India	4%
Belgium	3%

Table 1: Percentage of visitors per country

Goals and mission

The Keukenhof is a foundation and therefore does not have the goal to make profit. Showing an international public what the Dutch floriculture has to offer is their main aim. People from all over the world are interested in seeing the beauty of the flowers, which acts as a good promotion for the export products this region has to offer. In order to promote these products, the Keukenhof has to make sure that their visitors return home with the memory of a positive experience.

Their second aim is to support the region's authenticity and iconic bulb culture. This can be both financially as in knowledge and expertise. In a personal conversation with a strategic advisor of Lisse (2020), also account holder Keukenhof for HLTsamensamen, she mentioned that the Keukenhof is willing to help finance floriculture-focussed projects which enhance the region, but in practise few of these initiatives reach a point where Keukenhof financially supports these initiatives. In personal conversation, Keukenhof mentions the lack of a solid business plan with most of these initiatives as a cause for this result. "They often do not think it through, sometimes the 4P's (People, Price Product and Place) are not even elaborated on."

Relation with other stakeholders

During talks with the other stakeholders, it became clear that the Keukenhof has a bit of a double image. On the one hand do most of them realize that the parc is something to be proud of, on the other hand is it the epicentre of the touristic season which causes disruption in day to day processes.

The Keukenhof seems to be growing more aware of the pressure on the liveability in the region and is taking measurements to show the goodwill of the parc. This expresses itself among other things in decorating the entrances and roundabouts of Lisse with flowers, hosting a day where inhabitants of Lisse can enter the parc for free and instructing traffic managers to give priority to traffic to- and from the industrial areas.

On the other hand does it also not always seem clear what the responsibilities for the Keukenhof are and what are not. This was something that could be noticed during an informative event hosted by the Keukenhof for the Business Club Lisse (BCL) about their traffic plan for upcoming season. Keukenhof explained how they would deploy and instruct traffic managers in the region, but the audience (representatives of the stake holding businesses) also expected the Keukenhof to answer to questions about topics which are for example province

Numbers & Facts - 2019 season

Touring cars



14.500

Passenger cars



183.000

Public transport
visitors



310.000

Average visitor
age



46 jaar

Highest peak day:

61.000 visitors

Number of peak days with 45.000+ visitors:

4

Average amount of visitors per day:

25.600 visitors

Number of inhabitants of Lisse:

21.800 inhabitants



Figure 9: One of the parking areas of Keukenhof

responsibilities. A cause for this can be that Keukenhof sometimes positions itself as 'just a flower park' which just happens to be in a region of interest (retracting from responsibilities), and other times as an international touristic attraction which can accommodate over 61.000 visitors a day (wanting to be responsible). (sometimes reactive, sometimes active).

Double role

Although relatively big, when looked at the bare essence of the Keukenhof then it is just a non-profit organization within the system. If that would be the case then Keukenhof should merely be subject to governance and should not have the societal responsibilities of an active stakeholder.

However, a covenant is made between the municipality of Lisse and Keukenhof, acknowledging societal responsibilities of the Keukenhof and with that the role of Keukenhof as an active stakeholder (appendix F). The document states that important aspects of governance, such as: economy, tourism, accessibility and an inclusive society, are (to a certain level) shared responsibilities.

The covenant is meant to initiate a closer coopera-

tion between municipality and Keukenhof. Admitting that the relation between the two parties has become increasingly better over the past few years (Policy officer, 2020; Strategic advisor Lisse, 2020), the combining of administrative tasks with non-administrative tasks in one organization makes little sense from a contingency-theoretic point of view (Burns & Stalker, 1981). The organization for administrative tasks should be different from an organization that performs non-administrative tasks because the task should define the structure of the organization. Thus the covenant, which gives (to some extent) the non-administrative organization of the Keukenhof partial responsibility about administrative tasks (such as regional mobility), is at least unusual in those aspects.

In addition to that, although this covenant acknowledges shared responsibilities, it does not state specific, measurable, goals. This leaves the enforcement and execution of the covenant open to interpretation and creates a blurry line between the active- and reactive stakeholder role of Keukenhof. This can be a reason for why certain stakeholders cannot clearly distinguish what Keukenhof's responsibilities are and what not.

2.4 Outside the system: Boundaries and influences

The system, as modelled in figure 10, is not a closed system. In fact, there are many influences and developments from outside of the region that may influence what happens inside the system. The growing amount of visitors that enter the system is one of these developments, but there are more. In this paragraph I elaborated on the interaction between the Keukenhof region system and its meta-system; the system where our system of interest is part of. This is done by defining the system border and describing types of influences that cross this border. After that I elaborated on the influence of tourism on the region.

System border

The boundaries of a system can be defined as the system's differentiation from its environment (Walton, 2004). There are different types of differentiation and therefore different types of boundaries (Banathy, 1992). This means that system boundaries are not always sharp and are prone to changing depending on the perspective of how the observer looks to the system. Most literature agrees that it is up to the system inquirer's own intuition and judgement to set useful boundaries (Banathy, 1992; Meadows, 2008; Walton, 2004). These boundaries can be tested for adequacy later in the process (P. M. Senge & Forrester, 1980).

Because this report approaches the system from an organizational perspective, I chose to use the active stakeholders that have a governance role over the geographical region and the reactive stakeholders which are affected by their governance and administration as a boundary for the definition of our system of interest: the Keukenhof region system.

The adaptive system

The oscillation graph in figure 7 illustrated how the internal system responds and adapts to fluctuations within the system. Literature calls this phenomenon of feedback and restructuring of a system 'self-creativity' (Laszlo, 1996) or 'self-organization' (Meadows, 2008). Apart from adapting to the internal influences, the system also has to restructure and adapt to the external influences. Most open and complex systems such as this are affected by almost

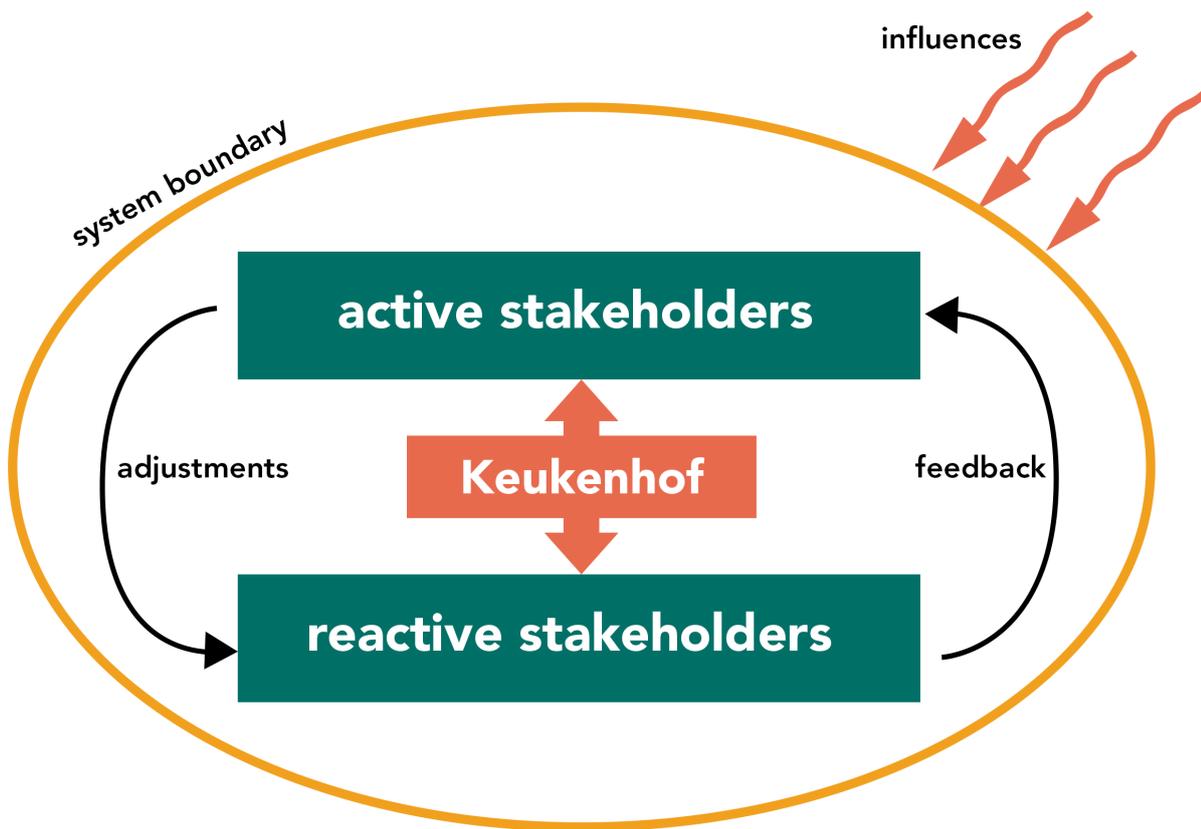


Figure 10: Influences affecting the system

an infinite number of influences (Walton, 2004). When the system does not adapt, or is not able to adapt, it would lose its perpetuity and would lead into entropy (Laszlo, 1996; Meadows, 2008).

Fortunately for the system, societal systems come with buffers and protocols which help reduce the effect of systemic influences (Laszlo, 1996). Meadows defines the ability to bounce back from influences from outside the system and self-organize as the resilience of a system. The degree of resilience is dependent on the structure of the system by for example stock-thresholds and (reinforcing) feedback loops.

The extent to which a system has resilience is not static or absolute (Berkes, Folke, & Colding, 2000). Some influences might be new and therefore the system has never build resilience, and in some cases the resiliency might not be enough. *'Even minor factors , such as a drop of a few degrees in the average annual temperature, can produce major effects, as modifications snowball and get magnified in the process. The demise of dinosaurs, after*

the longest undisputed reign of any species on earth, bears testimony on this point' (Laszlo, 1996). This example both underlines the sensitivity that is needed while analysing influences, as it stresses the possible severity of a situation when the resilience boundaries are crossed. At the same time, failing resilience is often seems not to be caused by one isolated influence, but rather by a combination of negatively affecting influences or developments (Bennett, Cumming, & Peterson, 2005).

For our scope, the resilience of the system is the extent to which the system can adapt before losing its perpetuity. One must be aware that this means that the subsystems must also be able to adapt to an extent in which they can still achieve their goals. E.g. if the liveability factor of the system decreases, the inhabitants of the region will not achieve their goal of enjoying the region's liveability. This could eventually result in an withdrawal of inhabitants from the region, which develops into a snowball effect affecting all the other stakeholders and sub-systems in the region.



source: Mulder tulips

2.5 A cultural note

Harari (2012) mentioned in his book 'Sapiens' that humanity at some point in history 'invented' myths, culture and religion to organize the societal system in which they lived. These 'inventions' gave purpose to the societal system, which helped to create social bonds between (groups of) people for the benefit of all. The amount of social bonds increased over time and connected more and more people to each other, leading to the societal system in which we live now. Although the means of culture and myths developed over time, the purpose of the societal system seemed to remain the same: perpetuity. (e.g. from the pursuit of an honourable afterlife in old Norse religion/culture, to the pursuit of sustainable economic growth of the western capitalistic ideology).

With a combined view of the literature of system theory and Harari, I think that the means for pursuing perpetuity in a certain society are as important to understand as the goal itself when one wants to intervene in it. I want to illustrate this statement with an anecdote from a teacher during one of my elective courses at the VU Amsterdam (Ybema, 2019). The anecdote is about managers of two companies that merged, each describing their own company culture:

'Here at Bols you find people who like the good life, the bon-vivants of our society. They care more about style and external appearances. The old board of directors always had one or two drinks before they went to the lunch room where a majestic lunch, including wine, was situated before them. The old board of directors at Wessanen used to have a cheese sandwich and a glass of milk for lunch.' – Bols manager

'Wessanen has a fairly straight entrepreneurial spirit: invest and make money. Nothing more. The people of Wessanen are pragmatic, sleeves up and just do it. At Bols, doing business always had to be a bit more chic. Much more show-off and gregarious. The Bols-style is arrogant, cocky and presumptuous'
– Wessanen manager

The fact that this merger eventually failed might not come as a surprise. Although the financial data might have suggested that it was a good idea to merge the two companies, their individual cultures did not allow for a successful result (Ybema, 2019). The link of this anecdote with this project is that a merger is also a change that you want to implement in an existing system; i.e. an intervention. The anecdote points out that rational interventions must also comply with the culture within a system (or sometimes even with the various sub-cultures).

From the system theoretic point of view, Laszlo (1996) mentioned similar cautions. In his book he wrote: *'Our evolutionary history determined that we become a cultural creature, but did not determine what kind of culture we would have. Hence our problem today is not whether to have a culture; it is what kind of a culture to have. And this requires some serious thought.'* The fact that he expresses this caution, is because culture comprises the values of a society, which are on their turn 'goals which behaviour strives to realize', he says. This again stresses the necessity of understanding culture in order to understand systems or system behaviour.

For this reason, I briefly elaborated on the culture of the flower bulb area. I am aware that within the flower bulb area multiple sub-cultures exist which



Figure 11: Excavating the tulip bulbs then (left) and now (right). The goal of the work remained the same, the mean to achieve the goal changed as the Dutch agriculture embraced technological innovation in their culture.

might be of importance for implementing interventions (e.g. a more managerialistic/business culture of the Keukenhof vs. the governance/bureaucratic culture of the municipality (Stortenbeker, 2020)). These sub-cultures are checked with during the validation phase of this report, ensuring a viable solution. In this chapter, a shorter and more general description of the region's culture is made.

Flower bulb area culture

The flower bulb area is of origin a traditional agricultural area. As urbanization developed, the area became more and more part of the Randstad, giving it the combined character of traditional rurality and modernized urbanization. From my own experience as a former inhabitant of the region, I can say that this has formed a mentality among its inhabitants and businesses which distinguishes the region from its surrounding regions.

This difference in mentality was confirmed with multiple stakeholders. The Economic Board Duin & Bollenstreek calls it a 'Roll your sleeves up and let's get to work' mentality (EBDB, 2016). A program manager at Greenport foundation Duin & Bollenstreek, agrees with their viewpoint, but also notes that this agricultural mentality lacks a certain drive for innovation when it comes to creating new business models (Greenport, 2020). This has never been necessary because in the past, the flower bulb trade (which was the main trade of the region) has almost always been profitable, he says. Smit (2019), commissioner of the king for the South Holland province, thinks that this causes opportunities which are not taken.

A senior employee at HLTsamem (also inhabitant of the region), adds to this that there is a certain stubbornness among the agricultural culture of the

region. 'If one's neighbour does things in a different way, than that way is often per definition the wrong way because it is different'. A reason for this stubbornness can be that these businesses often pass from father to son, not bringing in new perspectives. Pride might be a factor here, which also mentioned earlier in this report in chapter 2.2.

The region also has a popular living- and business climate for people who are not deeply rooted into the agricultural history of the region (van Rijn, 2019). This is mainly due to the open landscape and its convenient geographical location near the beaches and between big cities such as Amsterdam or The Hague (EBDB, 2016). From own experience, I think that this group of people seem more open to changes, but also value the traditions and history of the region less than the inhabitants and businesses which do have their roots in the region.

Another reason for the popularity is the fact that the position of the flower bulb area in the Randstad also causes a certain convenience when it comes to the available services which urbanized societies offer such as frequent public transport connections and availability of shops or entertainment venues.

The combined influences of modernized urbanization and the agricultural history of the region shape the culture (and with that the system) as it is nowadays. Because these two sub-cultures have merged slowly over a long period of time, I do not suspect it to befall the same fate as the BolsWessanen merger from the anecdote, but one must be careful. It is important for the design of interventions within this system to take this cultural combination of both modernized urbanizations and traditional rurality into account. Both parts need to 'accept' the intervention for a successful result.



2.6 Partial conclusion

- an understanding of the whole -

In this first part I explained the basic structure and behaviour of the Keukenhof region system. The dynamics within the system are explained as a constant interaction of feedback and adjustments between active and reactive stakeholders. Active stakeholders being stakeholders having a certain function in governing the region, reactive stakeholders being stakeholders which are governed over. The Keukenhof has a double role within this system by sometimes acting as an active stakeholder and sometimes as a reactive stakeholder.

The various levels of systems were also explained. The Keukenhof region system is part of an even larger system and when you zoom in on the system you can also distinguish many sub-systems. All of these systems have a certain purpose. For the Keukenhof region system, this is to be ensuring its own perpetuity. The various sub-systems can have a different purpose (e.g. achieving economic growth) but their mean of achieving their goal must never be in conflict with the overarching goal of perpetuity.

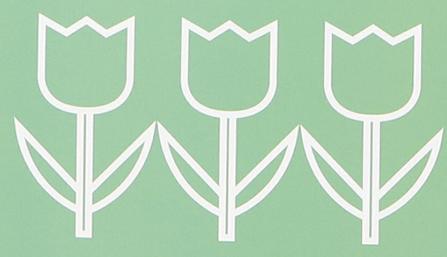
The pursuit of the goal in open complex systems can be disrupted by influences. These influences are developments from outside- or inside the system which affect the dynamic processes between elements in the system. To deal with this, social systems like our Keukenhof region system have developed buffers and protocols which try to minimize the effect of influences that disrupt the system (e.g. legal enforcement or insurances). The resilience however is not without limits. Sometimes new influences affect the system for which no buffers or protocols exist yet, or, the intensity of the influences exceed the capacity of the buffers and protocols. In these cases interventions are needed that create new buffers or create new protocols.

The extent to which a mean is accepted to fulfil a purpose is in a societal system partly defined by its culture(s). Cultures and its values can differ from each other within a societal system, which can cause for different opinions on how to fulfil a certain purpose. For the Keukenhof region system, it is important to take the combination of modernized urbanization of the Randstad vs. the traditional rurality of the agriculture into account when designing for interventions in the system or a sub-system. Both strive to serve the perpetual goal, but may have different views on how to achieve this.

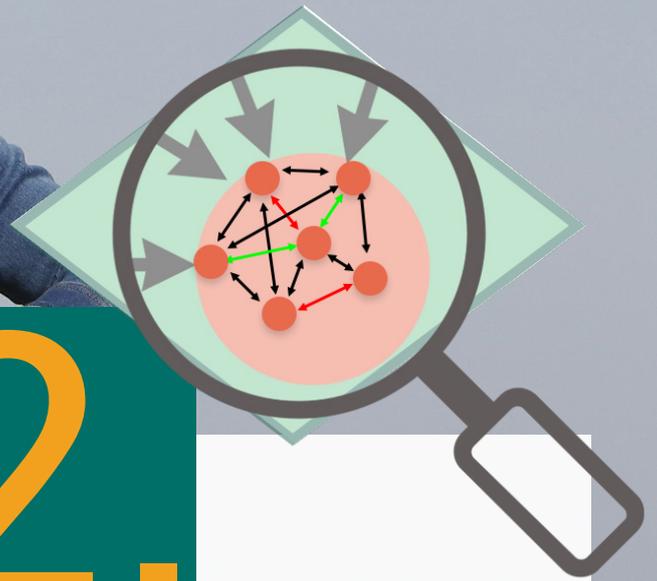
The locations of the places in the system where interventions are needed can be located through the feedback of the reactive stakeholders in the form of complaints. These complaints arise when influences causes stocks to cross a certain threshold. It is up to the active stakeholders to adjust the processes in the region, for example by creating the new buffers or protocols.



• Please do not enter the flower fields



• www.enjoytheflowerfields.com



Part 2.

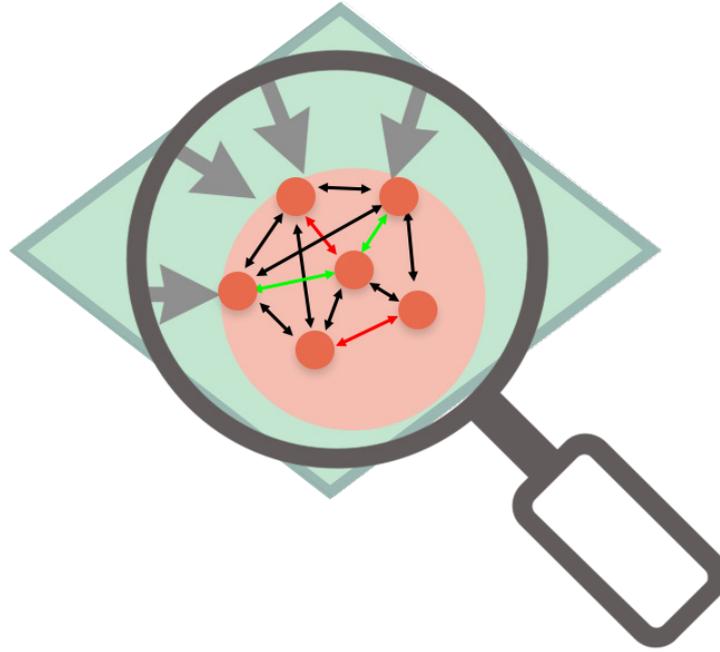
- *problems in sub-systems,
a case approach* -

Chapter 3

In the previous chapter I explained the structure and behaviour of the Keukenhof region system. The constant interaction between active- and reactive stakeholders act as a machine which processes and filters influences so that the system maintains its perpetuity. The reason for this project's existence however, is that the resilience of the system is struggling with the increasing amount of tourists. In this chapter I zoom in on this system and elaborate on the effects of tourism in the various sub-systems. I explain how manifestations of the increased touristic pressure relate towards the resilience being stressed in three case studies. The cases result in opportunities for building new means of resilience (interventions), which are used for ideation in part 3 (chapter 4).

3.0 Research approach

A brief description on why this part of the research has been conducted and how it has been executed.



Goal of this part

The goal of this part is to take the step from generality and holism to specific case studies where manifestations of the problem are most evident. These case studies are used to derive potential points for intervention, which act as starting point for the ideation phase in part 3. In total, three cases are discussed in this report.

The identification of the three case studies from the system is the result from: stakeholder insights (appendix B), personal experiences/ observations from previous years and mutual agreement with HLTsamen. The determining factor for choosing the cases was the amount of friction that is being experienced by the various stakeholders (for this friction has led to feedback for the active stakeholders which have to make adjustments, figure 10). Although this selection process is not described in this report, the reader should hereby know that the cases were not picked at random.

Experiences and learnings from past interventions also played a role in this part. Psychologist Kurt Lewin once said: *'If you really want to understand something, try to change it'*. Although you design for change when you design for interventions, the dynamic nature of a social system already created a rich history of changes and past interventions which can be learned from in these cases. The changes and intervention all move(d) the system in a certain direction; towards or away from a desired state (as schematically illustrated in figure 7).

Learning of these past interventions rimes with what the Cynefin framework tells about methods for dealing with complex systems such as this (Snowden & Boone, 2007). Snowden claims that in the domain of complex systems and 'unknown unknowns', understanding can only be achieved from retrospect. This could reveal instructive patterns, which can act as starting points for intervention.

***'Before you disturb the system in any way, watch how it behaves. If it's a piece of music or a whitewater rapid or a fluctuation in a commodity price, study its beat. If it's a social system, watch it work. Learn its history [and] ask people who've been around a long time to tell you what happened'* – Donella H. Meadows**

Content

Although all three case studies are concluded with potential points for intervention, time limitations allowed me only to take a deep dive in one of these cases. The difference in result is that this chosen case, which is about the reduced sales in retail, will conclude with points for intervention which are based on quantitative and qualitative research, while the other two cases are more based on theory that is supported by insights from earlier, less focussed, conversations with stakeholders.

There are three reasons for why I still elaborated (although more superficially) on the other two cases despite time allowed me to only ideate with one case:

1. All three cases are critical points in the system when it comes to touristic pressure, therefore some understanding is needed to make sure that an intervention that benefits one case does not lead to collateral damage in the other cases (everything affects everything).
2. Understanding of other cases can reveal opportunities for synergy advantages.

3. It provides HLTsamen with possible starting points for future research.

In the process of describing and explaining the cases, I used both design and system thinking and methodologies such as stakeholder insights and causal maps. This is enriched with qualitative data from interviews and quantitative data from surveys for the retail case.

This part answers the following research questions:

1. In what way does tourism affect the system?
2. In which sub-systems does the touristic pressure manifests itself most?
3. How does the pressure manifests itself in these sub-systems?
4. How does the increasing amount of tourists add to these manifestations?
5. What was the effect of previous interventions?
6. Why did they succeed/fail in the system?
7. What are potential points for interventions in the system that solve the problem?

3.1 Case introduction

The following sub-systems are going to be elaborated on in this chapter:



Case 1: Flower field pressure

Complaint: Tourists enter the flower fields to make pictures. This causes flower bulbs to be trampled and causes risks for flower bulb diseases to be transferred from field to field, which leads to financial damage.

Problem owner: Farmers that cultivate for global export

Case 2: Regional accessibility pressure

Complaint: The region's (already limited) accessibility lowers sharply due to an increased amount of infrastructure users. This reduces the liveability and business climate of the region during the flowering season.

Problem owner: Drivers of motorized vehicles and other stakeholders which benefit from an accessible region.



Case 3: Reduced retail sales

Complaint: Due to the saturation of region and infrastructure caused by tourists that are not valuable for the retail sector, the regional customers that usually shop in Lisse are avoiding the village centre. This leads to a reduction of sales.

Problem owner: Shop owners in the retail sector.





Figure 12: Tourists in the flower fields

3.2 First case: Flower field pressure

In this first case I cover the pressure on the farmers due to tourists causing financial damage by entering the flower fields. In this and the upcoming paragraphs, I will examine the situation as an influence (tourism) that is affecting a sub-system (in this case the floriculture). Because of this influence affecting the system, the system can be described as 1) a current state, 2) a direction of development (towards or away from the desired state) and 3) a speed of development (which is hardest to determine without measurements).

Problem and current state

As mentioned in the culture description (chapter 2.5) the flower bulb area is originally a traditional floricultural area, focussed on the export of flowers and flower bulbs. The goal of the sub-system is to achieve profit from their cultivation through this export. The rise of tourism and, with that, the financial damage or risk for transferring diseases from field to field, frustrates achieving this goal. Hence complaints arose as tourism increased.

This process is visualised as reinforcing feedback loop R1 in the causal map in figure 14. The increasing popularity of the region among tourists naturally affects the amount of people in the region*. The more people visiting the region, the more people shall enter the field to make pictures of their experiences. These pictures are shared by people through channels like Instagram, promoting the region (and the unwanted behaviour) which adds to the region's

popularity (Policy advisor, 2020; KAVB, 2020). The amount of people in the flower fields can peak under influence of good weather conditions and holidays.

Senge (1990) has described several system archetypes that describe common patterns of problematic behaviour. Based on his literature, I discovered that this particular case has most resemblance with his 'tragedy of the commons' archetype. In this archetype there is an accessible resource (flower fields) of which every individual directly fully benefits from its use (e.g. a beautiful picture), while the costs of its abuse are shared with everyone else. 'This could eventually lead to overuse of the resource, eroding it until it becomes unavailable to anyone.' (Meadows, 2008).

Towards building resilience

To counter the over-abuse of the flower fields, the self-organizing capacities of the social sys-

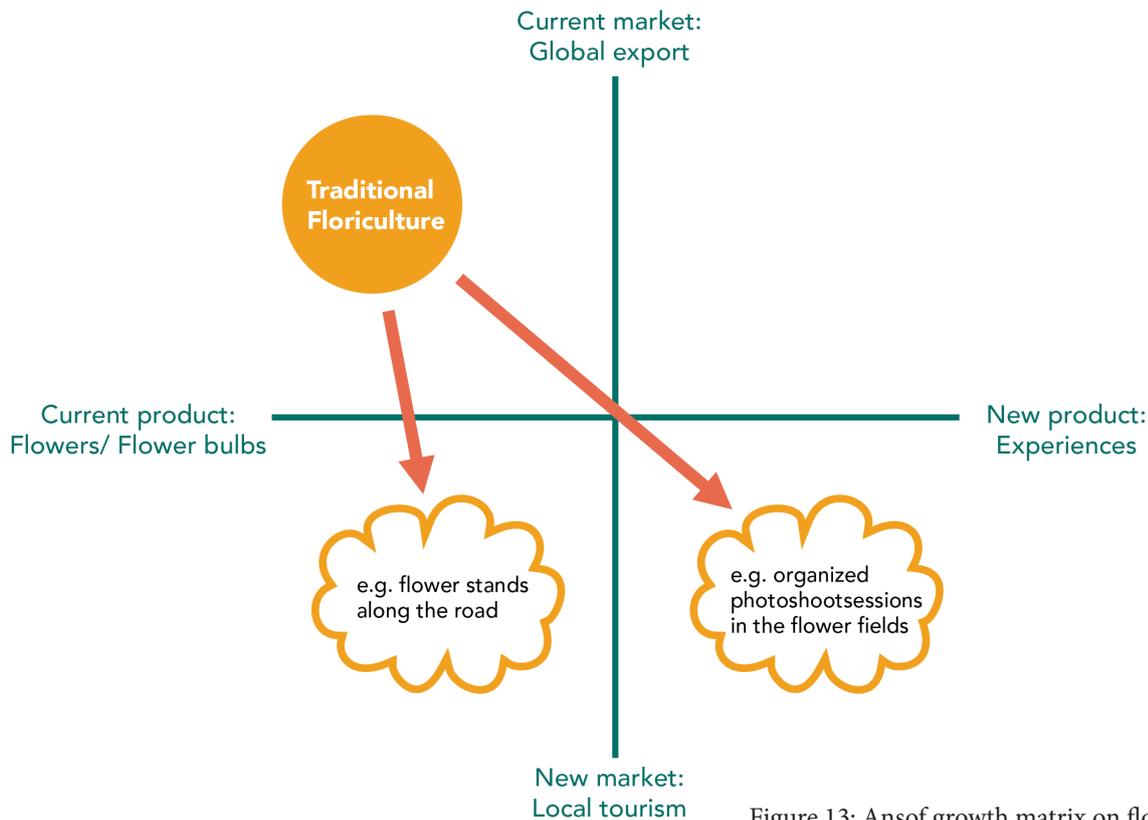


Figure 13: Ansoff growth matrix on floriculture

tem eventually developed interventions meant to decrease the amount of people in the fields and to build resilience (Balancing loop B1). The main intervention is an awareness campaign. A project leader of the campaign, told me that the aim of the campaign was to educate the tourists about the economic purposes of the fields, without making them feel unwelcome (KAVB, 2020). *‘From experience, I truly believe that these people think that the flower fields are specially landscaped for their purpose. And not only foreign tourist think that, but also the Dutch tourist doesn’t always know the difference between economic purposes and touristic purposes’*, she said. This campaign is still iterated on, and should this year have been tested with the extra support and funding from active stakeholders (B2). This however was not possible this year due to COVID-19.

The step of educating the tourists about the consequences complies with a part of what Meadows (2008) and Stroh (2015) recommend for solving the *tragedy of the commons* archetype. In their literature they suggest a two-part solution for building resilience:

1. To educate and exhort the users to create understanding of the consequences.
2. Restore the missing feedback link by regulating access of the users to the resource.

The latter recommendation for building resilience seems not to be used yet in current interventions. Some farmers seem to move into this direction by e.g. blocking entrances, but these are exceptions. According to the campaign's project leader, it is hard to regulate the region due to its ‘open’ nature.

Eruption of new business models

Apart from farmers that want to keep tourists out of their fields, there are also farmers that embrace the tourists and create new business models around them. This can be on a small scale such as a shopping stand along the road as a side activity, but also take the form of ‘tulip experiences’ or organized photoshoots. To illustrate this I plotted the shift in business model in the Ansoff growth matrix in figure 13.

The movement of some farmers from traditional agriculture focussed on global export to local tourism facilitation accentuates the cultural opposites within the region and to some extend (although maybe unintentionally) even leads to conflicting purposes (R2, figure 14). This happens for example when photos from photoshoot sessions in controlled environments are shared through social media channels. The viewer of these photo’s won’t recognize the

controlled environment and hence they will think that, when they visit the region, all fields are for touristic purposes. This will probably lead to more tourists doing the photoshoot, but also more tourists in the fields where they are not wanted; i.e. supporting one purpose, frustrating the other.

Keukenhof, who's business model has always been in facilitating flower experiences for the touristic market, recognizes the flaws in some of the new business models of farmers. Some of these flaws are more of a logistic nature, such as inaccessibility for touring cars or lack of normal parking spaces. Other flaws are more of a holistic nature, for example worries about what it will mean for the region if tourists are becoming more and more attracted to the agricultural areas of the region instead of when they remain on the main access roads or visit the village centre.

Starting points for intervention; an initial recommendation

Two problems can be recognized in the analysis:

1. Tourists causing damage to the flower fields.
2. New business models aimed on the touristic market that might not be beneficial for the system as a whole.

The awareness campaign is, based on the literature of Stroh and Meadows and the conversation with the campaign's project leader, a first step in the right direction. However, additional steps need to be taken in order to solve the problem more effectively.

First, I think that the distinction between farmers that want to stay away from tourism and farmers that embrace tourism should be protected and taken in consideration while managing the tourists. This means that it needs to be clear for the tourists where they can interact with the flowers and where not (or from a distance). This ambiguity is currently created by multiple factors as described above. This recommendation adds to the *educating* approach for resolving the 'tragedy of the commons'.

Second, new business models based on tourism should be supported, but also meet certain standards to ensure that the means for achieving their purpose does not frustrate the overall goal of the region. Meaning for example that their activities should not add to the confusion about which parts of the region are created for tourism and which are not. Creating these standards for what you can call 'responsible tourism business models' adds to the recommendation of *regulating the resource* as suggested by Stroh (2015) and Meadows (2018)**. Keukenhof could play a role in sharing their expertise and knowledge about flower experience business models, which would be in line with their objective of supporting the region's authenticity and culture (chapter 2.3).

Third, I believe that the awareness campaign with the message 'enjoy the flowers, respect our pride' (although the latter part was removed this year) is not the most effective message for creating awareness for two reasons: 1) the message suggests that all fields are for tourists to enjoy (which was acknowledged during my conversation with the campaign's project leader) and 2) it appeals to external motivation which is laid upon the tourists by the region. I think that appealing to internal motivation (Evans et al., 2012) will prove more effective, because it relates more to the consequences for the tourists themselves.

An example from a different context regarding addressing internal motivation by tourists could be the promotion of ecotourism, where the tourist feels good about her/himself by interacting with the environment in a responsible way. A similar strategy in our context might also be less affecting the image of a hospitable region than appealing to external motivation.

'Crowdedness is something you can manage, nuisance is something that you need to stop'

– van Tiggelen (NBTC)

*E.g. reduced costs for flight tickets (Thompson, 2013).

**In order to be effective, regulations must be en-



Figure 15: Traffic jam to Keukenhof

3.3 Second case: Regional accessibility pressure

This second case is about the decreasing accessibility of the region during the Keukenhof season. As seen in the infographic in chapter 2.3, there are on average more visitors for the Keukenhof in a day than the amount of inhabitants of the municipality of Lisse. One can imagine the burden this adds to the infrastructure, knowing that its capacity is already limited during rush-hours outside the Keukenhof season (Siemerink, 2020a)

Problem and current state

The problem manifestation in this case is clear: the demand exceeds the capacity of the infrastructure during the touristic season. This demand is growing with the increasing popularity of the region, and can peak when factors like good weather conditions and holidays align (figure 16). When too many people want to make use of the infrastructure, the effort to use the resource will eventually exceed the benefits of using it at all. This is already happening now when the local population are avoiding certain parts of the region (local threshold, figure 16).

This dynamic can be illustrated with an analogy of fishery. The more people harvest the fish from the sea (resource), the scarcer the fish will be and the more effort fishing boats have to do to fill their boats. To compensate this, the fisherman could invest in bigger nets and larger ships equipped with sonar, with which they can cover longer distances and find the

remaining fish more easily. If the demand for fish still exceeds the regenerative capacity of the fish, fishing companies have to invest again to create even more efficient fishing methods. All these investments however, add to the price of fish up until a point where the customer is no longer prepared to pay the price.

Figure 17 illustrates this process within the context of this study, which comes across with the 'limits to growth' archetype (Meadows, 2008; P. Senge, 1990; Stroh, 2015). The more popular the region becomes (both with tourists as by the inhabitants or businesses), the more vehicles will be on the road (demand). This eventually leads to a need for capacity (supply), which is normally added through the development of new infrastructure which increases the available capacity. The available capacity is a factor which affects the popularity of the region (R1).

Normally this reinforcing loop should contin-

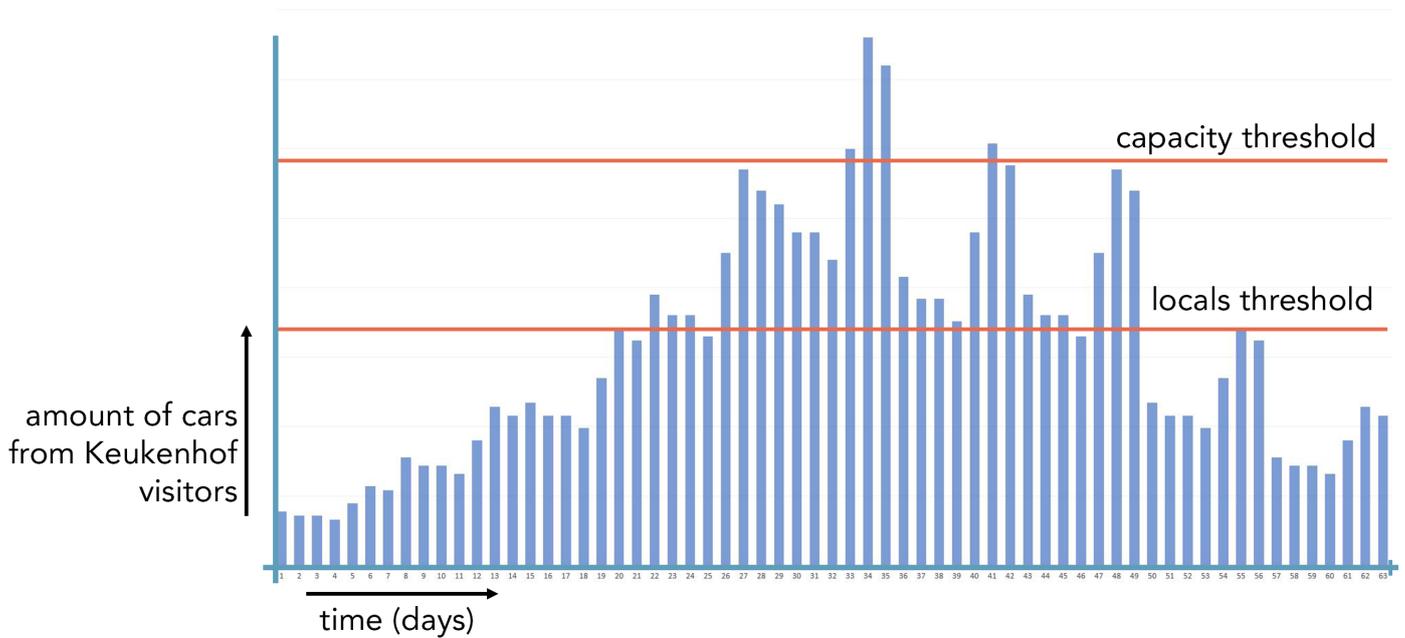


Figure 16: An approximation of the amount of cars per day, with Keukenhof as destination. Based on averaged data from weekly and daily visitor-counts from Keukenhof.

ue to 'pump' to keep the amount of capacity within the system at an acceptable level. In this situation however, two balancing loops exist in the system which constrain the reinforcing loop by causing a delay between the need for extra capacity and the development of extra capacity (B1 & B2). This balancing loop is, just like in the fishery analogy, created by the costs for creating extra capacity. These costs can be in liveability for the local population (B1) (e.g. degradation of the view due to a new road, or noise pollution) or in financial costs (B2). I.e. the locals are not willing to pay the price for increasing the road capacity. The past Duinpolderweg initiative is a fitting example where this dynamics has been experienced in practice.

The nature of the infrastructural congestion also seems to be a factor for why the balancing loops prove so successful in constraining the reinforcement loop for developing capacity. Because of the relatively short period on which the tourists add extra infrastructural pressure, I assume that high investment interventions which need drastic changes in the region are not desired by all parties.

Towards building resilience

To solve the *limits to growth* archetype, literature gives three options: 1) either to adapt the constraint to the system, 2) adapt the system to the constraint, or 3) a combination of both.

Translated to our case, the options would be:

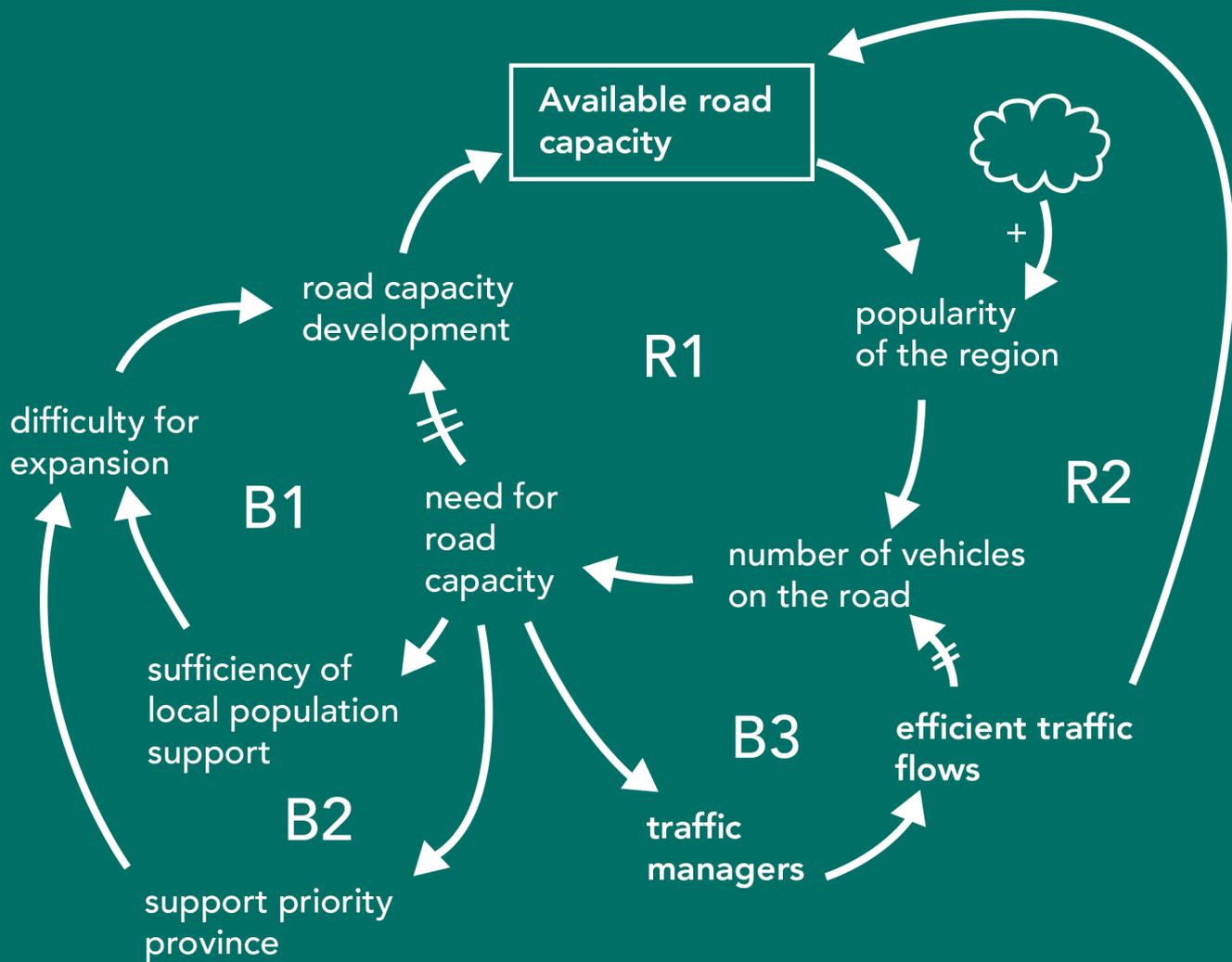
1. To achieve extra road capacity by influencing the limiting factors of public acceptance or province priority (option 1)
2. To respect the constraint by trying to change the system in such a way that adding extra road capacity won't be necessary (option 2).
3. A combination of the above.

In the past, interventionists (people who intervened with new initiatives) have tried both options. From these options, the first option has proven to be hardest to achieve. Again, the Duinpolderweg intervention is a case in point. Because of the many project groups that are still looking in the first option, I agreed with HLTsamen to focus on providing intervention starting points for the second option.

For this second option, the interventionist could either try to make the current system more efficient in handling the pressure on the infrastructure or he can try to decrease this pressure by limiting the input. From my experience, Keukenhof is currently leading on these aspects together with BEREIK!* and the public transport operators (Siemerink, 2020b).

Making the capacity more efficient is current-

Figure 17: Causal map of available road capacity



example = case variable

= cause-effect

= delayed cause-effect

Reading guide

- R1 Usual process for increasing the available road capacity. Cloud represents various reasons for increased popularity.
- B1 Feedback loop that slows road development if the support of local population is low
- B2 Feedback loop that slows road development because of low priority in the province
- R2 Traffic manager initiative generates road capacity through efficiency
- B3 Traffic manager initiative increases the number of vehicles on the road, increasing the need for capacity in the long term

ly done in two ways: informing about best approach route before the tourists enter the region (BEREIK!) and guidance within the region with traffic managers to smoothen infrastructural bottlenecks (Siemerink, 2020b). The benefits of this approach for making the traffic flows more efficient is that it is easy to intensify the measurements during expected peak days (figure 16). The potential trap of temporarily boosting the road capacity by making the traffic flows more efficient is that short term gains (R2) can lead to more severe problems on the long term when more road users will be attracted as soon as capacity is generated through efficiency(B3) (aggregation effect (Bannink, 2018)).

When it comes to decreasing the traffic input on the infrastructure, most initiatives are still in a concept phase. Examples are setting window times for entering the Keukenhof to deal with peak days/times, or, the option to reopen the Lisse railway station (Siemerink, 2020b). Whether these initiatives will reach realization is still debatable.

An intervention that did reach realization was the direct bus lines to Keukenhof from Haarlem, Leiden, Schiphol and Hoofddorp. The assumption regarding whether people are willing to travel to the Keukenhof by this means of transport is supported by the data, since the share of visitors traveling by public transport is growing continuously (Keukenhof, 2020). This could be a supportive argument for the (temporarily) reopening of the railway station.

Starting points for intervention; an initial recommendation

Many initiatives for intervention have risen for solving the infrastructural problems. Because of the constraining loop in the *limits to growth* system archetype, the development of extra road capacity seems hardest to achieve. From a holistic perspective, I believe that this constrained should be respected by active stakeholders, because they are built from needs, wishes and values from other system users. Neglecting these aspects could lead to system degradation for those who have to pay for it with immaterial means and values such as liveability.

However, the current situation is also affecting

the liveability and business climate (chapter 2.2). Therefore, I recommend to intervene in the root cause of infrastructural pressure; the amount of vehicles on the roads. This should be done in a way which is least affecting the feeling of hospitality of the region, since tourism also has a valuable place in the system. There are lots of examples for where the use of capacity is being controlled without affecting the hospitable image:

- Amsterdam where parking prices are increased to make the city centre unattractive for cars.
- Environmental stickers on cars to ban highly emissive vehicles (clean air capacity)
- Toll roads, to pay for the high price of maintaining a qualitative road (and the high capacity that it adds)
- 'Park & ride' parking lots which lets you park your vehicle for (almost) free if you are willing to travel the last part of the trip by public transport

Note that in all examples above, the user does still have the choice whether he/she wants to make use of the facility or not. However, the user has to pay a certain price when he/she makes a choice that uses a scarce capacity.

*BEREIK! guides traffic flows over the country through informative traffic signs all over the country for Rijkswaterstaat



3.4 Third case: Reduced retail sales

In this chapter I elaborate on the pressure of tourism as experienced by the retail entrepreneurs from Lisse. As mentioned earlier in this report, I took a deeper dive in this case than in the previous two cases. The main difference with the other two cases is that the findings in this chapter are extra supported through qualitative information from semi-structured interviews and quantitative information from surveys. If no citation is given, the arguments are derived from either the survey results (appendix G) or the interview results (appendix H).

Initial system state; a balanced regional shopping hub.

From experience, I know that Lisse has a shopping area with more shops per head of the population than other villages in the vicinity. In order for all these shops to be profitable, the shopping area of Lisse is dependent on its regional customers and their motivation to go shopping in Lisse. In return for this dependency, Lisse offers its regional customers a variation of available products/brands, interspersed with a cosy village atmosphere created by the smaller speciality stores.

Both chain companies and speciality stores are needed for Lisse to fulfil its region function properly, says one of the local shop owners. The chain companies (figure 18, R2) attract customers by fulfilling a need for mass products or for a certain brand. Speciality stores (R1) on the

other hand attract customers for different reasons and seem to be more focussed on providing their customers with an experience, service or a collective atmosphere. These two types of shops balance each other (B1,B2); too much of the one or too much of the other will cause the area to lose its unique selling point (USP). The same dynamics of traditional vs. modernized culture from chapter 2.5 can be recognized here.

This balance is however not the only factor that is affecting the motivation for inhabitants of the region to go shopping in Lisse. Motivation to go shopping at physical shops in general is already experienced to be under pressure by factors such as the popularity of online shopping and the attractiveness of cities. Altogether this eventually influences the revenue of the shops. The revenue determines the ease of

starting/maintaining a business, which on its turn directly influences the amount of vacancies (vacant properties) (R3). When vacancies are filled, this adds to restoring the motivation to go shopping in Lisse. If not, vacancies will lead to less people in the shopping centre; creating a vicious circle by making it even harder to maintain a profitable business (B3).

Tourism influencing the system; resource sharing

During the Keukenhof period, the influence of tourism affects the dynamics in the region function of the retail sub-system. Results from a survey (n=477) indicated that about 43% of the regional customers does less shopping in Lisse during the Keukenhof period, of which 96% said that the reason for this has to do with inaccessibility. In interviews, shop owners indicated similar effects with decreased revenues between about 10-25% during that period. This is mainly experienced in the busiest 4-5 weeks of the Keukenhof period and during special days (e.g. Easter or King's day) (figure 16).

Not all shops seem to be affected equally by tourism. The speciality shops which offer aspects which can't be bought anywhere else report that the missed revenue shifts and restores itself in the period before or after the Keukenhof period. Also the shops that sell more commodity products, such as groceries, are relatively less affected, because their customers are mostly the inhabitants of Lisse.

The causes for the effect of decreased revenue are similar to the regional accessibility pressure case from the previous chapter, although for this case I chose to examine the infrastructure as a static and limited resource. In normal situations, this resource is mainly used by local traffic. During the Keukenhof period, the local population has to share the limited resource with the touristic population.

Although the sharing of a resource might cause for friction in a system on its own, for the retail entrepreneurs in Lisse there is a second problem which causes disadvantages; the tourists are more effective and determined in using the resource capacity (infrastructure) than the local population. (e.g. the goal of going to the Keukenhof during a holiday outweighs the goal

of shopping in Lisse this weekend). Therefore, the same thing happens as when in nature two species compete for the same food resource while one species is more efficient in using the resource than the other; one group is growing in numbers while the other is decreasing in numbers. In our case, the more people visit the Keukenhof, the more popular it will become (same dynamic as increasing flower field popularity chapter 3.2) and the less popular the shopping area of Lisse will become for customers from outside Lisse.

Towards building resilience

To counter the threats that online shopping, vacancies, competition from cities and reduced accessibility pose to Lisse's shopping area, the sub-system has used its self-organizing capabilities for adapting to the situation by creating interventions. These interventions are initiated by various stakeholders and are all meant to increase the motivation to go shopping in Lisse, not necessarily only during the Keukenhof period (table 2).

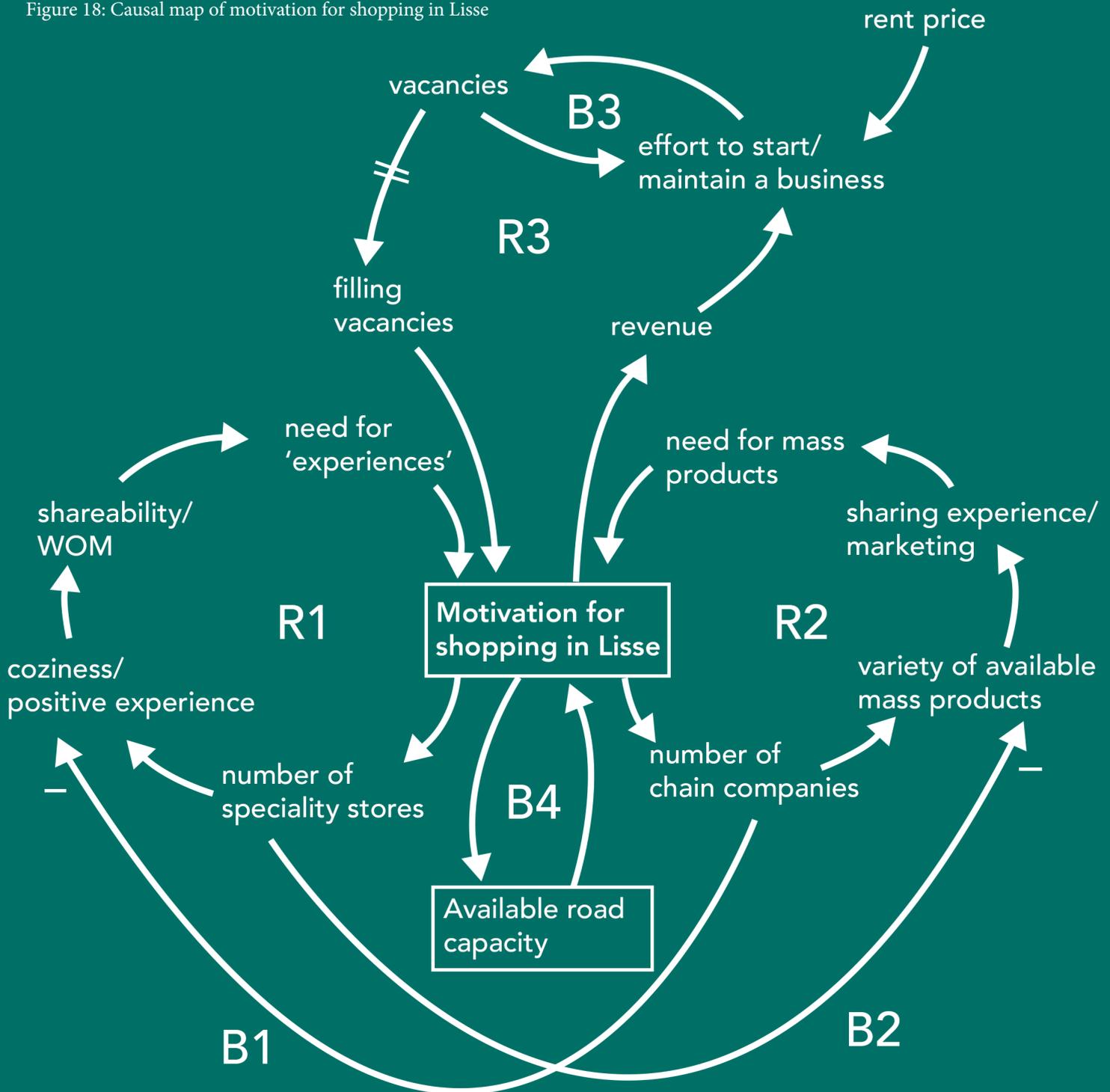
As can be seen in the table, most of these interventions are only perceived to have a limited effect. Nevertheless I think that these developments are valuable insights, because it proves that the various stakeholders are willing to do effort for maintaining a healthy shopping area. In addition to that, these interventions can be seen as adjustments to some aspects of the causal map (figure 18). It is valuable to see how certain changes behaved in the real world, enabling interventionists to learn from the past.

System archetypes

Projecting the literature of Meadows (2008) and Stroh (2015) on the causal map, I discovered two types of system archetypes where most friction is caused:

1. Success to the successful: This archetype is applicable in the earlier mentioned situation where the two groups of infrastructure-users compete for the same road capacity. Meadows, who describes more about 'the way out of system traps', mentions approaches for solving the success to the successful issue:
 - Diversification; become independent

Figure 18: Causal map of motivation for shopping in Lisse



- example = case variable
- \longrightarrow = cause-effect
- \longrightarrow \parallel = delayed cause-effect

Reading guide

- R1 Motivation for shopping through speciality stores and the need for coziness and experiences
- R2 Motivation for shopping through chain companies and the need for mass products
- B1/B2 The need for both coziness and mass products cause for a balance between speciality stores and chain companies.
- B4 Motivation for shopping in Lisse dependent on available road capacity for regional customers (figure 17)
- R3 Motivation for shopping determines revenue and the amount of vacancies. If vacancies get filled, motivation restores.
- B3 When vacant stores remain empty, this has a negative effect on the business climate and with that on the amount of effort to maintain or start a shop; leading to more vacancies.

from the resource

- Strict limitations on what 'part of the pie' every group may use (e.g. antitrust laws)
 - Policies that level the playing field
 - Removing advantages of the strongest players and/or adding advantages to the weakest players
 - Policies that devise rewards for success that do not bias the next round of competition
2. Limits to growth: Earlier seen in the regional accessibility case, the limits to growth archetype is also applicable in this retail pressure case. This happens in the delay between the emergence of vacancies and the filling of vacancies, when the new vacancies create their own constraint for filling the vacancies. I.e. every added vacancy makes it a bit less attractive for entrepreneurs to fill a vacancy. For solving this, the same principles apply as in the accessibility case: 1) adapt the system to the constraint, 2) adapt the constraint to the system or 3) a combination of both.

Most of the interventions from table 2 have touchpoints with the approaches from Meadows and Stroh. A factor for why the effects of most interventions still remain 'limited' might be that they are all organized by different stakeholders and operate (more or less) independently. Therefore synergy between the various interventions might not be achieved, leading to isolated smaller benefits for smaller

groups of initiators.

An opportunity for interventions

In 2016, the municipality of Lisse has created a retail-vision document in which they, among other things, acknowledge most of the problems for Lisse's shopping area as mentioned earlier in this project's report (Gemeente Lisse, 2016). It struck me that the challenges they formulated for dealing with these problems were more aimed at adapting to the trends in order to survive ('remain healthy') rather than aiming for sustainable growth, especially when it comes to the increasing amount of vacancies.

Admitting that physical shops in general are threatened by various external factors and that the Keukenhof period adds a certain amount of pressure to a part of the entrepreneurs that try to maintain their store as economically viable as possible, I also believe from the data I gathered that the shopping area of Lisse is full of USP's which can be used as a starting point for strengthening the regional position and aim for growth again. Not in the last place the valuable flow of tourists that floods the region from time to time (because besides nuisance they also bring a lot of potential).

In the upcoming part, I used this potential. Not only to make sure that the position of the shop owners are better during the Keukenhof period, but also to be able to aim to sustainable growth for the centre of Lisse and its regional function throughout the whole year. This would make the centre more resilient and better fit for its sub-purpose: serving and attracting regional

Intervention	Goal	Adresses problem	Effect
Marketing signs at the village entrance	Increase awareness of facilities and experiences in Lisse for tourists and locals.	All	Limited, not directly noticeable by shop owners
Organizing events	Increasing cosiness and adding to an enriched shopping experience.	All	Valued by both shop owners as regional customers. Although a big part of the regional customers still stays away despite the events during the Keukenhof season.
Delivery at home	Offering products to people who want products from Lisse's shops but lack motivation for shopping there.	Online shopping Competition from cities Reduced accessibility	There seems to be a market for this, but it also causes less people to visit the centre (decreasing cosiness). Also, not every shops has the means to do delivery.
Development of by-pass road (many years ago)	To relieve the centre of the increased touristic traffic.	Reduced accessibility	For the shopping area this had a negative effect. The centre was congested, but the tourists and attention in brought to the centre also caused revenue.
Cycling routes	To get more tourists in the village centre	Vacancies Competition from cities Reduced accessibility	Unknown. It would have been tested this year.
Time slots for visiting Keukenhof	To avoid peak pressure on the busiest days	Reduced accessibility	This idea has not yet been executed. It is unknown what the effect will be for retail revenue

Table 2: Past interventions for increasing motivation for shopping in Lisse

3.5 Partial conclusion

- sub-system diagnostics -

Where in part 1 I examined the region as a whole, in part 2 I examined three cross sections of that whole by zooming in on the cause-effect relationships within each sub-system. Because of time constraints, two of these cases were merely elaborated on through general conversations and insights, supported by literature up until a point of more theoretical points for intervention. The other case was build with the support of insights from six qualitative interviews and the results of a survey with 477 respondents.

The first of the two relatively narrower-elaborated cases is about the flower field pressure. The problem in this case is that tourists that use the resource (e.g. for making pictures) experience all the benefits of using the resource while the negative aspects, such as financial damage they cause, are spread out over all other stakeholders (tragedy of the commons archetype). Although the negative aspects per individual are small, the vast amounts of tourists using the flower fields altogether cause a substantial damage.

To solve this problem, I proposed three directions for a solution:

1. Protect and respect the difference between farmers that are open to tourists in their business model and those who are not (and make this clear for tourists).
2. Create certain standards in new business models for tourism, making sure that the benefit for one does not become a burden for the other.
3. Redirect the awareness campaign to appeal to internal motivation, rather than external motivation, which has proven to work for the ambassadors that educated the tourists in the enjoy the flowers program.

The second case is about reduced accessibility to and from Lisse during the Keukenhof period. The problem in this case is that the amount of vehicles on the road grows with the growing popularity of the region up until a point where access roads are congested. Usually this would result in the development of extra road capacity, but this has proven to be hard to achieve. The delay between the need for extra capacity and the actual development of capacity is controlled by a balancing loop, which contains factors such as public acceptance for road development. (limits to growth archetype)

Because I believe that the constraining loop is created by the fear of not being able to achieve a purpose (such as 'adding roads' can affect the liveability for inhabitants), the proposed solution for solving this system archetype is to adapt the system to the constraint instead of the constraint to the system; i.e. aim for less vehicles on the road instead of forcing extra road capacity (This would also help in the third case). There are numerous examples where road capacity usage is discouraged without affecting the feeling of hospitality.

In the third and last case I took a deep dive in what the Keukenhof period meant for the retail entrepreneurs in Lisse. Earlier insights indicated that part of the entrepreneurs experience a decreased revenue during that period and this was confirmed through quantitative and qualitative data. The shopping area of Lisse is highly dependent on the motivation of regional customers to go shopping in Lisse. This motivation is normally created through a balance between the bigger chain companies and speciality stores.

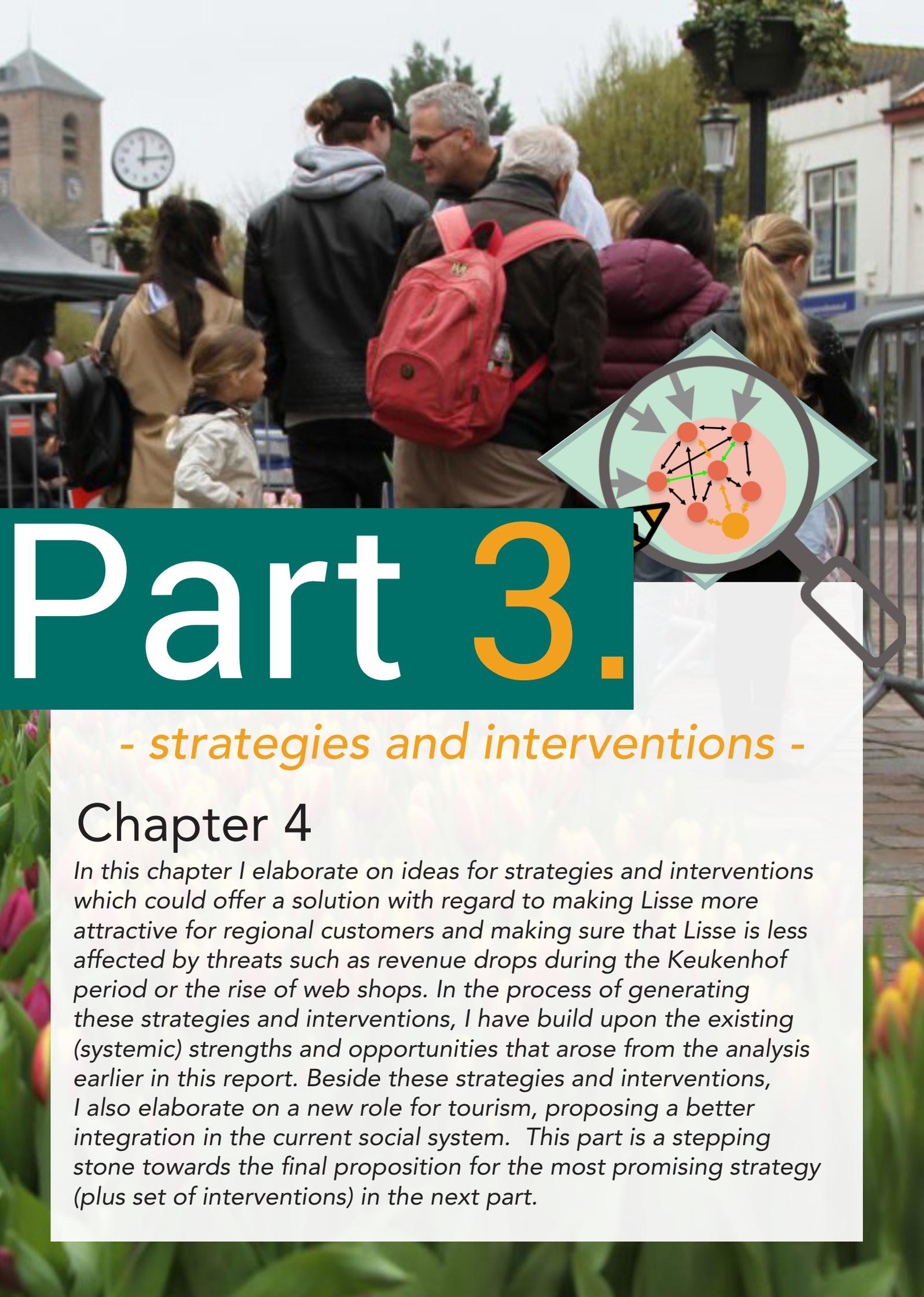
Although the shopping area of Lisse is relatively flourishing compared to other shopping areas in the region, it is still threatened by factors such as online shopping and competition from shopping centres in the cities. This threat can result into vacancies which is to be avoided at all costs if one want to maintain a healthy shopping area.

Two types of system archetypes are discovered which are in need of attention; one focusing on the vicious circle of the emergence of vacancies and the extra pressure that adds to maintaining a profitable business for other shops (limits to growth), the other focussing on the unequal road capacity usage between tourists and regional customers (success to the successful).

The next part is about overcoming these problems, focussing on being more attractive for new entrepreneurs and regional customers and lessening the (experienced) burden that tourism adds to retail shop owners. The goal is to design for the sustainable growth of motivation for shopping in Lisse.





A background image showing a crowd of people at an outdoor event. In the foreground, a magnifying glass is positioned over a network diagram consisting of several red nodes connected by black arrows, with a yellow node at the bottom. The diagram is set against a light green circular background.

Part 3.

- strategies and interventions -

Chapter 4

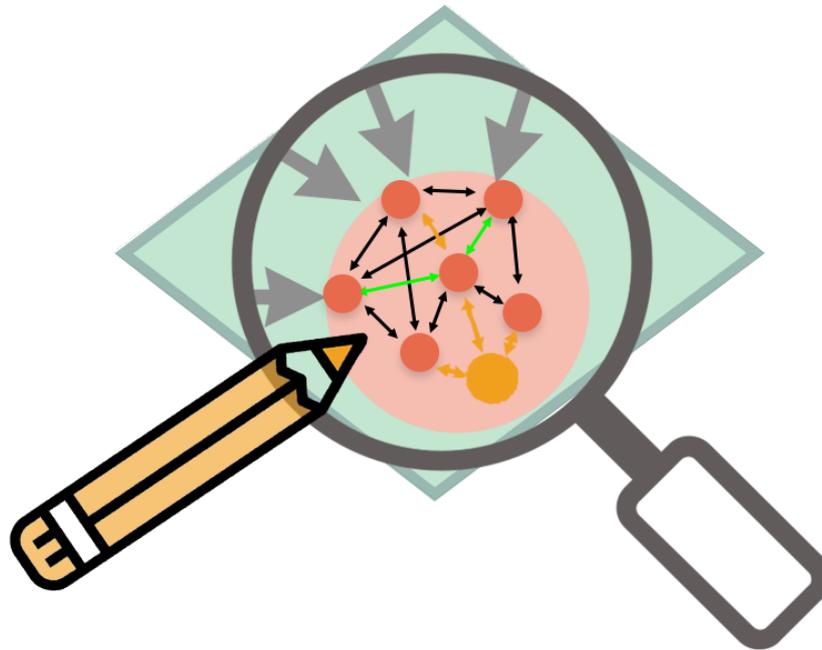
In this chapter I elaborate on ideas for strategies and interventions which could offer a solution with regard to making Lisse more attractive for regional customers and making sure that Lisse is less affected by threats such as revenue drops during the Keukenhof period or the rise of web shops. In the process of generating these strategies and interventions, I have build upon the existing (systemic) strengths and opportunities that arose from the analysis earlier in this report. Beside these strategies and interventions, I also elaborate on a new role for tourism, proposing a better integration in the current social system. This part is a stepping stone towards the final proposition for the most promising strategy (plus set of interventions) in the next part.

An author's note on System, Design & Engineering

When I explained to people what I did for my graduation project and told them that I was studying at the TU Delft, many people asked me how this project related to studying at a technological university, or, with being an engineer in general. Graduating at a technological university means that you built clever physical structures and devices that serve a certain purpose, or so is the common thought. The process of design, and in this particular case system design, is in my opinion not so different from the process of constructing bridges or developing new types of aircraft. Understanding why certain structures in current designs exist, identifying the strongest and most fitting points in the structure to build on, and, finding and creating the best solution from a myriad of possibilities; all steps in the engineering process that are as true for building bridges and developing new types of aircraft, as they are in (system) design.

4.0 Research approach

A brief description on why this part of the research has been conducted and how it has been executed.



Goal of this part

In the first part of this report, I discussed the holistic nature of social systems. I also mentioned how system problems are rarely caused by one isolated influence, and that it takes an understanding of the whole in order to propose solutions. In the second part of this report, where the situation for retail entrepreneurs in Lisse is elaborated on, this became a case in point. The pressure on this group was not only caused by the decrease in revenue during the Keukenhof period, but also by other factors.

For this reason, I believed a solution that was merely focused on the temporary pressure which the Keukenhof season adds to the retail sector would not suffice. I.e. a holistic problem needs a solution with a holistic nature. Shop owners do not want the tourists to leave, they just want to be available for their regular customers. This goal has become harder to achieve in the past few years, but the touristic

period is just one of the causes for this. Therefore, addressing the touristic problem should be part of the solution, but not the only solution.

Besides a holistic nature, it was agreed on that the solution should also be able to act as a tool for HTLSamen to work with. It should be something which they could start using right from the moment of delivery and at the same time something that could be further developed over the future (also see the project brief in appendix A). After the ideation process, this resulted in:

- Four reframing strategies for enhancing the position of Lisse's entrepreneurs
- For each strategy four intervention ideas that complement the reframing direction
- An idea for a direction on how tourism can be integrated with the system so that it harms the system less.

Ideation process

In the process of generating the reframing strategies and interventions, I made the following steps:

1. I categorized past findings (from interviews, the survey and other conversations and/or documents) in a SWOT (Strengths Weaknesses Opportunities Threats) analysis (appendix I).
2. I ranked the strengths and opportunities in a VRIU analysis (Valuable, Rare, Inimitable and Used potential* – appendix J), of which I used the top ones to set up a search-area matrix (appendix K). I believed that it was good to use the strengths and opportunities in the region as a starting point for finding interventions that were likely to be accepted by the various stakeholders or were likely to be successful on other aspects (e.g. economically); pre-sorting on viable and desirable solutions. The search areas were used to guide thoughts and not to limit thoughts.
3. I numbered and listed the ideas (appendix L)
4. I analysed the ideas and found clusters; ideas that fulfilled the same purpose (e.g. adding experiences, or making Lisse more attractive for filling up vacancies).
5. Lastly, I developed strategies around the clusters with means for implementation.

4.1 Resilience strategies

This paragraph is about ideation for making Lisse centre more attractive for entrepreneurs and (new) regional customers. The role of tourism will be discussed in the next paragraph (4.2).

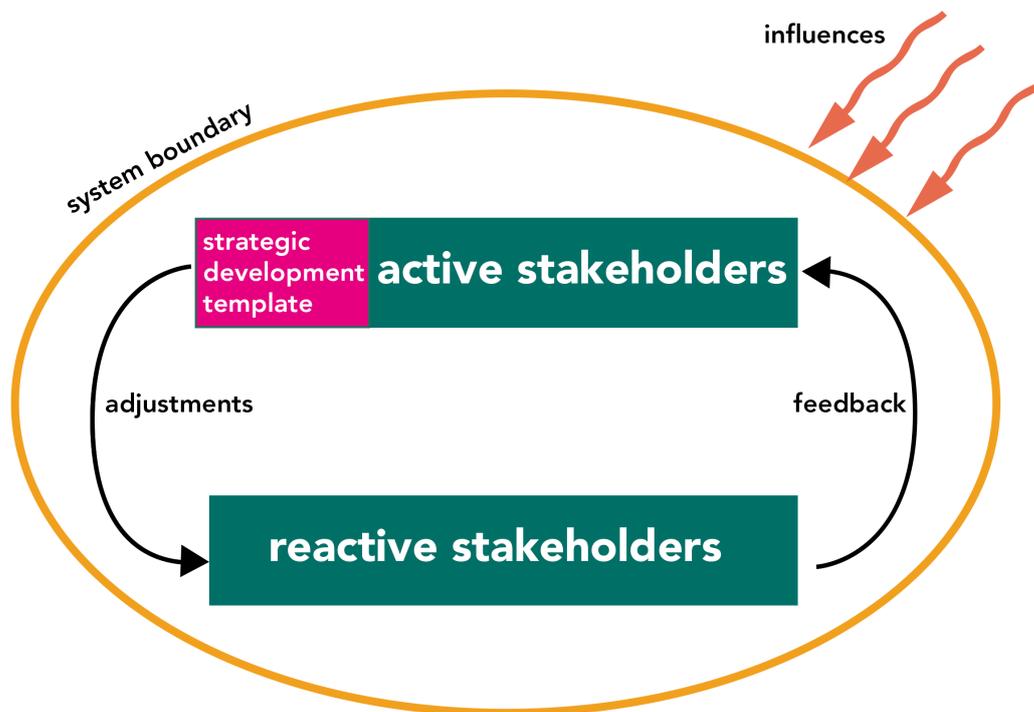


Figure 19: Using a cognitive strategic development template for better adjustment making

Adjusting adjustments

The previously described ideation process resulted in four strategies, each with four complementing interventions that illustrate how the strategy could be initiated. The four strategies are all reframing strategies: strategies that change the way you look at, in this case, the shopping area of Lisse. By doing this, the reframe does not only provide direction for the first set of interventions, but the new viewpoint could also act as a template for future decision making. If successful, the template would cause for better adjustments in the system, which on its term should cause less 'negative' feedback (see figure 19).

The complementing interventions for each strategy are examples of how the reframe strategy could be implemented in practice. It is important to understand that there is no individual intervention that could realize the reframe on

its own. The reframe should (in time) be woven into the DNA of the shopping area, manifesting itself in various shapes and under various circumstances. Almost like a new culture.

This means that eventually interventions should be made throughout almost all levels of the current shopping area. This can be very small and easily implementable (e.g. a new information flow between stakeholders) or as big and complex as redesigning a square, depending on the reframe and the need for the reframe in certain aspects of the area. Note that the speed of implementing interventions is controllable and can be implemented gradually over a longer period of time.

The next few pages will describe the four strategy ideas. These ideas are later used for stakeholder validation in chapter 5.



4.1.1 - 1st strategy idea

Lisse as experience area

Lisse is more than just shopping. It is that regular Saturday-morning tradition, that bench under the tree where you had your first date, that familiar smell when you pass by that one shop, or that spot where you catch the day's last sun rays. You don't just shop in Lisse, it is where you experience.

Motivation

This reframe makes the switch from looking at Lisse as a 'shopping area' to an 'experience area'. The results of the survey pointed out that people tend to choose for shopping in physical shops rather than web shops when they believe that aspects that appeal to the senses are more important (smell, feel, see, try, etc.). Brands like Nike or Apple seem to be already aware of this fact and use this (quite successfully in my opinion) in their marketing strategy, placing the experience above the product. The same for The Efteling, which is more a theme park than (just) an attraction park. The somewhat unique position of Lisse with a relatively big village centre which is rooted in both the traditional floriculture and in the urbanized Randstad could be a rich base for providing its own visiting experience.

Possible interventions

Experiences can be very little and are highly personal. To emphasise these aspects, interventions need to be made which need organization at both the front-end and the back-end of the village centre. Examples for interventions that are means to achieve an experience centre are:

1. Combining of individual strengths: aiming for synergy experiences among entrepreneurs. (e.g. receiving a gift card for a cup

of coffee at the café at the other side of the street while you wait for your bike to get repaired at the bike shop). In that way, the bike shop owner profits by giving its customer a positive experience from increased customer loyalty while the café owner might also sell cake with the coffee which causes profit. Win-win.

2. Promoting Lisse region-wide as an experience centre: position the centre as an experience centre and create associations with customers between 'Lisse' and 'positive experiences'. Simple marketing but it is important. See figure 21 for examples.
3. Organize micro experiences which complement the strengths within Lisse. E.g. a storyteller which tells a story in- or near a bookshop, or a musician that plays his guitar at a square where people often sit to eat an ice cream.
4. See experiences as a new loop to feed the motivation for shopping in Lisse (figure 18). The more experiences you organize, the more people will be motivated to shop in Lisse. The more people shop in Lisse, the more budget there is to facilitate experiences. Monitor and perfect this loop.

Lisse, that's where you experience

(Lisse, daar beleef je het)

Enriching - Versatile - Familiar



Figure 20: Illustration reframe shopping area of Lisse to Experience area

DORPSHART
LISSE 

DORPSHART
LISSE 

DORPSHART
LISSE 



Figure 21: Examples on reframe promotion



4.1.2 - 2nd strategy idea

Lisse as service⁺ area

In Lisse we love our customers, and that is something we want to show. No weird questions exist. And when you need help with something, we will look together how we can solve this. If needed we customize our service for you. That is what you can expect in Lisse.

Motivation

In Lisse as service⁺ area, everything is about the customer; the customer is king (or queen). The survey and interviews showed that customers care a lot about the personal care and service they get in physical shops. At the same time, customers also want to support and to be good for the local entrepreneurs. A very personal bond seems to emerge when a shop offers personal care to the customer, and the customer has the feeling that he/she personally adds to the success of that particular shop he/she chooses to spend money on. Also here, this particular experience might sometimes be worth more than the product itself.

Possible interventions

Lots of shops in Lisse are already designed for enhanced customer service. Shop owners also want to be of service for their clients. This strategy means to expand this throughout the whole centre, not just the individual shops. Lisse should be the centre where everybody is able to shop, with every question he/she has. Means/interventions to achieve this goals are:

1. Agreeing that everything can be bought locally. Motto: 'I want to buy it locally, and in Lisse this is possible'. New cooperations

and networks between shop owners and suppliers are crucial in this.

2. Good for the shop owners? Then the shop owners are good for you! When you buy a lot in Lisse than this should be rewarded. An example is the 'Noffie-zegel' system in Noordwijkerhout.
3. The products and shops of Lisse should be accessible at all times. Also during the Keukenhof period. To realize this, you could think about product pick-up locations at other villages.
4. Customers exist in all forms and shapes, this should be taken into account. An example is that of parents that want to shop without children. In Ikea they solve this with Småland. Is such a concept also possible in Lisse?



Figure 22: Personal attention while shopping

Lisse, just that little bit extra

(Lisse, nèt dat beetje extra)

Convenience - Personal - Carefree



1. Everything can be bought locally



2. Loyal customers get rewarded



3. Store and products always accessible



4. Customer-centered centre design

Figure 23: Illustration reframe shopping area of Lisse to Service+ area



4.1.3 - 3rd strategy idea

Lisse as co-creation area

Enrichment through ownership, that is the strength of the centre of Lisse. Passionate shop owners can make the centre their own. And the customers are able to actively think about and to build their own ideals. Everybody can make a piece of Lisse.

Motivation

In Lisse as co-creation area the strength comes from care through ownership and shared decision making. People often already identify themselves with 'their' village centre, but this reframe strategy gives them the opportunity to really make it their own. The visibility of 'your' choice or results from effort for centre development could work highly motivational to go shopping in Lisse and is at the same time a valuable new way for distinguishing yourself as a physical shop from web shops.

Many of the shop owners told me that they liked to try out how new ideas land with their customers, so why not try if it works when you give your customers choices in 'their' shop. It is likely that this strengthens the bond between customers and 'their' shop.

Possible interventions

Interventions for enacting on this strategy could be:

1. Privatization of public space. Make sure that inhabitants and shop owners can also express their personality and ideals outside their shop. (e.g. in the flower boxes outside the door)
2. Shared decision making about centre development. For example letting centre visitors vote whether they would like bench type A,B or C in the new square. This is an interactive way of creating bonds. (See figure 25 for an example from practice, inhabitants of an apartment block in Leiden co-created a barbeque place with their housing association).
3. Development of 'free-zones': special areas that inhabitants/companies/artists can freely use for their own purposes to come into contact with centre visitors. These places should facilitate power points and maybe stands for rent.
4. Also giving customers more saying about 'their' store in the store itself. Think about small things like holding votes for whether next week's discount deal should be the salmon or the trout. Or letting customers choose what the next beer on the menu of a terrace should be.

Lisse, your shopping area

(Lisse, jouw winkelcentrum)

Unique - Diverse - Personalized

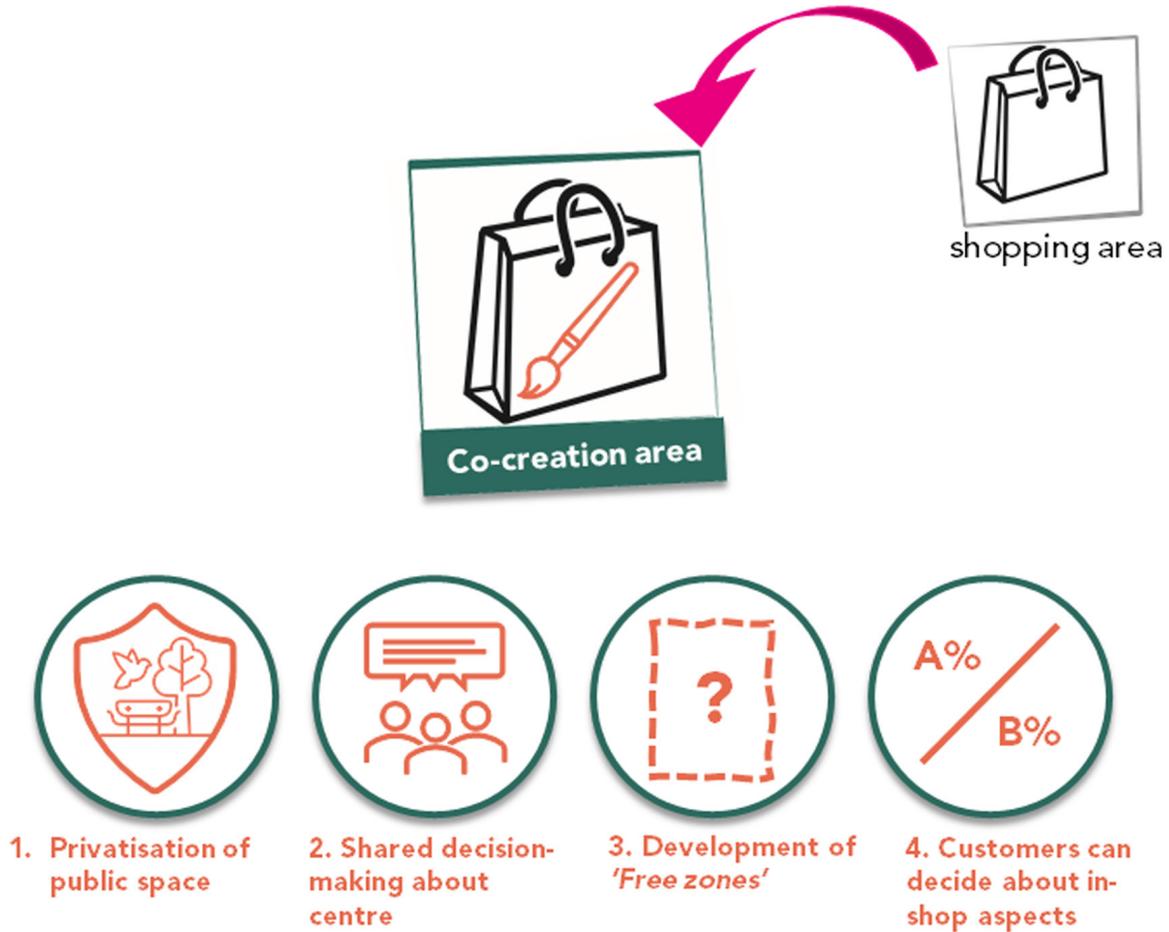


Figure 24: Illustration reframe shopping area of Lisse to Co-creation area



Figure 25: 'opening' of a co-created barbecue facility



4.1.4 - 4th strategy idea

Lisse as sandbox area

Where there are incubators for start-ups, there is Lisse for the budding shop owners. Our flourishing village centre with regional function in the Randstad offers you the ideal climate for setting up your own store. Fixed costs are initially low and there are lots of experienced entrepreneurs that are willing to help you set up a good running shop. That gives you the opportunity to meet your new regular clientele.

Motivation

Another way of increasing the motivation for shopping in Lisse is through filling up vacancies by making Lisse more attractive for new businesses to settle. The idea behind this 'sandbox' strategy is to lower the threshold for settling in Lisse, so that vacancies get filled sooner. At this point, Lisse is known to be expensive for opening a shop, making it less attractive to engage in an insecure trajectory of building up a new clientele and profitable shop. But this can and has to change. Qualitatively filling up vacancies should be top priority for that vacancies are a cause for more vacancies, creating a vicious circle which is harder to escape the longer you linger in it.

A sandbox area is basically a safe-space for entrepreneurs, a construction where they can try whether their business works without running too much risk. This doesn't have to be without boundary conditions of course. Entrepreneurs in the sandbox program could for example be required to attend meetings for entrepreneurs in Lisse, or to receive coaching from people with experience from the centre.

Possible interventions

Interventions for the sandbox strategy could be:

1. Facilitating 'try-out' zones: (small) spaces where entrepreneurs could try out their store in Lisse without running too much risk. (With the above mentioned boundary conditions) (see figure 27 for an example)
2. Giving access to a knowledge-network of experienced entrepreneurs in Lisse.
3. Organise growing opportunities for the past try-out zone phase (filling up vacancies)
4. Promote about the new shops in the region. This lures curious people to the centre and makes it easier for new shops to flourish.

Figure 27: pop up stores as an example for trying out whether new concepts will work, without running too much risk.

Lisse, the first step for a successful business

(Lisse, de eerste stap voor een succesvol bedrijf)

Accessible - Guiding - Safe



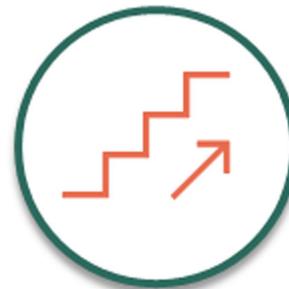
shopping area



1. Facilitating try-out zones



2. Giving access to knowledge of experienced entrepreneurs



3. Organize growing opportunities



4. Promote the new possibilities also with customers

Figure 26: Illustration reframe shopping area of Lisse to additional Sandbox area



4.2 A new role for tourism

In the previous section I described four different strategies for making the centre of Lisse more resilient to the threatening influences of web shops, cities, vacancies and the Keukenhof period for the retail entrepreneurs of Lisse. In all strategies, I accepted the limits to growth constraints of Lisse as a 'shopping area' and proposed redesigns for the system where the centre of Lisse could develop into: an experience area, a service+ area, a co-creation area or a sandbox area. How to deal with tourism (one of the main reasons for this project) has not yet been discussed. In this paragraph, I propose a new direction for dealing with tourism (4.2.1) and an example for how this could look in practice (4.2.2). The focus of this direction is to better integrate tourism in the current system.

4.2.1 - Reframing tourism

This integration is not only important for the retail sector, but also in other parts of the system, as can be seen in the cases of the unwanted entrance of the flower fields and infrastructure saturation. The tourists that flood the region every year are more than often seen as burden than as part of the system. If one would look at tourism as part of the system, one could ask themselves the question: 'How can tourism add (or at least not frustrate) to the ultimate goal of system perpetuity?'. The answer is by solving respectively the *limits to growth*, *tragedy of the commons* and *success to the successful archetypes* of the three cases as elaborated on earlier, plus addressing all other points of friction which are not discussed in this report.

Retail-side integration

Because time limitations only permitted me to focus on the retail sector, I choose to mainly describe tourism integration on the retail side as well (although the reader will see that this could already lead to synergetic benefits that can apply to the other cases as well).

The proposition for integrating tourism so that it lessens the burden for the retail sector (addressing the success to the successful) did not result from a selection process of a wide variety of strategies, but rather from logical reasoning and findings from the analysis. I made this choice for two reasons: 1) time constrains

didn't allow me to go through two full ideation processes and 2) the data I gathered from interviews, conversations and the survey gave a lot of information on what could be a viable, feasible and desirable solution for dealing with tourism and what probably wouldn't.

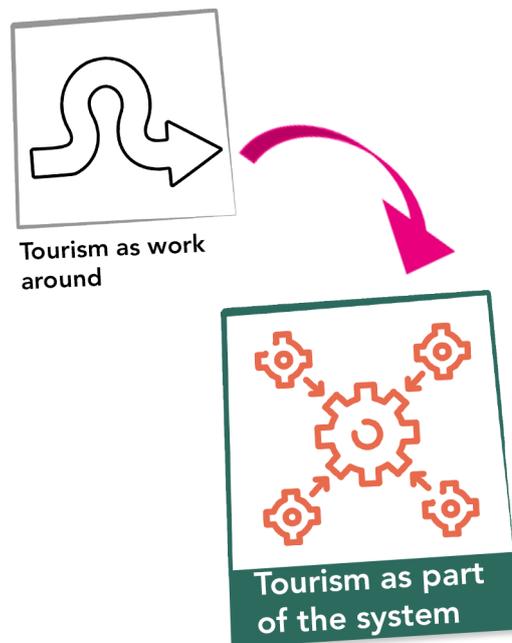
To fall back on the problem regarding the perpetuity of the retail sub-system once more, currently the tourists 'enter' the system with the side effect of weakening the position regarding perpetuity of the retail entrepreneurs of Lisse through temporary lowering revenue. Because of the importance and value of a healthy perpetual position of the these entrepreneurs, a successful integration of tourism should either avoid this effect or compensate for this effect; solving the *success to the successful* archetype.

Considerations

The proposition for tourism integration on the retail side resulted from the following considerations:

- Implementing the interventions for resilience will cost money, something that is scarce at the municipality of Lisse and probably, after the effects of COVID-19, at the entrepreneurs of Lisse as well.
- Tourists are not prone to visit the centre of Lisse. It lacks the attraction factor in comparison to other highlights in the Nether-

Figure 28: Reframe for how to look at tourism, not as a 'work around' but as an integrated 'work with'



lands (especially for the one-day tourists or touring car tourists).

- The shops and products in Lisse are often more organized for regular (regional) customers than for tourists. Besides, the shop owners seem to care more about providing a longer lasting relationship with their customer than the superficial relationship with temporary tourists.
- People become more and more aware about the ecological footprint of their touristic trip. Examples are flight shame or ecotourism. People become aware of their responsibility for the social-ecological environment. In our case, one of the footprints is tourism causing an obstruction in the local economy.
- There are also a lot of stakeholders that benefit from tourism (e.g. hospitality industry and the Keukenhof). Therefore there is value in maintaining hospitable towards tourists and not to repel them from certain areas (also see chapter 2.2 & 3.2).
- Tourism is expected to grow in the upcoming years. The tourists are not likely to stay away.
- Keukenhof is becoming more aware of the pressure which their visitors exert on the societal environment.

A proposition for integration

The considerations above made me realize that integrating tourism into the region's social sys-

tem without adding new balancing structures would lead to places in the system with abundances and places with shortages. Abundances in the form of people that are interested in the region, visit the Keukenhof or people that want to use the shared resource of road capacity. And shortages in the form of the actual road capacity, regional customers or in resources for keeping your flower fields free of tourists when you don't want them in it.

At the same time, integrating tourists in the system also increases the amount of people that are able to help carry the burden tourism causes. With the current viewpoint, tourism often seems to be something that you just have to deal with for a period of eight weeks. Just plan around it, do your shopping somewhere else or anticipate on weeks with less customers. I.e. tourism is currently for a lot of people a 'work around', while integration aims for a 'work with' (figure 28). This implies a balanced give-and-take relationship where Lisse gives tourists the freedom of enjoying the region, while tourists provide the means for Lisse to flourish (the rest of the year) despite the negative aspects of their presence.

With the considerations above in mind, I therefore believe the most effective means for achieving this flourishing for the retail section of Lisse would be for the tourists to financially aid in realizing the interventions for reframing of the shopping area from the previous paragraph (4.1).



4.2.2 - Proposition on tourism

Tourism - a full fledged part of the system

Tourism is more than 'they come, and they leave'. It is a part of this system. A system where we try to sustain the places they like to see, and they help to sustain the places where we like to be. Where we tolerate that during the Keukenhof period tourists use road capacity that would normally be used by regional customers, and where tourists facilitate the means to make Lisse more attractive for those same customers when tourists do not have to use this capacity. Do you take care of Lisse? Then Lisse takes care of you. Harmonious growth through co-dependency, a new strength.

Sustaining - Respecting - Mutually supporting

Tourism – a full-fledged part of the system means for the retail sector that the shop owners in Lisse give the tourists the space to enjoy the flowering season, accepting a period with less revenue, while tourists help to finance the means for making the centre more attractive throughout the rest of the year, compensating for the reduced revenue in the flowering season. This solution both makes it easier to finance costly centre interventions and does not decrease the feeling of the region's hospitality. Means for generating this financial compensation could be (also see figure 29):

1. A social-environment fee on the parking tickets at the Keukenhof. The benefit of this intervention is that it only targets the tourists that have most to compensate for the revenue drops: the tourists that visit the region with their own car (being very inefficient road users compared to other modes of transport). The win-win situation with these interventions is that if people are not willing to pay a compensation for their use of the region, they are most likely to choose other modes of transport such as public transport. This would generate road capacity.
2. Implementing an area where you need a permit to use the road capacity. This permit could have the form of a window sticker and be free for inhabitants of the region. Environmental stickers in cities in Germany and France are somewhat similar examples. The same benefits as in the previous example intervention apply.
3. To levy taxes on day-tourists. At this moment most taxes are levied on tourists that reside multiple days in the area. Tourists that only stay one day currently benefit the region least but burden the region at least as much as other tourists.

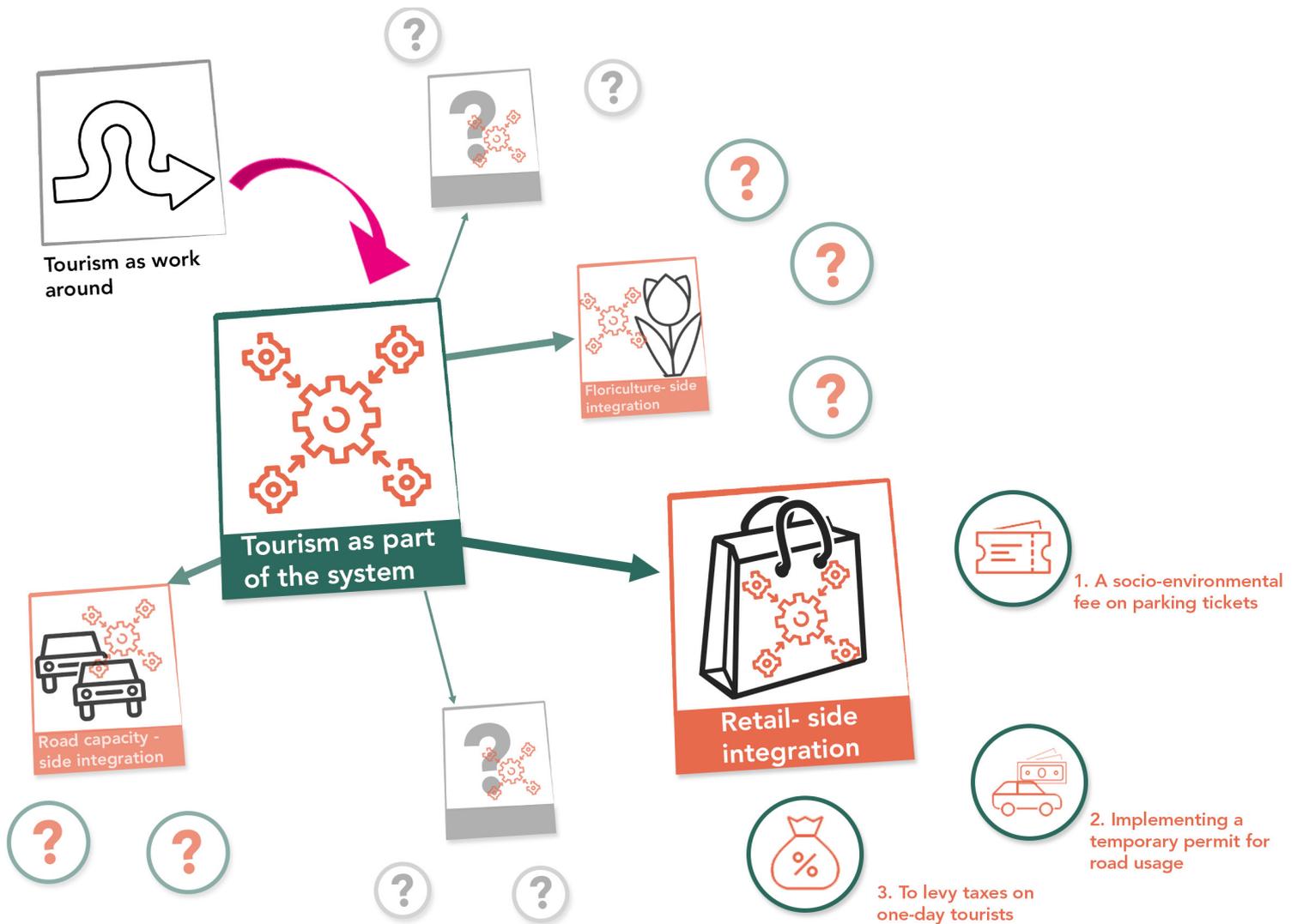


Figure 29: Illustration on system integration of tourism. Three parts for integration have been identified. Other parts where system integration is needed are still 'unknown unknowns'.

Further integration

The proposed solution follows the guidelines from literature for dealing with the success of the successful archetype by the implementation of new policies that device the rewards for success, enabling all parties to benefit from tourism. In order to integrate tourism in the pressure points of unwanted field entrance- (see chapter 3.2) and available road capacity cases (chapter 3.3), I recommend to continue with further research on the directions given in the respective chapters. (Although one might have already noticed that is likely that overlap between the latter one and this proposed integration strategy might emerge).

4.3 *Partial conclusion*

- *newly discovered paths* -

In this chapter, I elaborated on four strategies for making the centre of Lisse more attractive for regular (regional) customers and I proposed one strategy for how to integrate tourism with the retail part of the region's socio-ecological system. All strategies were followed with 3-4 interventions that complement the strategy, illustrating how the strategy could be implemented in practice.

The four strategies for increasing the attractiveness of the centre, and hence, the motivation for shopping in Lisse are reframe strategies. These reframe strategies enable active stakeholders to look at the current shopping area in a different way, respectively as: 1) an area that is focussed on experiences, 2) an area that plays into customer satisfaction and service, 3) an area where customer bonding is created through ownership and shared decision making or 4) an area that is the ideal place for starting a new shop or trying out new store concepts. These reframe strategies are based on and fit with the current strengths and opportunities of the region and shopping area.

The four strategies follow the literature's guidelines for solving the limits to growth archetype by proposing solutions to adapt the system to the constraint for growth (being the threats for retail).

The proposed role for tourism is to regard it as an integrated part of the system. As a part of the system, the local population should give the tourists the space to pursue their purpose (to enjoy the region), provided that the tourists also aid the local population in achieving their respective purposes. Strength through co-dependency.

For the co-dependency relationship with the retail sector, I proposed a solution where the retail sector accepts that tourism has an effect on their business during the eight weeks of the Keukenhof season, but where the tourists help to compensate for that by facilitating means to make the centre more attractive throughout the rest of the year. With various considerations in mind, I determined that financial aid would be of most value in this case.

To increase the confidence in the viability, feasibility and desirability, these strategies will be evaluated with the various stakeholders in the next chapter. This evaluation step will result in one strategy proposition with recommendations for interventions to start with and recommendations for interventions on the longer term.

Lisse

welkom



LISSE

centrum van de
bloembollenstreek





Part 4.

- validation and selection -

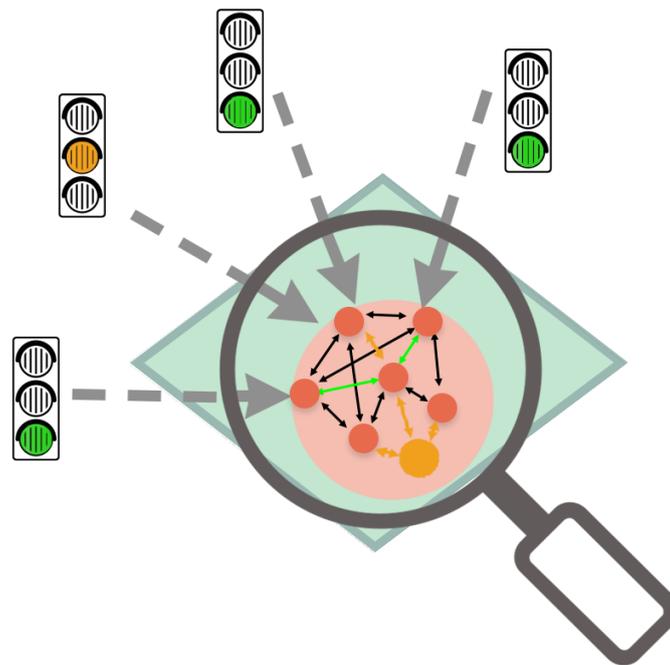
Chapter 5

The goal for this chapter is to assess and weigh up the previous chapter's ideas in order to find out which strategy is most likely to make the shopping area of Lisse more resilient to threatening developments such as tourism growth and web shop popularity. This assessment is done through stakeholder validation, since a successful intervention strategy requires the support of the other elements in the system (Stroh, 2015). The process of assessing and weighing up the previous chapter's ideas is described in chapter 5.1, which leads to a final strategy proposition in chapter 5.2. This final strategy proposition includes starting points and recommendations for implementation for HLTsamen to work with and closes with general recommendations.

'Social systems are the external manifestations of cultural thinking patterns and of profound human needs, emotions, strenghts and weaknesses. Changing them is not as simple as saying "now al change", or of trusting that he who knows the good shall do the good.' - **Donella H. Meadows**

5.0 Research approach

A brief description on why this part of the research has been conducted and how it has been executed.



Goal of this part

The goal of this final part of the report is to find out which strategy is most likely to succeed in building resilience for the centre of Lisse. In order to decide which strategy would be most successful, I performed multiple stakeholder validation sessions with 1-3 participants. In total eight stakeholders were validated: three from Lisse Marketing Foundation, three entrepreneurs, one from HLTsamen and one governor of Lisse. This last one only validated the final proposition.

The other stakeholders were asked to indicate per idea: what was good about the idea, what was less good about the idea and what they found interesting about the idea (PMI method, (Van Boeijen, Daalhuizen, Zijlstra, & Schoor, 2014)). Also, they were asked directly to comment on relevancy of the four ideas. See appendix M for validation data and form.

Assessing ideas

In total, I used three determinants for a successful strategy: relevancy, fit with culture and degree of added resilience.

Relevancy

The design thinking methodology, as taught at the TU Delft, uses three determinants for assessing whether a design is relevant (also see graduation rubric): Feasibility (can it be done?), Desirability* (does it address the values and needs of the users?) and Viability (will it survive on the long term?)

All of the factors above must be sufficiently present for a design to be relevant.

Fit with culture

As explained in chapter 2.5, the culture defines the means with which a purpose will be

fulfilled. Therefore, fit with cultural values is important for the strategy to be successful. This aspect is assessed based on answers from the PMI (Plus, Minus, Interesting) method and own experience as a former inhabitant of the region.

Resilience

Lastly I assessed on added resilience. Resilience is closely related to (or normally maybe part of) relevancy, but I choose to assess these aspects separately to be able to assess what would work within the sub-system of the centre (viability, feasibility and desirability) and to assess what would built most resilience against threats from outside the centre individually from each other. I chose to assess resilience based on two determinants for assessing competitive advantage (rarity and inimitability), for the resilience is failing because it has to compete with web shops and cities for its customers. This choice is further elaborated on in the respective paragraph.

Proposing a solution

The assessment resulted in a proposition for a combined strategy that is most likely to have the desired effect for the centre of Lisse. Chapter 5.2 starts with an explanation of the concept and vision of the new strategy. Guidelines and recommendations for implementation are given with short, medium and long term goals. This part, and with that this report, closes with general notes and recommendations which cover topics that are not part of the core strategy but demand attention nevertheless.

*Desirability is closely related to feasibility and viability in our context, for the stakeholders that have to execute the strategy are also the users of the strategy. I.e. A product that is less feasible also becomes less desirable to some extent.

5.1 Assessment and validation

In this section the four reframe ideas and the tourism integration proposition are assessed on relevancy (feasibility, viability and desirability), fit with culture and the degree of generating resilience. The assessment leads to a final proposition, which is further elaborated on in chapter 5.2.

Assessing relevancy (also see table 3)

Feasibility

Feasibility is about whether the intervention strategy can be executed in practice, independent of desirability or viability. Most stakeholders agreed that either the experience area or a combination of the experience area with one or more elements of the other ideas would be most feasible. Current practices are already aimed for providing experiences (e.g. flower baskets on lampposts) and it is felt more feasible to expand/adapt this rather than taking a whole new direction. The co-creation and sandbox area are also perceived feasible, but require in some aspects structural adaptations of the current system before implementation (see table 3). The service+ area is perceived least feasible, for it doesn't rime with the business models of some of the entrepreneurs and because chain companies often already have their own policies regarding service.

Desirability

Desirability covers the added value for the various elements (stakeholders) of the system. Despite the fact that all ideas add value in a different way, all stakeholders agreed that the experience is most important while visiting the centre, for it attracts customers which are at the same time willing to stay longer because of those experiences. The results from the survey among regional customers support this argument of the importance of experiences (appendix G). However, these experiences can be in various ways. All ideas contain an experience factor which was liked by one or more of the stakeholders and hence could add value.

The counter argument for adding value through experiences is that it requires effort and collaboration. Especially the latter part is not always easy to achieve. Shop owners often feel that there are always a few who do all the work, while the others only profit from the spill over of their effort. This makes it hard to align every stakeholder in the same direction.

'[We] used to organize a lot together, but it is always the same people who help to organize and built up the events. Others sometimes do contribute to events financially, but are always too busy when an extra effort is needed'

– Stakeholder A

'A lot of the shop owners are easy to complain. One time, one of the shop owners came to me complaining that the sidewalk of their neighbours was not neat, while he/she always swept her own part. Why does this shop owner come to complain while he/she could also just talk to her neighbour or do it herself while he/she sweeps her own sidewalk...'

– Stakeholder B

Viability

Viability covers the lifespan of a relevant strategy, i.e. whether a certain direction is not likely to be failing or in need of altering due to contextual conditions and/or developments. Next to the individual plus and minus points per strategy idea (table 3), I identified two critical points which will be potentially threatening for whatever strategy the centre will adopt: 1) structural funding and 2) collaboration. Where collaboration crucial for the organization and implementation of any strategy, structural funding is needed to provide and maintain the means for executing the strategy. If either

Table 3: Summary of the most relevant findings during the stakeholder validation. Each idea is assessed on feasibility, viability and desirability. Each cell contains a positive aspect and a negative aspect.

	Experience area	Service+ Area	Co-creation area	Sandbox area
Feasibility (can it be done?)	<ul style="list-style-type: none"> + Some experience regarding creating experiences in the form of events already present. - Can consume a lot of time to organize experiences, this is not always at hand. 	<ul style="list-style-type: none"> + Smaller shops are often already focussed on customer service. - Chain companies often have their own policies regarding service. 	<ul style="list-style-type: none"> + Co-creation can cause for broader support among the stakeholders, making it easier to develop. - This strategy might need a lot of boundary conditions to be controllable. 	<ul style="list-style-type: none"> + Easy to test with a pilot. - Requires the cooperation of the real estate owners.
Desirability (does it address the values and needs of the users?)	<ul style="list-style-type: none"> + A positive experience is good marketing for a centre - Willingness to invest time and effort only present if everyone does effort. Piggybacking kills motivation. 	<ul style="list-style-type: none"> + Customers like extra service - Business model not applicable for every business. Sometimes even the opposite. 	<ul style="list-style-type: none"> + Participation binds both customer and entrepreneur with the centre. - 1000 people, 1000 opinions. It could create a structural minority. 	<ul style="list-style-type: none"> + Might persuade new, diverse, shops to try out. This creates enrichment. - To benefit new shops might feel unfair to current entrepreneurs. Especially if they compete with the same products.
Viability (will it survive on the longer term?)	<ul style="list-style-type: none"> + Need for experiences is timeless. - As soon as cooperation erodes, the experience erodes. 	<ul style="list-style-type: none"> + Real personal service is what you can offer in the smaller shops but not in the bigger shopping malls. (rare) - Service is costly. 	<ul style="list-style-type: none"> + Shared decision making creates more support for co-funding. This is needed since neither stakeholder is financially strong enough to carry the costs alone. - Developments might become more susceptible to trends. 	<ul style="list-style-type: none"> + Shared decision making creates more support for co-funding. This is needed since neither stakeholder is financially strong enough to carry the costs alone. - Developments might become more susceptible to trends.

component erodes over time, so will the effect of the strategy.

Also here, the experience area is perceived most viable. 'Experiences will always be important' argued one of the stakeholders. This is closely followed by the co-creation area and sandbox area. These strategies help to 'build' and 'develop' the centre. The service+ area is perceived less likely to be viable, due to the potential costs and energy the shop owner has to invest.

Assessing fit with regional culture

In chapter 2.5 I described the culture in the flower bulb region as a mix of urbanized modernization and traditional rurality, and stressed the importance for an intervention to fit with these cultural characteristics. From personal judgement as a former inhabitant of the region, I do not think that any of these strategies are fully contrary to the cultural values of the region. The fact that the service+ area scored lower during the stakeholder validation sessions might be partially explained by the slightly more 'spoiled' and 'soft' nature compared to the other strategy ideas. Expecting an 'extra step' in service might be contradictory to the earlier mentioned 'roll up your sleeves' mentality, but this is merely speculation.

Both the experience area and the co-creation area add to tight-knit societal aspects that you often find more in villages, but leave room for individuality when that is asked of the more urbanized side of the spectrum. (e.g. engaging in experiences and co-creation can bind a society, but do not oblige a customer to make use of the experience or co-creation).

The sandbox area is in concept neutral regarding cultural values, although it might cause friction for the users of the 'sandbox' might not have to work as hard to pay their fixed charges than others that do have to work hard to pay their fixed charges. However, this could easily be solved by e.g. setting fair boundary conditions.

Assessing added resilience

In chapter 2.4 I elaborated on the importance of being sensitive for influences that might cross resilience barriers. For the scope of this

retail case, I identified four of these influences: threat of web shops, city centres, vacancies and (temporary) reduced accessibility.

Most of these threats are generated by some form of competition for a resource. This can be the resource of regional customers for the web shop and city centre threats, or the resource of road capacity for the reduced accessibility threat. Vacancies can be regarded as a manifestation of gradually losing this competition. Therefore one could argue that in order to add resilience, the strategy should have a component that creates competitive advantage for attracting regional customers.

The VRIO (Valuable, Rare, Inimitable & Organization) analysis is a suitable method for assessing competitive advantage (Van Boei-jen, Daalhuizen, Zijlstra, & Schoor, 2014), but because 'valuable' and 'organized' are covered in respectively the 'desirability' and 'feasibility' sections, I chose to focus on the rarity and inimitability assessment points in this section.

Because of its concept, the co-creation area is almost by definition the most rare and inimitable of the four strategies. The strategy is aimed to create a rich bond through ownership and mutual decision making. Once this unique bond exists, I do not expect it to be easily copied. E.g. If you let customers co-decide about a bench on a square, than they might see it as 'their' bench. If the customer later sees the same bench in another village than I expect they will probably not regard it as 'their' bench, for they did not choose it there.

Rarity is also present in the experience area and service+ area strategies, but is also dependent on the execution and the type of experiences and service that Lisse will offer. This also goes for inimitability, for elements of the experience area or service+ area might not be hard to copy by other villages. The ease of imitation is less for web shops.

Lastly the sandbox area. Currently no such structures exists in the region for lowering the threshold to try out a new store. There are facilities like week markets where everyone could opt for a stand, but this does not have the purpose of eventually filling up vacancies. Thus

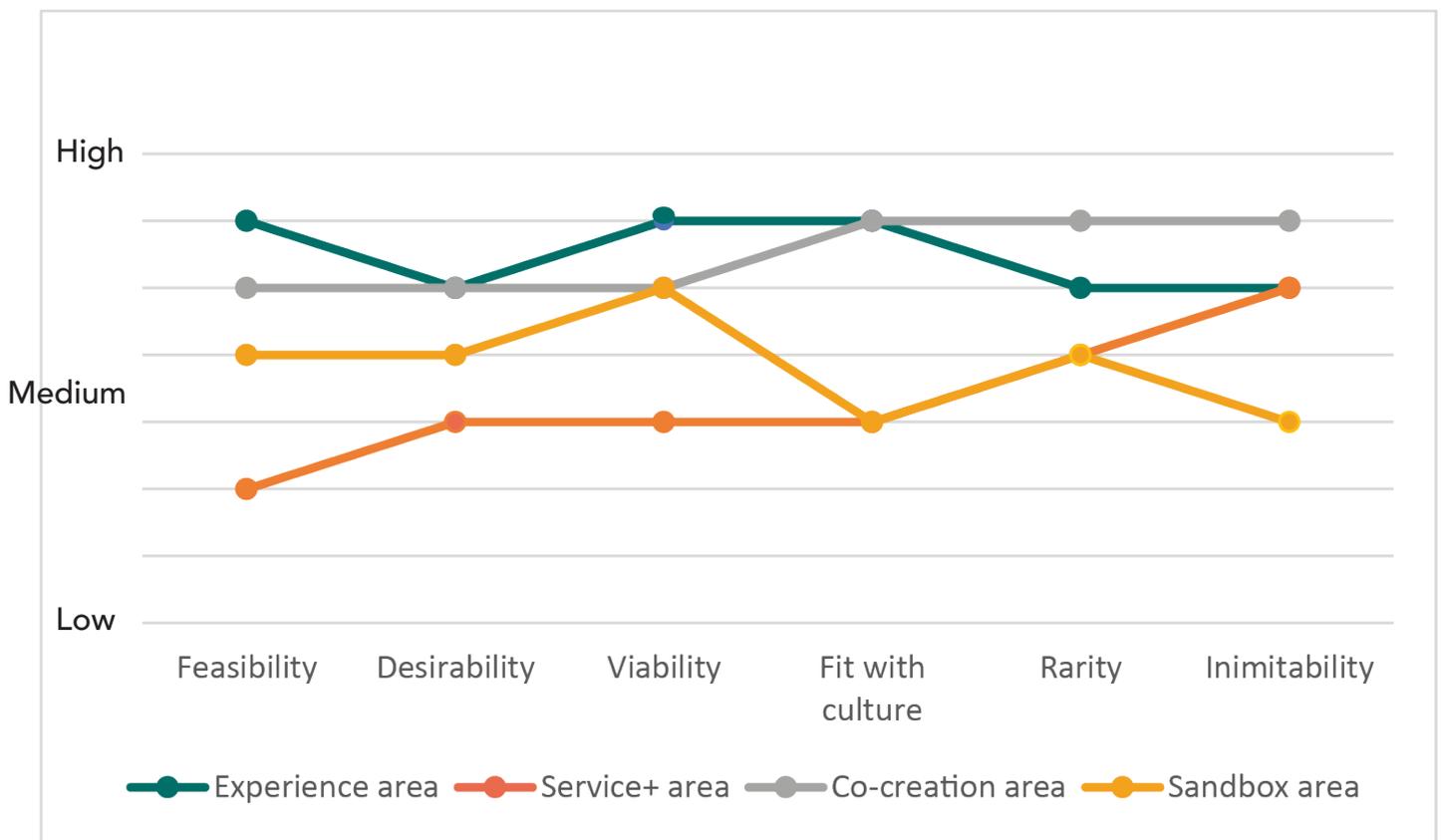


Figure 30: Subjective representation about to which extent the various ideas complied with the determinants for a successful idea.

currently rarity is present. However, the concept is easily imitable for the concept is merely procedural. Once other villages have agreed with their real estate owners they are free to copy the concept.

Conclusion

Figure 30 summarizes the assessment from this paragraph. Note that this represents a subjective interpretation of the assessment, merely meant to visualize how the strategies score relative from each other.

From the figure, it can be concluded that a combination of the experience area and co-creation area is most promising. The experience area scores highest on relevancy, being regarded the most feasible, desirable and viable

strategy by various stakeholders. The co-creation area is most likely to add resilience, being regarded as more unique and harder to imitate than the other strategies.

The other strategies do not necessarily have to be entirely forsaken. Service can be part of the experience, also if it is not the main experience. The sandbox area strategy can even be regarded as a sub-strategy that can be implemented parallel to the main strategy, for the strategies do not exclude each other but might even complement each other.

Chapter 5.2 will further elaborate on the re-frame strategy of experience and co-creation area.

5.2 Resilience strategy proposition

The previous chapter concluded that a strategy combination of the experience area and co-creation area as main direction would be most promising for dealing with the threatening influences that affect the centre of Lisse. The stakeholder validation revealed strengths and weaknesses for both strategies. This chapter means to integrate the two reframe strategies into one strategy, which can function as strategic development template for Lisse (figure xxx). In this chapter I elaborate on the concept for the combined strategy, provide recommendations for implementing interventions to manifest the strategy and close with general recommendations.

Combined concept: Resilience through symbiosis

The strength of the experience area idea is in enriching (regional) customers with experiences that enable the centre to compete with city centres and web shops. The general question for implementation could be: How can the centre enrich you with experiences?

The strength of the co-creation area idea is in the concept of centre enrichment through effort and ownership. The idea is that increased effort and ownership causes a better bond between customer/shop owner and the centre. The general question for implementation here could be: How can you help to enrich the centre? Combining the two strategies leads to a symbiotic (system) relationship, where value is created by the sub-system of "the centre" for its elements (in this case: customers and shop owners) but also the other way around. I.e.: What can the centre do for you? And what can you do for the centre?

Figure 31 illustrates this relationship which emerges when the strategies are combined. The cloud represents the 'the centre', which is not a physical thing but a mental concept based on interconnected relations; the (sub-) system. The shop owner and customer are el-

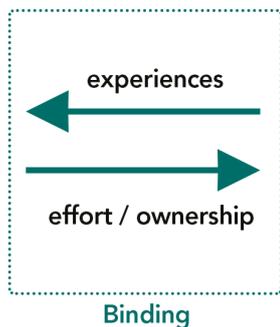
ements of that system. The symbiotic relationship that comes with the combined strategies is illustrated with arrows; each system element gives and receives from the whole that defines the centre.

The experience area part is manifested in the outgoing arrows from the centre. The centre as a whole provides experiences to customers and a better business climate for shop owners. The co-creation area part is represented in the incoming arrows to the centre. The effort and ownership that both shop owners and customers invest in the centre causes for enrichment of the whole. The combination of giving to the centre and taking from the centre binds both shop owners and customers to the centre, for both elements profit from investing in the whole. This degree of binding directly defines the resilience of the system, for binding creates a strong network (system) (van Ingen, 2019) and a strong network creates resilience to competitive threats such as that of web shops and city attractiveness.

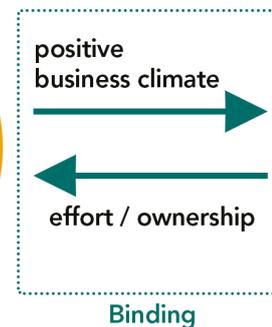
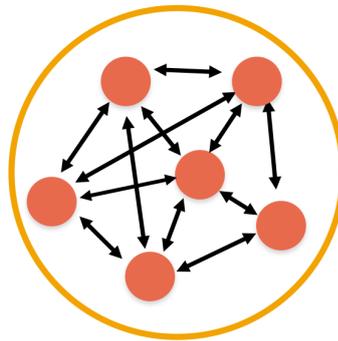
Implications for practice

In order to realize this concept, future centre development should focus on the four value flows that are depicted with the arrows in figure 31. Every arrow represents added value for ei-

Customers



'The centre'



Shop owners



Figure 31: Visualization of the symbiotic relationship between the centre (system) and the stakeholder (elements)

ther the system or elements of the system, and should function as directive starting point for developing system interventions. However, it is important to understand that these value flows are interdependent (e.g. the amount of ownership given to the centre affects the amount of experiences that can be extracted from the centre).

What can the centre do for you?

The amount and diversity of the experiences determines how much experiences each individual customer can extract from the centre, for an experience might appeal more to one customer than to the other (e.g. younger customers might be appealed to different experiences than older customers). At the same time does the amount and diversity of experiences also determine the business climate for shop owners, because this attracts a larger and more diverse group of customers.

During the validation, some of the stakeholders argued that experiences only work if they are in the form of big events. They reasoned that big events attract people, something that smaller events/experiences do not. However, 56% of the survey respondents that do shopping in Lisse responded that they do not visit Lisse during events like summer markets, and another 30% that does visit Lisse during these events mentioned that this does not necessarily mean that they also visit the shops. Besides, despite

big events might cause for a short peak in the amount of centre visitors, it is not aimed at building a loyal and strong relationship with the centre, but rather at short flourishing. However, this does not mean that big events do not have a place in delivering experiences, on the contrary. Big events add to diversity, and are more than often focal points of innumerable smaller experiences. Smaller experiences which could also cause for happy customers and a better business climate throughout the rest of the year, although more subtle than through big events. A good example could be the earlier mentioned example of combining individual strengths of the bike shop and the café (chapter 4.1.1). This was perceived as valuable by all stakeholders during validation.

The importance of continuous experiences was also acknowledged by one of the governors of Lisse during the validation session, who warned for the dilution of (co-created) experiences. He implied that this connection through experiences should be continuous in order to be effective. *'Otherwise people will just forget about it'*. This confirms the need of experiences to be numerous and diverse.

To conclude, the answer 'What can the centre do for you?' is to offer a richness of diverse experiences. This is good for both customer and shop owner, for it enables the customer to extract the experiences which adds to a positive business climate for the shop owner.

What can you do for the centre?

During one of the validation sessions, two shop owners agreed that the combination of the two strategies would be most valuable because: 'Both the experience area idea and the co-creation idea are about upgrading the centre. It specifically adds something'. The 'upgrading' however, cannot be done by the centre itself but needs to be done by the various stakeholders of the centre. This is because 'the centre' only exists because of these stakeholders (elements) and the interaction between them. I.e. if the stakeholders want to upgrade the centre, then this requires effort and ownership from the stakeholders to the centre.

Earlier insights showed that this might be easier said than done. Especially the shop owners felt in the past that the amount of effort for the centre is not equally spread and that therefore only few do the effort while everyone profits (also see quote of stakeholder A, chapter 5.1). This stresses that interventions will only work if piggybacking is discouraged or not possible at all. However, it also implies that it might be hard to convey certain shop owners to invest effort and ownership in the centre. This problem manifests itself mostly with the chain companies, various stakeholders say.

The way of motivating to invest effort and ownership should also be different for customers than for shop owners, because customers have to voluntarily choose for the centre of Lisse and shop owners do not get that choice. Therefore, investing effort and ownership should be experienced as a voluntary choice, and not as a necessity or requirement for visiting the centre. Customers should want to bond with the centre of Lisse, by investing effort and ownership. The example of giving customers a choice in which benches the centre should have fits in this category, for it gives the opportunity to bond without demanding to bond. Providing enough diverse opportunities to invest or to take ownership is key.

Recommendations for implementation

For implementing this symbiotic strategy, I suggest a three-stage implementation plan, focusing on short, medium, and long term goals

regarding the four value flows (figure 32).

Short term goal: building support and leverage for the strategy.

First priority is in convincing shop owners that investing in enriching the centre with experiences is beneficial. Because of the scepticism for centre collaboration that resides with part of the entrepreneurs, it is important to start to collaborate with shop owners that are most willing to collaborate in a way that shows that the one who puts effort in the centre benefits most. Again, the example of the bike shop and the café from chapter 4.1.1 can be highly suitable for this. It provides an experience that can not be obtained in web shops or other villages, while indirectly benefitting the whole of the centre of Lisse. At the same time are the shop owners who make the effort also the ones that profit from the effort. Piggybacking is not possible, which is needed for building trust in the solution.

The short term goal is not focussed on taking ownership of the centre yet, because I believe that it is first needed to demonstrate to shop owners that it is beneficial to take ownership in delivering experiences, which is easiest in individual stores. This can also be done by providing opportunities for customers to invest and take ownership in individual stores (such as allowing them to choose next week's discount deal).

During this phase, the results of these in-store pilots should be monitored and documented in order to prove the positive effects to the more sceptical shop owners in the next phase.

Medium term goal: overall support for experiences & first steps in resilience through collaborative ownership

The second phase covers the medium term goals. This phase can start when the benefits of providing in-store experiences has been proven with the early adopting shop owners. This phase has two goals: 1) To convince the remaining shop owners of the benefits of providing experiences and 2) to convince the early adopting shop owners that centre-wide experiences is what generates a positive business

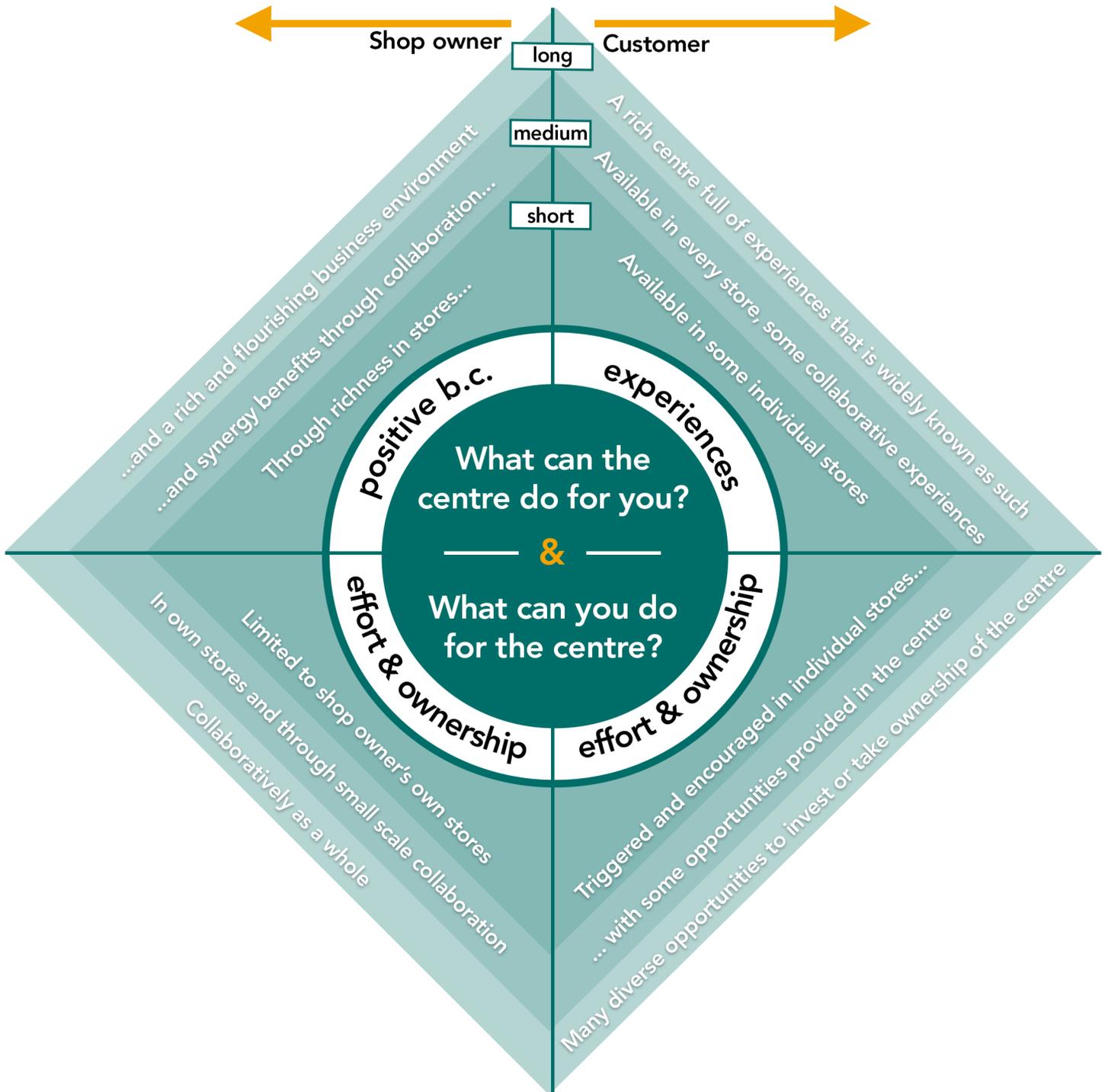


Figure 32: Strategy visualization with implementation steps for short, medium and long term goals. The left half is aimed at shop owners, the right half is aimed for customers. The figure should be read from the inside out for each value flow.

climate and that investing in the centre is for the good of the whole. This is where ownership starts to take place.

At the same time, marketing campaigns can be started that makes customers aware of the richness in experiences while they shop in Lisse. This might create desire when customers do not want to miss out on experiences, encouraging the customers to invest time in Lisse and take ownership in the form of new traditions and habits. At the same time, the customer can remain active in certain decision making processes about 'their' stores or the centre in general.

Long term goal: A rich experience centre that is resilient through collaboration and ownership

The long term goal is the ultimate goal where all shop owners are motivated to invest in the whole of the centre and where customers want to be part of 'their' centre in Lisse. In this phase, Lisse is widely known as a shopping area that is full of experiences and where it is fruitful to start a new shop. The earlier mentioned limits to growth (from the archetype) that are caused by threats from web shops, city centres or the temporary inaccessibility due to tourism do no longer exist, for Lisse has built resilience by securing a unique and relevant position in the region for the foreseeable future.

Final notes and general recommendations

Although the previous sections elaborated on the concept and recommendations for implementation of the strategy for centre development, a few final, more general, notes and recommendations remain.

- Political validation:

Apart from the regular validation on the four ideas with stakeholders, a political validation on the proposed strategy was also desired by HLTsamen, for this would (to some extent) justify for the organization to continue in the proposed direction.

During the validation round, which was with one of the governors of Lisse, no political barriers were recognized in any of the proposed directions. However, some cautions were given such as the earlier mentioned risk of dilution

and the need for short and long term visions. Also, means that are chosen to execute the vision are in need of political validation as well.

- Role for HLTsamen and other active stakeholders:

Although the strategy is primarily focussed on the relationship between customer, centre and shop owner, this does not mean that other stakeholders play no role in this. As was already illustrated in figure 19, the strategy should function as a strategic development template in the active-reactive interaction. Active stakeholders, such as HLTsamen or Lisse Marketing foundation, need to facilitate the (administrative) means, support and adjustments for engaging in this strategic direction. Also, these active stakeholders should have a role in orchestrating the transition, for they have overview of the centre and its needs.

- The 'Sandbox area' idea:

The Sandbox idea, where the threshold for setting up a store in Lisse is lowered, was proposed as an idea that could run parallel to other centre strategies because of its unique focus. During the validation sessions, it became clear that this could work, provided that some boundary conditions are met. These boundary conditions should for example avoid situations where current shop owners are disadvantaged, e.g. through 'unfair' competition. Also, the governor of Lisse argued that this should not be misused by chain companies that want to try out new formulas. He implied that these companies can afford normal rent, and that such a structure should only be available to starting entrepreneurs that are in need of such a secure environment before starting a shop.

For continuing with this idea, I recommend to do more in-depth research for determining the right boundary conditions. For this, insights from real estate owners about the situation are also needed and listened to.

- Validation: The new role for tourism

The new role for tourism was also assessed during the validation rounds for centre development. It became clear that this idea of integration and mutual dependency stirred up a certain feeling of fairness by the stakeholders that are currently disadvantaged. One of the

shop owners mentioned that he wouldn't mind the drop of revenue during the touristic period if this would be compensated in the rest of the year.

However, due to time constraints this proposition was not validated with stakeholders that currently benefit from tourism. To ensure broad support, these stakeholders should be included in the transition process and need to be validated with in future research.

- Effects for flower field case and accessibility case

Earlier I mentioned that two reasons for elaborating on the flower field case and the reduced accessibility case were to 1) be able to look for synergy benefits and 2) to be sure that the proposed developments do not negatively affect these two cases.

For now, I do not see any indications of significant negative spill over effects from the proposed strategy to the other two cases, for the strategy is not particularly aimed at the touristic season. Only if the centre of Lisse organizes experiences which attract a lot of regional customers on a peak day of the Keukenhof this might give an extra pressure on the infrastructure. But this can simply be solved by not organizing those experiences on days where infrastructure congestion is expected to happen.

On the other hand, the strategy does also not directly lead to synergy benefits. Indirectly, experiences could for example have the theme 'responsible flower photography', but in that case the target group for experiences should also be tourists instead of regional customers. The effect of offering such experiences might be debatable, but this could be tested with pilots.

- Threat of new threats

In chapter 2.4 I elaborated on the sensitivity that is needed for identifying potential harmful threats. During this project, I was able to identify the most imminent threats for the centre of Lisse and to propose a new direction which should give Lisse more resilience to those threats. However, this does not mean that there won't be new threats in the future. The meta-system which our Keukenhof region is part of

is constantly changing. Some of these changes will become threatening influences for Lisse in the future, and both active and reactive stakeholders should be prepared. I therefore strongly recommend to keep monitoring the centre of Lisse, both quantitatively and qualitatively, and to act accordingly. This starts with genuine interest in and conversation with individual stakeholders of the system, for centre degradation starts with the few elements that are most susceptible to a new threat.

5.3 Partial conclusion

- a proposition for the future -

In this final part I made a proposition for a strategy that is most likely to make the centre of Lisse more resilient against the threats of web shops, city centres, vacancies and temporary inaccessibility through tourism. In order to make the right proposition, stakeholder validation was needed to assess the four ideas for centre development. In total, the ideas were validated with 8 stakeholders.

The assessment and validation of the ideas was based on three aspects: relevancy, fit with culture and added resilience. These aspects led to the following determinants on which the ideas were assessed: feasibility, desirability, viability, fit with culture, rarity and inimitability.

The results of the assessment showed that the experience area scored highest on relevancy, and the co-creation area scored highest on adding resilience. Both ideas scored equally on fit with culture. It was concluded that a combination of these two strategies is most likely to result in the desired effect. However, parts of the service+ area and the sandbox area ideas can still be used, for service can be part of an experience and the sandbox area could be implemented parallel to the combined strategy of experience and co-creation. However, this would require further research.

With the combining of experiences and co-creation, the final strategy proposition is a strategy based on a symbiotic relationship between the centre (sub-system) and its elements. This means that two questions are central: What can the centre do for you? And what can you do for the centre? This question can be asked to any element in the system. The answer lies in the experiences and co-creation, for it is experiences and a positive business climate that the centre can offer to customers and shop owners. And it is effort and ownership that these individual elements can offer to the centre. Note that the means for extracting effort and ownership are different for customers than for shop owners, for customers have to choose voluntarily for Lisse and shop owners do not get that choice. Together, this give-and-take relationship creates binding; binding which causes for a strong and resilient system.

For implementation, I provided short, medium and long term goals. It is important to understand that the proposed transition is a process of adopting change. In order to change, people need to be convinced of the strategy. Therefore it is recommended to start pilots with the stakeholders that are most willing to provide experiences in their own store, and to use the stories of success that result from these pilots to convince the other shop owners. The long term goal is that this will eventually result in collaboratively made experiences that bind the whole of the centre together, making current threats insignificant while providing positive spill over effects for the local entrepreneurs and customers. HLTsamen should together with other active stakeholders, such as Lisse Marketing foundation, take an active role in facilitating and orchestrating the transition process.

'The real trouble with this [system-] world of ours is not that it is an unreasonable world, nor even that it is a reasonable one. The commonest kind of trouble is that it is nearly reasonable, but not quite. Life is not an illogicality; yet it is a trap for logicians. It looks just a little more mathematical and regular than it is' - G.K. Chesterson, 20th century writer

Glossary

Active stakeholders: Stakeholders that have a (managing/governing) responsibility within a (sub)-system. They provide adjustments in the system for the reactive stakeholders.

Archetypes: Common system structures that produce characteristic patterns of behaviour.*

Balancing feedback loop: A stabilizing, goal seeking feedback loop

Dynamics: The behaviour over time of a system or any of its components*

Feedback loop: A mechanism that occurs when a change in a system element affects other system elements and ultimately comes back to cause further change in the first system element.

Influences: Developments from outside the system that affect elements and processes within the system.

Reframing: The process of identifying and subsequently changing the way people look at situations, ideas, events, systems, etc.

Reinforcing feedback loop: An amplifying or enhancing feedback loop.*

Resilience: The ability to restore or bounce back after a change due to an influence from the outside.

Reactive stakeholders: Stakeholders which are subject to the adjustments of the active stakeholders within a sub-system

Symbiosis: a mutually beneficial relationship between different people or groups

System: A set of elements or parts that is coherently organized and interconnected in a pattern or structure that produces a characteristic set of behaviours, often classified as its 'purpose' or 'function'.*

*As described in the book of Meadows (2008)

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Appendix

Appendix A - Project brief

DESIGN
FOR OUR
future

TU Delft

IDE Master Graduation

Project team, Procedural checks and personal Project brief

This document contains the agreements made between student and supervisory team about the student's IDE Master Graduation Project. This document can also include the involvement of an external organisation, however, it does not cover any legal employment relationship that the student and the client (might) agree upon. Next to that, this document facilitates the required procedural checks. In this document:

- The student defines the team, what he/she is going to do/deliver and how that will come about.
- SSC E&SA (Shared Service Center, Education & Student Affairs) reports on the student's registration and study progress.
- IDE's Board of Examiners confirms if the student is allowed to start the Graduation Project.

! USE ADOBE ACROBAT READER TO OPEN, EDIT AND SAVE THIS DOCUMENT

Download again and reopen in case you tried other software, such as Preview (Mac) or a webbrowser.

STUDENT DATA & MASTER PROGRAMME

Save this form according the format "IDE Master Graduation Project Brief_familyname_firstname_studentnumber_dd-mm-yyyy". Complete all blue parts of the form and include the approved Project Brief in your Graduation Report as Appendix 1 !

family name	Koomen	Your master programme (only select the options that apply to you):
initials	T given name Tim	IDE master(s): <input type="radio"/> IPD <input type="radio"/> Dfl <input checked="" type="radio"/> SPD
student number	4341805	2 nd non-IDE master:
street & no.		individual programme: - - (give date of approval)
zipcode & city		honours programme: <input type="radio"/> Honours Programme Master
country		specialisation / annotation: <input type="radio"/> Medesign
phone		<input type="radio"/> Tech. in Sustainable Design
email		<input checked="" type="radio"/> Entrepreneurship

SUPERVISORY TEAM **

Fill in the required data for the supervisory team members. Please check the instructions on the right !

** chair	F.E.H.M. Smulders	dept. / section:	DOS / M&O
** mentor	A.M. Willemen	dept. / section:	DOS/ MCB
2 nd mentor	F. Reisch		
	organisation:	HLTsamen	
	city:	Voorhout	country: NL
comments (optional)			

- ! Chair should request the IDE Board of Examiners for approval of a non-IDE mentor, including a motivation letter and c.v..
- ! Second mentor only applies in case the assignment is hosted by an external organisation.
- ! Ensure a heterogeneous team. In case you wish to include two team members from the same section, please explain why.

Improved tourist flow management during the Keukenhof season

project title

Please state the title of your graduation project (above) and the start date and end date (below). Keep the title compact and simple. Do not use abbreviations. The remainder of this document allows you to define and clarify your graduation project.

start date 03 - 02 - 2020

26 - 06 - 2020 end date

INTRODUCTION **

Please describe, the context of your project, and address the main stakeholders (interests) within this context in a concise yet complete manner. Who are involved, what do they value and how do they currently operate within the given context? What are the main opportunities and limitations you are currently aware of (cultural- and social norms, resources (time, money,...), technology, ...).

The Keukenhof is one of the largest flower gardens in the world, currently attracting about 1.5 Million visitors every flowering season, which lasts for about 8 weeks each year. With the amount of visitors is still growing (±150.000 each year), the pressure on the area surrounding the Keukenhof is growing as well.

The Keukenhof is surrounded by a couple of villages (figure 1). Because of the small period each year that the Keukenhof has its visitors, the infrastructure and other facilities are not designed to handle such vast amount of tourists but rather for the day to day useage outside the Keukenhof season. This causes long traffic jams and unwanted behaviour which in its place causes damage, frustration and can even lead to dangerous situations.

Because of the context there are lots of stakeholders. The most important ones are elaborated on in this section:

The Keukenhof: The goal of the Keukenhof is to show the world what the Dutch floriculture has to offer. Besides accommodating as many visitors as they can, it is also important for them to give their visitors a nice experience. They try to manage tourist flows as best as they can (eg. with traffic controllers and shuttle busses) but do not seem willing or able to put a stop to their growth. (They also made some big investments to make sure they can handle more visitors in the future). Keukenhof is a foundation.

Municipality of Lisse: Lisse is a village that is part of the municipality cooperation HLT-samen (=client) and is also the place where the Keukenhof is located. As the local government, they want to profit from the tourists visiting the Keukenhof but also want to keep the disturbances to an acceptable level for their inhabitants and local businesses. They have stakes in inhabitants, busninesses and tourism.

Inhabitants and local businesses: They want to keep the disturbances to a minimum. The flowering season puts a lot of pressure on their day to day activities while most of them do not directly experience the benefits and profits that come with the tourists. Traffic jams are an annoyance while commuting and costs money for the local businesses.

Flower bulb growers: The Keukenhof is located in the heart of the flower bulb area, which means that flower bulb growers are surrounding the Keukenhof. While the Keukenhof promotes their product to an international public and in that way is good for business, the tourists also cause damage to their fields. In order to get the perfect picture, the tourists climb over fences to stand between the flowers. During this process they trample the bulbs and transfer deseases with the sole of their shoes. This causes a lot of financial damage for these farmers (figure 2).

Concluding from this, the context does not come without complexity. The problem period is only for a short period of time which make big and permanent investments less attractive. The values of the different stakeholders are opposing on multiple areas. Lastly the problems will only increase due to the annual growth trend of the amount of visitors.

space available for images / figures on next page

PROBLEM DEFINITION **

Limit and define the scope and solution space of your project to one that is manageable within one Master Graduation Project of 30 EC (= 20 full time weeks or 100 working days) and clearly indicate what issue(s) should be addressed in this project.

The amount of tourists that visit the Keukenhof has increased from 853.000 in 2013 to 1.535.000 in 2019. With this growth, the pressure on the other users of the region (e.g. inhabitants and businesses) has also increased. The experienced pressure manifests itself through traffic jams, damage to property and other undesired behaviour expressed by visitors.

The underlying effect is that the burden-benefit balance between inhabitants, businesses and tourists is shifting to an undesired state. With the growth, tourists ask more from the region (understanding, changes in planning, etc. = burden) which the region (inhabitants and businesses) has to provide without a choice. The amount of understanding and willingness to adapt is however not without a limit, which is recognized on both a local and national level.

At the same time the benefits of this increased popularity of the region are not directly felt by all stakeholders. Therefore a local strategy is needed which restores the balance between burden and benefit for the locals without reducing the positive experience for the tourists. In order to do so, the following research questions will be answered:

ASSIGNMENT **

State in 2 or 3 sentences what you are going to research, design, create and / or generate, that will solve (part of) the issue(s) pointed out in "problem definition". Then illustrate this assignment by indicating what kind of solution you expect and / or aim to deliver, for instance: a product, a product-service combination, a strategy illustrated through product or product-service combination ideas, In case of a Specialisation and/or Annotation, make sure the assignment reflects this/these.

This project will result in an intervention strategy for managing the effect of the growing amount of tourists on the ecosystem. The aim is to lessen the burden experienced by inhabitants and businesses and where possible create a positive spillover effect for the local economy or stakeholders.

What I expect to deliver is:

- a system overview which explains how symptoms relate to: each other, the stakeholders and to the overall problem explanation for why the problem exists.
- Concepts for interventions implemented in a strategy which gives an advise for how the burden-benefit balance could be enhanced.
- A roll-out- or implementation plan which indicates which steps should be made to ensure the viability of the strategy

Choices and reasoning will be communicated through a written report which is based on research methods such as:

- interviews/questionnaires (eg. with visitors, stakeholders and experts)
- observations (eg. on behaviour or causes for certain behaviour)
- desk research (what is already known about this topic/literature)
- trend research (how future developments will influence current processes)
- etc.

The intervention strategy will be validated with stakeholders up to a point where they reach a mutual support for the plan. Because of context and timing, the actual field proving has to be executed after the project.

Personal Project Brief - IDE Master Graduation

PLANNING AND APPROACH **

Include a Gantt Chart (replace the example below - more examples can be found in Manual 2) that shows the different phases of your project, deliverables you have in mind, meetings, and how you plan to spend your time. Please note that all activities should fit within the given net time of 30 EC = 20 full time weeks or 100 working days, and your planning should include a kick-off meeting, mid-term meeting, green light meeting and graduation ceremony. Illustrate your Gantt Chart by, for instance, explaining your approach, and please indicate periods of part-time activities and/or periods of not spending time on your graduation project, if any, for instance because of holidays or parallel activities.

start date 3 - 2 - 2020 26 - 6 - 2020 end date



There are frustrations and problems that can be taken away more easily than others. The design of strategic interventions could help to regain control over the increased amount of tourists visiting the area. In order to do this, I want to use a 3-step approach:

- 1) From symptoms to problem definition: This phase is meant to map the system and to find out why the system is as it is. The goal is to reach the latent layers of the ecosystem, which are expected to be most enlightening. I will use literature about System theory/design and stakeholder insights for this phase.
- 2) From problem definition to concept: Here the design of the interventions begin. It is key that these interventions comply with the ecosystem and add to the earlier mentioned goal. The interventions should come with an (organizational) implementation plan.
- 3) From concept to validated intervention strategy: The concept will be validated with the corresponding stakeholders. With their feedback iteration steps will be made up to a point where the strategy is ready for roll-out and testing.

Some of the research questions that will be answered are:

RQ1: Who are the relevant stakeholders and what are their interests? What is their view on the situation?
 RQ2: Who are the tourists? What are their wishes/expectations when visiting the region?
 RQ3: What has been tried to deal with this problem in the past and why didn't it had the desired effect?
 RQ4: How do the symptoms which are experienced as burdens connect to each other? Is there an underlying problem?
 RQ5: How do other organisations deal with similar problems and what parallels can be made between our situation and theirs?

MOTIVATION AND PERSONAL AMBITIONS

Explain why you set up this project, what competences you want to prove and learn. For example: acquired competences from your MSc programme, the elective semester, extra-curricular activities (etc.) and point out the competences you have yet developed. Optionally, describe which personal learning ambitions you explicitly want to address in this project, on top of the learning objectives of the Graduation Project, such as: in depth knowledge a on specific subject, broadening your competences or experimenting with a specific tool and/or methodology, Stick to no more than five ambitions.

The last couple of years have motivated me to work for the public sector. Not only does this sector has interesting and complicated challenges that needs to be overcome by, but the drivers behind innovation are more to serve the greater good instead of just to make profit.

There are two reasons for why I chose this project specifically. First was that I wanted to solve an issue that needed some form of organising within a complex environment; designing on a system level. This problem which I want to solve for HLTsamens has ties with multiple organisations or other stakeholders, all with different (sometimes opposing) needs and wishes. During my SPD master and the two internships I have done, I found out that my strength is in weighing all the stakes and wishes and in finding the solution that makes most stakeholders happy.

The second reason is that I grew up in the area and have seen the problems growing every year. It feels great that I am able to help solve the problems now that I have gathered some knowledge and skills during my study.

At the end of the project, I want to have proven that I am able to:

- get to the core of problems within a complex environment
- generate data that helps me to get to the core of the problem quickly
- communicate my findings to both an academic audience and non-academic audience
- convert findings into practical solutions that are feasible, viable and desirable

Personal learning ambitions:

1) Designing on a system level is a relatively new topic within the faculty. This means that I, during my years of study, was not specifically trained to design on a system level. The methods and other tools that I learned were meant mostly for product and service design. Therefore one of my personal learning objectives is to find out how the knowledge about product/service design fits system design.

FINAL COMMENTS

In case your project brief needs final comments, please add any information you think is relevant.

Appendix B - Stakeholder conversations [confidential]

This appendix is removed because of confidentiality



This appendix is removed because of confidentiality

Appendix C - Active stakeholder examples

HLTsamen

HLTsamen is the municipality organisation which performs all the executive tasks for the three colleges of mayor and aldermen of Hillegom, Lisse and Teylingen. The three colleges are (indirectly) chosen by the inhabitants of the region to govern over their region and therefore their sub-purpose is to ensure the continuity of their municipal area: perpetuity. Note that the municipality of Noordwijk is adjacent to the HLT-municipalities and is also partly located in the Keukenhof-region (they too feel the effects of the increase in tourists). Although Noordwijk shares the same sub-purpose for their municipal region as HLTsamen does, they can have their own means of ensuring the perpetuity of their region. This is not per definition in harmony with the perpetuity-goal of the Keukenhof region or HLTsamen organisation.

Greenport Foundation

Greenport 'Duin & Bollenstreek' is one of the six greenports in the Netherlands. Their purpose is to ensure the economic viability of the Dutch floriculture (Greenport, 2020). They focus on four themes: innovation & sustainability, space & accessibility, education & jobs and positioning. Greenport foundation is subject to the input of 5 municipalities: Lisse, Hillegom, Teylingen, Noordwijk and Katwijk. These municipalities create the agenda for the foundation. Greenport executes this agenda by for example organizing events and activities.

Economic Board Duin & Bollenstreek

Economic board is an organ which has responsibility over a budget for region-wide projects (EBDB, Unknown; EBDB, 2020). This budget is subsidised by the five municipalities of the region to serve the economic agenda. This economic agenda has the focus points Space, Tourism, Healthcare and tourism. Their purpose is to support innovations that add to the economic viability of the region following the focus points.

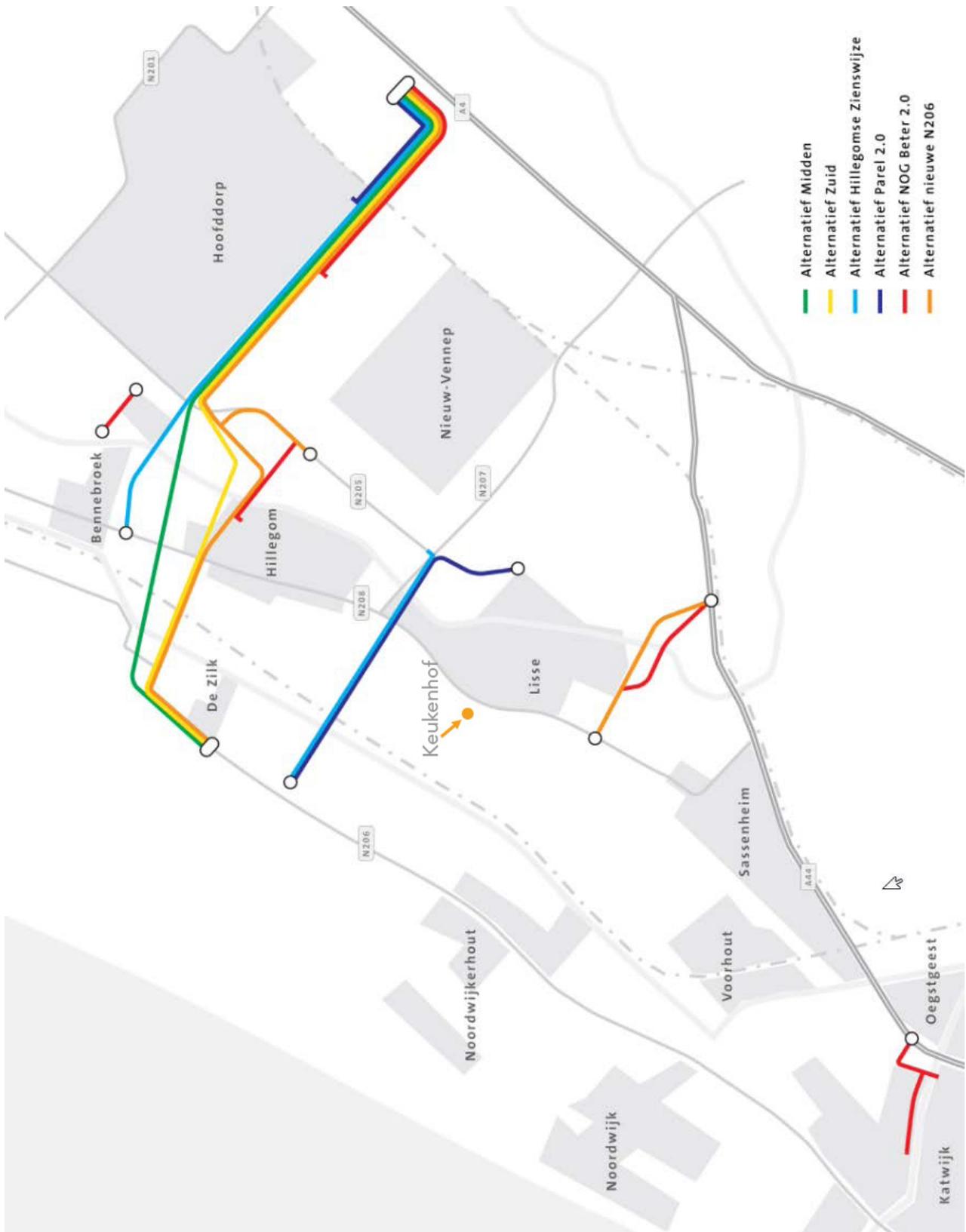
Province

The Keukenhof region is on the border of North- and South Holland. According to HLTsamen, this gives some difficulties from time to time. The provinces have many responsibilities, of which one is the inter-municipal road infrastructure. The shortage of capacity on these roads during the Keukenhof season is one of the causes for the negative experiences of the reactive stakeholders. To increase the road capacity for the Keukenhof, both North- and South Holland have to invest in the infrastructure. According to HLTsamen however, on a province scale the Keukenhof region has a low priority compared to the infrastructural challenges at Amsterdam, Schiphol, The Hague and Rotterdam. Therefore the process of increasing road capacity is going slowly, despite several attempts of HLTsamen to put it higher on the agenda (Strategy advisor Lisse, 2020).

This however is not the only reason for why extra road capacity is hard to achieve. There were already plans for adding another access road from highway to Lisse: the 'Duinpolderweg' (See appendix D). Due to strong opposition from inhabitants, the plans for this new road have been put on hold. See also 'inhabitants' in the next section.

The sub-purpose of the province which is of importance for this scope is to ensure a certain amount of accessibility for the region.

Appendix D - Duinpolderweg options



Appendix E - Map of Keukenhof



Bron: Keukenhof



Convenant voor bepaalde duur inzake strategisch partnerschap tussen Gemeente Lisse en Keukenhof

Gemeente Lisse en Keukenhof zetten vanaf 1 januari 2019 in op strategisch partnerschap. Samen zetten we ons in voor gedeelde belangen waarbij we Keukenhof en Lisse versterken. Dit doen we proactief, met respect voor elkaar en op basis van vertrouwen. Als partners ondersteunen we elkaar waar mogelijk en blijven we structureel met elkaar in gesprek. Zo versterken we onze volwaardige en strategische samenwerking die ontwikkelingen kan versnellen, initiatieven kan aanjagen en nieuwe kansen kan creëren ten dienste van landgoed, bloemententoonstelling, inwoners en ondernemers.

De samenwerking tussen gemeente Lisse en Keukenhof heeft als doel een positieve ontwikkeling van Keukenhof, de Bollenstreek en Lisse in het bijzonder, op het gebied van duurzaamheid, economie en toerisme, mobiliteit en sociaal maatschappelijke thema's.

De gemeente Lisse, volgens artikel 171 van de Gemeentewet, vertegenwoordigd door de burgemeester, mevrouw L. Spruit, zulks ter uitvoering van het besluit van burgemeester en wethouders van Lisse d.d. 18 december 2018, hierna te noemen: "de gemeente";

en

Keukenhof B.V., mede namens haar aandeelhouder Stichting Graaf Carel van Lynden, krachtens haar statuten rechtsgeldig vertegenwoordigd door de directeur/bestuurder B. Siemerink, hierna te noemen 'Keukenhof';

de gemeente en Keukenhof gezamenlijk hierna ook te noemen: "partijen";

hebben als doel om,

- de samenwerking, voortvloeiend uit de vaststellingsovereenkomst die is afgesloten in 2009 en afloopt op 1 januari 2019, op een vernieuwde, strategische, integrale, toekomstbestendige en hedendaagse wijze invulling te geven;
- bij deze samenwerking beider toekomstvisies als basis te laten fungeren en binnen deze visies de thema's op te zoeken waarop synergievoordelen te behalen zijn door de krachten te bundelen, in het belang van een positieve ontwikkeling voor Keukenhof, de Bollenstreek en Lisse in het bijzonder;
- de inhoud van de samenwerking zo in te richten dat de verschillende belangen, inspanningen en investeringen leiden tot gedeelde groei en resultaten met bijzondere aandacht voor inwoners van Lisse en de Bollenstreek.

overwegende dat,

- De vaststellingsovereenkomst uit 2009 voor een periode van 10 jaar haar einde nadert en dat nieuwe afspraken vanuit beide partijen gewenst zijn;
- De gemeente, als ontwikkelaar en beheerder van de openbare ruimte, sinds de vestiging van Keukenhof zorg draagt voor de randvoorwaarden van Keukenhof op het gebied mobiliteit, toegankelijkheid en veiligheid;
- Keukenhof een wezenlijk onderdeel vormt van de geschiedenis, cultuur en identiteit van Lisse toen er een hoekige hofstede 'Keukenhof' werd gebouwd in het keukenduin van slot Teylingen.
- Keukenhof, met haar activiteiten en spin-off, een belangrijke bijdrage levert aan de economie en werkgelegenheid, het imago van Lisse en de Bollenstreek en het behoud van de Bollenstreek;
- Daarnaast sinds 1950 wereldwijde bekendheid aan Lisse geeft door de opening van een internationale bloemententoonstelling;



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- dit convenant onder andere betrekking heeft op de inrichting, hoogte en doelen van de financiële stromen die tussen Keukenhof en gemeente bestaan;
- partijen, mede gelet op de inzet (deels) van publieke gelden, te allen tijde een transparante en verantwoorde werkwijze zullen hanteren.

verklaren te zijn overeengekomen als volgt:

Artikel 1 Duur

- a. Dit convenant wordt aangegaan voor bepaalde tijd tot uiterlijk 1 januari 2029 en treedt inwerking met ingang van 1 januari 2019. Zonder opzegging wordt deze overeenkomst stilzwijgend verlengd voor een periode van telkens 10 jaar.
- b. Elk der partijen is bevoegd de overeenkomst op te zeggen tegen het einde van elke periode waarvoor de overeenkomst geldt, zulks met inachtneming van een opzegtermijn van één kalenderjaar. Opzegging dient plaats te vinden bij aangetekende brief.

Artikel 2 Ambities per thema

- a. Lisse heeft de komende jaren een uitdaging op het gebied van **duurzaamheid**. Niet alleen heeft het gebied zich voor te bereiden op de gevolgen van klimaatverandering maar zijn er ook opgaven op het gebied van de energietransitie. Gemeente en Keukenhof gaan samen aan de slag om zich voor te bereiden op de toekomst. Dit doen we door uitwisseling van kennis en bundeling van krachten. Zodat Lisse en Keukenhof hier beiden van profiteren.

De volgende uitgangspunten vormen hierbij de basis :

- Partijen onderzoeken met behulp van expertise welke mogelijkheden er zijn om de samenwerking te laten bijdragen aan de opgaven op het gebied van duurzaamheid waar Lisse mee te maken heeft. Daarbij zijn er de volgende gemeentelijke ambities: :
 - i. energieneutraal in 2040;
 - ii. een circulaire economie in 2040;
 - iii. In 2030 alle mobiliteit gerelateerde CO2-emissies 25% lager dan in 1990.
 - Keukenhof en de gemeente werken samen aan het vormgeven en vaststellen van de verplicht op te stellen warmtevisie voor het gebied waar Keukenhof zich in bevindt.
 - Waar mogelijk werkt Keukenhof samen met de gemeente om een voorbeeldfunctie te vervullen voor de inwoners en ondernemers van Lisse en de Bollenstreek.
- b. Keukenhof is een van de (**groene**) parels in Lisse en maakt deel uit van het buitengebied in Lisse met haar landgoed en tuin. De aantrekkelijkheid van het landgoed en de tuin geven een positieve uitstraling aan Lisse en dragen bij aan de toeristische aantrekkingskracht van de tentoonstelling en haar omgeving. Samen wordt gewerkt aan aantrekkelijke entrees van Lisse en toegangswegen naar Keukenhof. We spreken voor de korte termijn het volgende af:
 - Keukenhof is bereid het groenonderhoud rondom Keukenhof waar nodig structureel aan te vullen en te ondersteunen. Gezamenlijk wordt overlegd waar dit mogelijk en gewenst is
 - Keukenhof en de gemeente onderzoeken de mogelijkheid om vijf rotondes, gelegen aan de N208, te laten inrichten en onderhouden door Keukenhof.

- c. Keukenhof is de showtuin van de bloembollensector en een belangrijk boegbeeld voor de sector en de streek. Een belangrijke speler op het gebied van **economie en toerisme**. De tentoonstelling draagt bij aan de centrale positie van Lisse, als centrum van de bloembollensector. Van oudsher zijn de 4 O's (ondernemers, overheid, onderzoek en onderwijs) hier gevestigd en is zij de bakermat van de sector op het gebied van kennis en expertise. Samen wordt gewerkt aan het versterken van deze positie in de sector en in Nederland.

Concreet gaan we alvast aan de slag met het volgende:

- Gemeente en Keukenhof onderzoeken in hoeverre het mogelijk is Greenport gerelateerde projecten (zoals Flower Science en een mogelijk Flower Science Center) te versterken door het strategisch partnerschap;
 - Keukenhof werkt mee aan educatie op het vlak van de groene sector, natuur en historie (bollencultuur en buitenplaatsen) voor alle onderwijsniveaus. In de komende periode zal concreet worden bekeken op welke manier dit mogelijk is;
 - Keukenhof vervult een actieve rol als partner in de economische agenda Duin- en Bollenstreek en die van Lisse in het bijzonder;
 - Gemeente en Keukenhof zullen tijdig samen overleggen over (nieuwe) evenementen;
 - Keukenhof en de gemeente hebben de ambitie tot behoud van erfgoed:
 - i. De gemeente verkent de mogelijkheden tot het optimaliseren van de samenwerking op dit vlak in relatie tot wetgeving, samenwerkingspartijen en lokale erfgoedcommissie;
 - ii. Partijen onderzoeken in hoeverre Huys Dever een rol kan spelen binnen de erfgoeddoelstelling van Keukenhof;
 - iii. Partijen delen de ambitie tot behoud van de open Bollenstreek als cultuur historische regio, met het typerende bollenerfgoed. Samen met andere partijen, zoals de GOM, wordt onderzocht welke acties genomen kunnen worden om dit in stand te houden.
 - De gemeente verbindt haar ambities uit het groenprogramma B(I)oeiend Bollenstreek aan de ambities van Keukenhof op het gebied van erfgoed. Gezamenlijk wordt gekeken hoe samenwerking op dit vlak kan leiden tot grotere resultaten. De volgende projecten worden als eerste onderzocht:
 - i. Gemeente en Keukenhof werken samen aan het zo aantrekkelijk mogelijk maken van de toegangsroute naar Keukenhof en entrees van Lisse. Beide partijen doen dit binnen de mogelijkheden die zij hebben.
 - ii. Ontwikkeling van bloeiende bermen
 - Keukenhof denkt actief mee in een aantal actuele dossiers:
 - i. De gemeente heeft de behoefte om een nieuwe locatie voor campers te realiseren. Gemeente zal samen met de Keukenhof onderzoeken in hoeverre dit mogelijk is op of rondom het terrein van Keukenhof;
 - ii. Indien mogelijk gemaakt door de provincie Zuid-Holland, is Keukenhof bereid om een rol te spelen om de verkoop van bollen aan de Westelijke randweg te optimaliseren;
- d. Keukenhof is een belangrijke toeristische trekker voor de wereld en trekt daarmee grote aantallen toeristen naar het landgoed en de bloemententoonstelling. Lisse ontvangt daarmee jaarlijks een grote stroom aan bezoekers in een korte periode. Hiermee neemt de druk op de bereikbaarheid van Lisse en de Bollenstreek toe, los van de drukte die buiten het seizoen ook toeneemt. Dit wordt gevoeld door inwoners en ondernemers. Verbetering van **bereikbaarheid en mobiliteit** zijn dan ook een belangrijk aandachtspunt in het strategisch partnerschap. Samen wordt gewerkt aan het optimaliseren van de bereikbaarheid van Keukenhof, Lisse en de Bollenstreek.



Gemeente en Keukenhof slaan de handen ineen, op korte termijn op de volgende punten:

- i. Het onderzoek dat Keukenhof heeft uitgevoerd naar de verbreding van de N207/N208 met daarbij oog voor de inpassing van openbaar vervoer en andere modaliteiten;
 - ii. De ambities uit het actuele mobiliteitsplan van de gemeente;
 - iii. Lobby richting provincie en Rijk voor investeringen in de bereikbaarheid van Keukenhof, Lisse en de regio.
- e. Lisse is van oudsher een dorp met een grote sociale cohesie. Veel verenigingsleven en sociale participatie. Ook Lisse heeft te maken met de trends waarbij individualisering en vergrijzing steeds sterker voelbaar zijn. Niet eerder was de inzet op een **inclusieve samenleving**, waarbij iedereen er mag zijn en tot zijn recht kan komen zo belangrijk. Keukenhof is een belangrijk onderdeel van de samenleving van Lisse.

In het strategische partnerschap spreken we alvast de volgende zaken concreet af:

- Onderzocht wordt in hoeverre het mogelijk is dat Keukenhof een bijdrage levert aan het Lokaal Fonds Lisse door en voor inwoners van Lisse
 - Het huurbedrag voor de locatie op Keukenhof voor NME centrum de Groene Bol zal vervallen waardoor de gemeentelijke subsidie geheel besteed kan worden aan de activiteiten en ontwikkeling van het centrum;
 - Monumenten in Lisse en Keukenhof blijven toegankelijk en cultureel erfgoed wordt behouden.
 - De kennis en kunde van Keukenhof wordt waar mogelijk ingezet voor de promotie van cultureel erfgoed en evenementen;
 - Er is kosteloze huisvesting voor stichting Kasteelhoef en cliënten van 's Heeren loo op het landgoed;
 - Keukenhof stelt vrijwilligersplaatsen beschikbaar in diverse functies;
 - Keukenhof stelt stage- en leerplekken beschikbaar op alle niveaus.
 - Keukenhof stelt het Koetshuis ter beschikking voor klassieke concerten georganiseerd door Kasteel Cultureel;
 - Keukenhof stelt haar faciliteiten om niet of tegen sterk gereduceerd tarief beschikbaar aan onder andere Button Pop, lokale serviceclubs voor fundraising, de Herdertjestocht georganiseerd door de Raad van Kerken, oefenruimte voor het koor De Kasteelheren, de harddraverijvereniging en soortgelijke initiatieven;
 - De beeldenexpositie op Landgoed Keukenhof is vrij toegankelijk voor publiek.
- f. **Algemeen** worden de volgende uitgangspunten met elkaar vastgesteld:
- De gemeente en Keukenhof trekken met elkaar op om voor benoemde initiatieven financiële bronnen aan te trekken, waar dit noodzakelijk is als publiek private samenwerking;
 - De gemeente waardeert Keukenhof als (inter)nationale tentoonstelling en daarmee het effect op de aantrekkingskracht van Lisse en versterkt haar dienstverlening aan Keukenhof door de volgende maatregelen:
 - i. Voor alle andere thema's binnen de gemeente, blijft een *accountmanager Keukenhof* beschikbaar die het aanspreekpunt is voor Keukenhof en de lijnen binnen het gemeentehuis kort houdt;
 - ii. Bestuurlijk blijft voor de continuïteit van de samenwerking de coördinerend bestuurder namens het college het aanspreekpunt voor de bestuurder van Keukenhof.
 - iii. De gemeente streeft ernaar om *één bestuurlijk aanspreekpunt* voor Keukenhof in de regio Duin- en Bollenstreek te benoemen.
 - Bij Keukenhof is de directeur/bestuurder het vaste aanspreekpunt voor eerder genoemde aanspreekpunten van de gemeente.



LISSE

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HOLLAND

- Partijen erkennen het belang van een goede samenwerking met Economic Board Duin- en Bollenstreek, de stichting Greenport Duin- en Bollenstreek, GOM en samenwerkende gemeenten voor het laten slagen van de ambities uit het convenant.
- Partijen beoordelen jaarlijks of de inhoud van dit convenant bijgesteld en/of geactualiseerd moet worden.

Artikel 3 Financiële bijdrage

- a. Uitgangspunt van dit convenant is dat partijen met elkaar investeren in de gezamenlijke doelen, zonder dat er daarnaast over en weer een financiële bijdrage verschuldigd is. Daar waar de gemeente specifiek voor Keukenhof kosten moet maken worden deze kosten, zoals bijvoorbeeld leges, doorbelast aan Keukenhof.
- b. Jaarlijks worden afspraken gemaakt over financiering van gezamenlijke projecten.
- c. Jaarlijks zal globaal in beeld worden gebracht welke waarde de samenwerking vertegenwoordigt, waarin zowel de gemaakte kosten van Keukenhof en de gemeente worden meegerekend.

Artikel 4 Jaarverslag en verantwoording

- a. Jaarlijks wordt in het bestuurlijk overleg tussen Keukenhof en de gemeente besloten welke projecten in dat jaar gezamenlijk worden uitgevoerd. Daarnaast vindt een jaarlijkse evaluatie plaats van de samenwerking en de bereikte resultaten.
- b. Jaarlijks, onverminderd het bepaalde onder artikel 2, lid f, punt 5, is er tijdens het bestuurlijk overleg ruimte om nieuw beleid en/of nieuwe onderwerpen aan te dragen voor de samenwerking.

Artikel 5 Raadplegen gemeenteraad

- a. Keukenhof is geïnformeerd dat de gemeenteraad van Lisse in het eerste kwartaal van 2019 (door het college burgemeester en wethouders van Lisse) in de gelegenheid wordt gesteld zijn wensen en bedenkingen omtrent deze overeenkomst ter kennis van het college van burgemeester en wethouders van Lisse te brengen. Afhankelijk van de aard en inhoud van de wensen en bedenkingen zal hiermee bij de samenwerking tussen partijen rekening worden gehouden.

Aldus in tweevoud opgesteld en ondertekend te Lisse op 20 december 2018.

Gemeente Lisse

Mevr. L. Spruit

Keukenhof B.V.

Dhr. B. Siemerink

For an overview of all survey results, go to: <https://tinyurl.com/surveyresultsTK2020>



5 minuutjes voor een betere Bollenstreek

Mijn naam is Tim en voor mijn afstudeeronderzoek aan de TU Delft doe ik onderzoek naar de invloed van toerisme op het koopgedrag in de Bollenstreek. Het doel van dit onderzoek is om knelpunten te ontdekken binnen de toeristische periode en hiervoor oplossingen te bedenken die uw streek een stukje beter maken. Om dit op een goede manier te kunnen doen heb ik uw hulp nodig.

Omdat ik u, als winkelend publiek, nu op straat geen vragen kan stellen, wil ik u vragen of u een korte online vragenlijst in wilt vullen. Deze vragenlijst zal hooguit 5 minuten van uw tijd in beslag nemen en mij heel erg helpen om alsnog een goed resultaat te behalen met mijn project. U kunt de vragenlijst vinden door de QR-code te scannen, of de onderstaande link in uw webbrowser te typen.

Hartelijk bedankt!

tinyurl.com/smpa7ao



p.s. Zou u deze kaart nadat u er klaar mee bent bij de burens in de brievenbus willen doen?

Het was enkel mogelijk om een beperkt aantal kaarten door de streek te verspreiden. Uw burens hebben er dus geen ontvangen. Hiermee helpt u mij zo veel mogelijk antwoorden te verzamelen.

Appendix H - Interview results [confidential]

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Appendix I - SWOT

<p>Strengths</p> <ul style="list-style-type: none"> • mass. Product/ speciality ratio • Supply of speciality stores • Cosiness • Historical value of environment & context • Temporary presence of valuable tourists • Variation in supply • Free parking • High amount of clothing shops • Personal service 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Low municipality budget • Weakened entrepreneurs due to corona • Regional dependency • (Limited parking facilities)
<p>Opportunities</p> <ul style="list-style-type: none"> • Lot's of entrepreneurs want to do extra • Increasing 'experience' market • Increasing awareness for touristic footprint (ecotourism) • Local products popularity • Increased cycle distance due to electric bikes • Tourism blending in stead of concentrating • Privatisation of public space • Consciousness about sustainability • Growing convenience market • Vacancies • Repelling of cars 	<p>Threats</p> <ul style="list-style-type: none"> • (growing) temporary inaccessibility • Webshops • City popularity • vacancies

Additions from HLTsamen

Sterktes

- Regionale aantrekkingskracht
- Ondernemers die zich inzetten voor het centrum
- Hoog voorzieningenniveau voor lokaal/regio (bioscoop, theater, museum)

Zwaktes

- Weinig onderscheidend van andere dorpen door groeiend eisenpakket van bewoners, bedrijven en bezoekers.
- Beperkte overnachtingsmogelijkheden.
- Beperkte samenwerking tussen organisaties in Lisse en omgeving met mogelijk interne concurrentie als gevolg.
- Gedateerd centrum zonder belevingslaag.
- Beperkt aantal (toeristische) attracties.

Kansen

- Vergrijzing: meer vraag naar activiteiten/voorzieningen in de buurt
- Behoeftte aan meer persoonlijke aandacht (in reactie op online shoppen)
- Inzetten op seizoensverlenging
- Branchevervaging (detailhandel wordt vermengd met andere functies als horeca en dienstverlening)
- Uitstraling van het winkelgebied wordt van groter belang (beleving) door toeneming
- combinatiebezoeken en wens voor 'dagje-uit'.
- Verschuiving van aankooptijden zet door, met meer vraag naar mogelijkheden buiten de gangbare winkeltijden.
- Gedegen aankoopadvies neemt toe in belang.

Bedreigingen:

- Investeringsbereidheid in winkelpanden veranderd.
- Aantal winkelmeters zal afnemen
- Regiofuncties nemen in belang af onder druk van internetwinkelen
- Faillissementen voor grote ketens
- Vlucht van online aankopen (ook in het segment van dagelijkse inkopen).
- Traditionele verzorgingsgebieden veranderen, met gevolgen voor winkelgebieden met een regiofunctie.
- Niet-dagelijkse aankopen steeds vaker via het internet

Appendix J - VRIO analysis

	Valuable	Rare	Inimitable	used potential
mass product/speciality ratio	Yes	Yes	Yes	Yes/No (not consciously)
supply of speciality stores	Yes	Yes	Yes	Yes/No (individually, not collectively)
coziness	Yes	Yes	Yes	Yes
historical value of environment and context	Yes	Yes	Yes	No (not in combination with shopping)
temporary presence of valuable tourists	Yes	Yes	Yes	No
variation in supply	Yes	Yes	Yes/No	Yes
free parking	Yes	Yes/No	Yes/No	Yes (although limited capacity)
high amount of clothing shops	Yes	Yes/No	No	Yes
personal service	Yes	Yes/No	No	Yes/no (individually, not as a collective USP)
organized in entrepreneurial associations	Yes	No	Yes	Yes
presence of hospitality industry	Yes	No	Yes/No	Yes
possibility to support local entrepreneurs	Yes	No	No	No
being able to experience product	Yes	No	No	Yes (individually)
ease of shopping	Yes	No	No	Yes
no shipping costs	Yes	No	No	n.a.
support for new initiatives	Yes	?	No	Yes

Appendix K - Search areas

	lots of entrepreneurs that want to do extra.	increasing expertise market	more customers for products	Local products	increased cycle due to electric bikes of convenience. Private & public space of Congregants about	greater availability	vacancies	Reliability of Cars.
mass product/ Specialty ratio				01.			3/4	
Supply of specialty stores	21.	18.	14.		2		14	
Business	11.	9.	9.		12/11		18	
historical value of environment & context	8/60				8.			
temp. presence of valuable tourists		1/5			12.			7/5. 15/16/17.
variation in supply		18.						
free parking.								
high amount of clothing shops	25.	18.						
personal service.	6.	6.						6/27

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Appendix L - Idea list

1. Tourists pay a fee for the capacity they use in the period. With the revenue of that fee, value will be added to the 'victims' of tourism (reversed tragedy of the commons).
2. Centre enhancement through ownership of store. Becoming independent of real-estate owners.
3. Increase attractiveness of filling a vacancy by guaranteeing part of the rental costs if failure arises despite attempts to evade this.
4. Municipal buying of several stores which can be used as pilot location for other stores with a lower threshold for opening a new store.
5. Toll stickers for using the roads for tourists, discouraging the use of cars.
6. Pop-up SRV-trucks where every time a few other entrepreneurs can bring their products to the customers in other villages; increasing the triability factor for customers from other villages.
7. Making parking at the Keukenhof expensive (needs good and cheap alternatives for accessibility)
8. Using the stories and history of Lisse as an extra motivation to go shopping/visit the centre of Lisse, much like the Efteling which is not only an attraction parc but also full of stories. 'enriching' the centre with history.
9. Positioning Lisse as a place for experiences instead of shopping (changing purpose). Appealing to the senses. (e.g. the smell of grilled chicken, the beauty of a dress, personal care) A 'Bazaar' feeling. You do not visit Venice for the H&M, but still it is full of people.
10. Cycle highways between HLT municipalities
11. Privatization of 'front garden' of shops
12. Creating multiple smaller parking spaces for Keukenhof, spread over the region
13. kanikhetinLissekopen.nl? (canIbuyitinLisse.nl)
14. Attract 'Landwinkel' concepts to the centre, playing onto the need for authentic products
15. Cheaper entrance tickets to Keukenhof for public transport users.
16. Time-slots for entrance to the parc
17. No parking space at all at Keukenhof, use of shuttle busses
18. Lisser 'Noffies' or other loyalty programs
19. Customers decide how the centre should be (caring through ownership)
20. Make use of story tellers (small experience)
21. Enable people to be literally able to help building... (art, a square, a wall, etc.)
22. Moving the Keukenhof)
23. Making the N208 a one-way-road. Reserving 1 lane for Keukenhof and 1 lane for inter-village traffic
24. Hop-on, Hop-off region busses to lure more customers to the centre
25. 'Smalland'-concepts
26. Aggressive marketing
27. Pick-up points for products from Lisse at other villages during Keukenhof season
28. Focussing on becoming more attractive for other cultures/ethnicities.
29. Collective buying of resources for shop-owners to lower purchase price (e.g. internet)
30. Unifying the strengths of stores, e.g. coffee and waiting for a repair)
31. Hold elections for (small) centre upgrades)

Appendix M - Validation forms + notes

Stakeholder 1,2 & 3

	Lisse, daar beleef je het	Lisse, het dat beetje extra	Lisse, jouw winkelcentrum	Lisse, de eerste stap voor een succesvol bedrijf
Plus	+ Shopping Sunday + een langere tijd	- Service overal altijd goed	- In winkel is goed, veel ruimte	Levenskwaliteit is nodig, maar winkel centraal, zeker anders anders winkel.
Min	- Veegt grote shop van ondernemers, niet mogelijk is niet Pro - score weten	- lastig in praktijk te passen	- risico of moet door mindere...	- Herwinning verhoogd. - Herwinning
Interessant	- Hoe?	Severe heel scherp.	- met veel mogelijkheden	

Wilt u online maar geen budget?

<p>Het meest haalbare idee om uit te voeren is:</p>	<p><input checked="" type="checkbox"/> Lisse, daar beleef je het! <input type="checkbox"/> Lisse, net dat beetje extra <input type="checkbox"/> Lisse, jouw winkelcentrum <input type="checkbox"/> Lisse, de eerste stap voor een succesvol bedrijf.</p>	<p>Omdat? <i>Want uit bouwen</i></p>
<p>Het meest wenselijke idee is?</p>	<p><input type="checkbox"/> Lisse, daar beleef je het! <input type="checkbox"/> Lisse, net dat beetje extra <input type="checkbox"/> Lisse, jouw winkelcentrum <input type="checkbox"/> Lisse, de eerste stap voor een succesvol bedrijf.</p>	<p>Omdat? <i>Witings Part 2 Onderbouwing van andere. Elementen verspreide.</i></p>
<p>Het idee dat het meest economisch haalbaar lijkt is?</p>	<p><input type="checkbox"/> Lisse, daar beleef je het! <input type="checkbox"/> Lisse, net dat beetje extra <input type="checkbox"/> Lisse, jouw winkelcentrum <input checked="" type="checkbox"/> Lisse, de eerste stap voor een succesvol bedrijf.</p>	<p>Omdat? <i>Als aan een geweldig project</i></p>
<p>Als ik zou moeten kiezen, kies ik voor?</p>	<p>Idee ... , omdat</p>	

<p>Het meest haalbare idee om uit te voeren is:</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Lisse, daar beleeft je het! <input type="checkbox"/> Lisse, net dat beetje extra <input type="checkbox"/> Lisse, <u>jouw</u> winkelcentrum <input type="checkbox"/> Lisse, de eerste stap voor een succesvol bedrijf. 	<p>Omdat? Je bereikt van goedgehoop.</p>
<p>Het meest wenselijke idee is?</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Lisse, daar beleeft je het! <input type="checkbox"/> Lisse, net dat beetje extra <input checked="" type="checkbox"/> Lisse, <u>jouw</u> winkelcentrum <input type="checkbox"/> Lisse, de eerste stap voor een succesvol bedrijf. 	<p>Omdat? Uitproefde van een succes.</p>
<p>Het idee dat het meest economisch haalbaar lijkt is?</p>	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Lisse, daar beleeft je het! <input type="checkbox"/> Lisse, net dat beetje extra <input type="checkbox"/> Lisse, <u>jouw</u> winkelcentrum <input type="checkbox"/> Lisse, de eerste stap voor een succesvol bedrijf. 	<p>Omdat? Van alkenen veel over 10 jaar</p>
<p>Als ik zou moeten kiezen, kies ik voor?</p>	<p>Idee 3, omdat Je uitproefde in het succes.</p>	

Je moet iets over hebben voor je kunnen
 Onderzoek in Horeca.

Je moet beleid maken.

	Lisse, daar beleef je het	Lisse, net dat beetje extra	Lisse, jouw winkelcentrum	Lisse, de eerste stap voor een succesvol bedrijf
	<ul style="list-style-type: none"> - doelgroep verbreed - vertiëldom verbreed 	<ul style="list-style-type: none"> - Klantgericht - extra service 	<ul style="list-style-type: none"> - Participeren is goed - goet over "groet" addresseren 	<ul style="list-style-type: none"> - Van visiel maken
Plus	<ul style="list-style-type: none"> - Samenwerking - Worden tot in inkomsten 	<ul style="list-style-type: none"> - Valt of Spreekt met ondernemers 	<ul style="list-style-type: none"> - Niet tealshch gezien verpord - tradgevoelig - verbeeldheid. 	<ul style="list-style-type: none"> - Moet niet concurren. - Splijting.
Min	<ul style="list-style-type: none"> - Heeft stakke beleid nodig - minder 'mobility' daer - waar ga je dit 		<ul style="list-style-type: none"> - de ver uit spavaal by een in uleia stikken maken 	<ul style="list-style-type: none"> - Ook andere manieren om leynhand of f. cutie
Interessant	<ul style="list-style-type: none"> - doen? 'afkaderen'! 		<ul style="list-style-type: none"> - verantwoordig is 'mobility'! 	<ul style="list-style-type: none"> - over focus gerichtheid meer overbel of keuzehet - Klanten zijn niet meer een Horeca & Penner

<p>Het meest haalbare idee om uit te voeren is:</p>	<p><input checked="" type="checkbox"/> Lisse, daar beleef je het! <input type="checkbox"/> Lisse, nèt dat beetje extra <input type="checkbox"/> Lisse, <u>louw</u> winkelcentrum <input type="checkbox"/> Lisse, de eerste stap voor een succesvol bedrijf.</p>	<p>Omdat? <i>dat geeft het een is vertrouwd, makkelijk overkop.</i></p>
<p>Het meest wenselijke idee is?</p>	<p><input checked="" type="checkbox"/> Lisse, daar beleef je het! <input type="checkbox"/> Lisse, nèt dat beetje extra <input type="checkbox"/> Lisse, <u>louw</u> winkelcentrum <input type="checkbox"/> Lisse, de eerste stap voor een succesvol bedrijf.</p>	<p>Omdat?</p>
<p>Het idee dat het meest economisch haalbaar lijkt is?</p>	<p><input checked="" type="checkbox"/> Lisse, daar beleef je het! <input type="checkbox"/> Lisse, nèt dat beetje extra <input type="checkbox"/> Lisse, <u>louw</u> winkelcentrum <input type="checkbox"/> Lisse, de eerste stap voor een succesvol bedrijf.</p>	<p>Omdat? <i>het werkt of, maar het wil op mit.</i></p>
<p>Als ik zou moeten kiezen, kies ik voor?</p>	<p>Idee ... , omdat</p>	

	Lisse, daar beleef je het	Lisse, net dat beetje extra	Lisse, jouw winkelcentrum	Lisse, de eerste stap voor een succesvol bedrijf
Plus	Promote als kleine meerkant wereld. Roeven, promotie	Positief voor de klant.	Actief publiceren is meer goed. "er is altijd wel te zien"	Leuk om dingen uit te proberen
Min	Organisatie.	Heeft energie en leuk voor ondernemers	—	- Als de edit wil ondernemen die het leuk wel - Concurren tie
Interessant	Maakt groots en kleine	Wetkenbedrijven hebben eigen beleid.	- Fijne zaken - moet veel gepubliceren - gaar.	"eek ondernemers die het toch wel ↓ aanvalt het zelfde

<p>Het meest haalbare idee om uit te voeren is:</p>	<p> <input type="checkbox"/> Lisse, daar beleef je het! <input type="checkbox"/> Lisse, nèt dat beetje extra <input checked="" type="checkbox"/> Lisse, <u>jouw</u> winkelcentrum <input type="checkbox"/> Lisse, de eerste stap voor een succesvol bedrijf. </p>	<p>Omdat? van goede aanpak vooral</p>
<p>Het meest wenselijke idee is?</p>	<p> <input type="checkbox"/> Lisse, daar beleef je het! <input type="checkbox"/> Lisse, nèt dat beetje extra <input checked="" type="checkbox"/> Lisse, <u>jouw</u> winkelcentrum <input type="checkbox"/> Lisse, de eerste stap voor een succesvol bedrijf. </p>	<p>Omdat? het makkelijker maakt een-</p>
<p>Het idee dat het meest economisch haalbaar lijkt is?</p>	<p> <input checked="" type="checkbox"/> Lisse, daar beleef je het! <input type="checkbox"/> Lisse, nèt dat beetje extra <input type="checkbox"/> Lisse, <u>jouw</u> winkelcentrum <input type="checkbox"/> Lisse, de eerste stap voor een succesvol bedrijf. </p>	<p>Omdat? belang blijft relevant.</p>
<p>Als ik zou moeten kiezen, kies ik voor?</p>	<p>Idee 1, omdat - goede belevenissen (en 3 winkels) - ruime keuze voor hebberik</p>	

Periode

